



SYLLABUS

GLOBAL MBA PROGRAM

TRIMESTER 1

SESSION: 2022-24

Programme: Global MBA
Name of the Course: **Business Statistics**
Core / Elective : Core
Credit: **3 Credits**
Academic Year & Term: 2022-24, Term I
Course Coordinator: Prof.
Email:

Instructor:
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Instructor:
Email:

Course Objective:

The course aims at equipping the students with knowledge of modern statistical methodology. Such knowledge will be crucial in reaching efficient managerial decisions under uncertainty. More specifically, it will form the basis of business analytics and play a major role in key areas of management science such as finance, marketing, operations and organizational behavior

Learning Outcome:

At the end of this course students will:

1. Possess state-of-the-art knowledge of theory and practice in all functional fields of management and the ability to think critically, and apply them to diagnose and find solutions to organisational problems, even in unfamiliar or uncertain situations.
2. Develop their capacity to articulate their thinking and ideas through verbal and written communications, at a professional (manager/consultant) level and to deliver the same.
3. Be able to appreciate the dynamics of Information Technology acquisition and absorption by present day business organizations and develop ability to use modern IT enabled decision support tools for improved understanding of business.
4. Acquire capacity to apply their professional knowledge and skills to diagnose and resolve business problems in actual organizational settings.

Course Content:

Module 1

Probability

Tree diagrams; laws of probability and conditional probability; notion of independence

Module 2

Random variables

Discrete distributions; introduction to continuous distributions, more on continuous distributions; normal approximation; Chebyshev inequality; joint, marginal and conditional distributions

Module 3

Introduction to statistical inference

Sampling, interval estimation, Intensive problem solving in probability and random variables, Organizing and making sense of business data

Module 4

Point estimation

Unbiasedness and minimum variance, maximum likelihood estimation

Module 5

Testing of hypotheses

Controlling errors in hypothesis testing, specific test procedures

Module 6

Introduction to correlation and regression

Covariance and correlation coefficient, linear regression, multiple linear regressions, polynomial regression

Pedagogy

Lectures, Case Discussion, Simulation and Role Plays

Text Book(s)

Statistics for Managers using Microsoft Excel (8th ed.) by DM Levine, DF Stephan, KA Szabat

Mode of Evaluation

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

Programme: Global MBA
Name of the Course: **Consumers, Firms and Market**
Core / Elective : Core
Credit: **3 Credits**
Academic Year & Term: 2022-24, Term I
Course Coordinator: Prof.
Email:

Instructor:
Email:

Instructor:
Email:

Course Objective:

This course is about understanding economic transactions, and about recognizing how (and when) the market mechanism facilitates such exchanges. We will focus on the central principles of Microeconomics that underlie numerous business decisions.

Learning Outcome:

Student will be able to understand decision-making by consumers, firms, and governments; and explore how the aggregation of such decisions determines overall economic outcomes.

Course Content:

Module 1

Decision-Making In A Market Economy

Cost-Benefit Analysis; Markets and Prices; Firms and Economic Profits

Module 2

Demand - Supply Analysis

Demand, Supply, and Market Equilibrium; Elasticities of Demand & Supply

Module 3

Demand Side: Consumer Behaviour

From Individual Preferences to Market Demand; Effects of Price and Income Changes

Module 4

Supply Side: Production, Cost And Profit Maximization

Production Functions and Cost Functions; supply decisions of price taking firms

Module 5

Perfect Competition

Competitive equilibrium, welfare and Government Interventions

Module 6

Monopoly And Pricing

Monopoly, market power and more involved pricing strategies

Module 7

Game Theory, Nash Equilibrium And Market Structure

Game Theory and Nash Equilibria; Oligopoly, Strategic Competition in Capacities & Prices

Module 8

Decision-Making Under Uncertainty And Asymmetric Information

Expected Utility Theory; Risk Aversion; Adverse Selection and Moral Hazard

Pedagogy

Lectures, Case Discussion, Simulation and Role Plays

Text Book(s)

Microeconomics by B Douglas Bernheim and Michael D Whinston

Mode of Evaluation:

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

Programme: Global MBA
Name of the Course: **Corporate Financial Reporting and Analysis**
Core / Elective : Core
Credit: **3 Credits**
Academic Year & Term: 2022-24, Term I
Course Coordinator: Prof.
Email:

Instructor:
Email:

Instructor:
Email:

Course Objective:

The objective of the course is to enable the students to

- learn the mechanics & the process of recording transactions,
- acquire the conceptual understanding and technical skills needed to prepare, understand, and analyze corporate financial statements and some important disclosures, appearing in the Annual Reports of the companies, and
- gain an application-based understanding of domestic as well as international GAAPs

Learning Outcome:

At the end of this course students should understand:

- The basic structure of balance sheet, profit and loss statement and cash flow statement.
- The process of recording transactions and preparation of financial statements
- The nature of items that usually appear in corporate financial statements
- Generally Accepted Accounting Principles
- Analysis of financial statements

Course Content:

Module 1

Introduction & Accounting Equation

Users & Principal Uses of Accounting, Classification of Business Transactions, Qualitative characteristics of Accounting Information, Accounting Cycle, Basic Accounting Principles Assumptions and Concepts, Basic Accounting Equation, Elements of Financial Statements

Module 2

Accounting Mechanics

Account, Effect of a transaction on Accounting Equation, The Rules of Debit and Credit, Steps in Accounting Cycle – Journalizing, Ledger Posting, Passing Adjustments and Closing entries, Preparing Trial Balance, Basics of adjusting entries and closing the books

Module 3

Preparing and Understanding Income Statement

Income statement: Single-step and Multi-step, Product Cost versus Period Cost, Different line items in multi-step Income Statement like Net Sales COGS, Gross Profit, Operating Profit, EBIT, Net Profit, Deferred and current tax, Earnings Per Share, Indian format of Income Statement

Module 4

Preparing and Understanding Balance Sheet

Elements of Balance Sheet, Classified Balance Sheet, Assets & Liabilities: Current & Non-current, Financial & non-financial, Shareholder's Equity – Equity Share Capital, Other Equity (Reserves & Surplus), Bonus Share, Buyback, and Stock Split, Schedule of Property, Plant and Equipment, Net working Capital, Indian format of Balance Sheet

Module 5

Financial Statement Analysis - Tools & Application

Comparative Analysis: Horizontal & Vertical, Ratio Analysis: Liquidity, Efficiency, Profitability, solvency, market-based, DuPont Analysis, Assessment of financial performance & health of companies – across time, over the periods

Module 6

Preparing, Understanding & Analyzing Cash Flow Statements

Usefulness & Format of Cash Flow Statement (Indian format), Cash and Cash Equivalents, Classification cash flows into Operating, Investing or Financing flows, Cash Flow from Operating Activities: Indirect & Direct Method, Cash flow from Investing Activities, Cash Flow from Financing Activities, Use of Cash Flow Statement to evaluate a company

Module 7

Accounting for Property, Plant, & Equipment (PPE)

Accounting for Acquisition, Depreciation, Impairment, and Disposal, Operating Versus Financial Lease, Presentation in financial statements, Impact on Ratios

Module 8

Inventory Reporting and Analysis

Classification and determining inventory, Perpetual and Periodic Inventory system, Inventory Costing under FIFO, LIFO, & Weighted Average Cost methods, Inventory Valuation Methods, Presentation in financial statements, Impact on Ratios

Pedagogy

Lectures, Case Discussion, Simulation and Role Plays

Text Book(s)

- “Financial Accounting – Tools for Business Decision Making”, Kimmel, Weygandt, & Kieso, International Student Version, Wiley Publications, Seventh Edition [KWK]
- “Corporate Financial Reporting and Analysis”, A. K. Bhattacharyya, PHI, First Edition. [AKB]

Reference Books

- Soft Copies of Annual Report of two Indian Companies: To be decided by faculty member

Mode of Evaluation:

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

Programme: Global MBA

Name of the Course: **Human Behaviour in Organizations**

Core / Elective : **Core**

Credit: **3 Credits**

Academic Year & Term: 2022-24, Term I

Course Coordinator: Prof.

Email:

Instructor:

Email:

Instructor:

Email:

Course Objective:

The course examines people-related issues at the workplace. The aim of this course is to help students to appreciate, analyze and influence a wide variety of questions related to individuals, interpersonal relationships and team dynamics.

Learning Outcome:

Upon successful completion of the course, students will:

1. Possess state-of-the-art knowledge of theory and practice in all functional fields of management and the ability to think critically, and apply them to diagnose and find solutions to organisational problems, even in unfamiliar or uncertain situations
2. Develop and apply ethical values to analyse and solve organisational problems
3. Develop a global perspective that is built upon knowledge of economic, technological, regulatory and political forces that are shaping a new international order in the 21st century
4. Develop their capacity to articulate their thinking and ideas through verbal and written communications, at a professional (manager/consultant) level and to deliver the same
5. Be able to appreciate the dynamics of Information Technology acquisition and absorption by present day business organizations and develop ability to use modern IT enabled decision support tools for improved understanding of business
6. Acquire capacity to apply their professional knowledge and skills to diagnose and resolve business problems in actual organizational settings
7. Acquire the leadership qualities and the competence needed for leading organizational change

Course Content:

Module 1

Introduction

Introduction to Organizational Behaviour, Management half-truths and nonsense: How to practice evidence-based management, Google's Project Oxygen: Do Managers Matter

Module 2

Personality & Values

Job Attitudes, Employee selection: Will Intelligence and Conscientiousness do the job? Orlando Behling, Case study: Autobiography of a Manager

Module 3

Perception

The hidden traps in decision making, Motivation, Communication, Case study: Micromanager

Module 4

Power, Influence and Politics

Pfeffer - Understanding power in organizations, Anand & Conger - Capabilities of the consummate networker

Module 5

Handling Conflicts and Negotiations

Phillips & Cheston - Conflict resolution: What works? Sebenius - Six habits of merely effective negotiators

Module 6

Fundamentals of Working in Teams

Pentland – New science of building great teams, Case study: Managing a global team: Greg James at Sun Microsystems

Module

Theory and Practice of Leadership and Integration

Bass - From transactional to transformational leadership: Learning to share the vision, McClelland & Burnha - Power is the great motivator, Case study: Henry Tam and the MGI Team

Pedagogy

Lectures, Case Discussion, Simulation and Role Plays

Text Book(s)

1. Stephen P. Robbins & Timothy A. Judge, Organizational Behavior, 18th edition: Pearson Education

Mode of Evaluation:

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

Programme: Global MBA
Name of the Course: **Legal Aspect for Business**
Core / Elective : Core
Credit: **2 Credits**
Academic Year & Term: 2022-24, Term I
Course Coordinator: Prof.
Email:

Instructor:
Email:

Instructor:
Email:

Course Objective

The objectives of the course are to bring jurisprudence to the forefront by engaging students in thoughtful and critical analysis about the law, to provide the students with an understanding about the basic nature of law, how it works, how it is used to settle disputes and how it affects business decision making, to introduce students to the world of intellectual property law by making them familiar with the Regulatory structure and compliance requirements and to enable the students to be an active partner in legal aspects of decision making and better equip them to avoid the legal issues before they occur and control and manage legal problems more effectively.

Learning Outcome

After undergoing the course, a student will be able:

1. To understand and recognize when one has a legal issue in various business settings and transactions.
2. To apply sound legal reasoning and critical thinking to legal positions.
3. To analyse and review legal factual situations.
4. To evaluate legal conditions and reach to a conclusion regarding legal & IPR issues.

Course Content:

Module 1

Business Management and Jurisprudence:

Philosophical context of the law, general principles and application of jurisprudence

Module 2

Commercial Laws-I:

Important elements of mercantile law; The Indian Contract Act, 1872; The Sale of Goods Act, 1930; The Negotiable Instruments Act, 1881; The Partnership Act, 1932.

Module 3

Commercial Laws-II:

The Companies Act, 2013; The Competition Act, 2002; The Consumer Protection Act, 2019.

Module 4

Importance of Banking & Insurance Law:

Introduction, Control and Regulation of Banking and Insurance in India; Important provisions of The Banking Regulation Act, 1949, Insurance Act, 1938 (Amendment Act 2015) and Foreign Exchange Management Act, 1999

Module 5

Intellectual Property Rights:

Regulatory structure and compliance, The Copyright Act, 1957; The Patent Act, 1970; The Trade Mark Act, 1999

Pedagogy

Lectures, Case Discussion, Simulation and Role Plays

Text Book(s)

1. Legal Aspects of Business by Akhileshwar Pathak by Tata McGraw Hill Education Private Limited, 5e
2. Elements of Mercantile Law by N D Kapoor published by Sultanchand and Sons
3. Business law including Company law by N D Kapoor published by Sultanchand and Sons

Reference Books

1. Mercantile Law by M C Kucchal
2. Business and Corporate Laws by V S Datey, Taxman Publication
3. Business Law by Satish B Mathur published by Tata McGraw Hill Education Private Limited, Edition 2011

Mode of Evaluation:

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

Programme: Global MBA

Name of the Course: **Marketing Management**

Core / Elective : Core

Credit: **3 Credits**

Academic Year & Term: 2022-24, Term I

Course Coordinator: Prof.

Email:

Instructor:

Email:

Instructor:

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Course Objective:

The objective of this course is to introduce marketing to students-its concepts, theories, applications using the best & worst practices. Through this course, you would be able to understand and intelligently apply marketing concepts

Learning Outcome:

At the end of this course, you are expected to understand and apply the following concepts:

1. The nature and scope of marketing and the environmental influence on it.
2. Who is a customer? Who is a consumer? How to create and deliver value to customers?
3. The consumer's decision process for purchase and shopping.
4. How to segment the market, and target appropriate segments profitably?
5. How to communicate clear differentiating value proposition to customers?
6. Design elements of marketing mix (product, price, place, and promotion) and its interlinkages, to offer best value to customers.
7. Finally, plan, create, and execute successful marketing programmes for the firms.

Course Content:

Module 1

Customer Value

Introduction to Marketing, Understanding Customers, Pricing

Module 2

Marketing and the Organization

Analyzing the Marketing Environment, Market Segmentation and Targeting, Developing and Implementing Marketing Strategy

Module 3

Product and Brand Management

Innovation and Product Life Cycle Management, Product Management, Managing Services, Managing Brands

Module 4

Sales and Distribution Management

Personal Selling and Sales Management, Managing Distribution Channels, Retailing

Module 5

Marketing Communications

Advertising and Sales Promotions, Digital Marketing

Pedagogy

Lectures, Case Discussion, Simulation and Role Plays

Text Book(s)

1. Philip Kotler, and Kevin Keller [KK] (Latest Edition). Marketing- Management, Latest Edition, New Delhi: Pearson Education.

Other Learning Resources

Marketing Dictionary: <http://www.marketing-dictionary.org/home>

Mode of Evaluation:

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

Programme: Global MBA
Name of the Course: **Principal and Practices of Management**
Core / Elective : Core
Credit: **3 Credits**
Academic Year & Term: 2022-24, Term I
Course Coordinator: Prof.
Email:

Instructor:
Email:

Instructor:
Email:

Course Objective:

1. To help the students gain understanding of the functions and responsibilities of managers.
2. To provide them tools and techniques to be used in the performance of the managerial job.
3. To enable them to analyze and understand the environment of the organization.
4. To help the students to develop cognizance of the importance of management principles.

Learning Outcome:

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

1. Understand the concepts related to Business.
2. Demonstrate the roles, skills and functions of management.
3. Analyze effective application of PPM knowledge to diagnose and solve organizational problems and develop optimal managerial decisions.
4. Understand the complexities associated with management of human resources in the organizations and integrate the learning in handling these complexities.

Course Content:

Module 1

Business Organization

Management Concept, Management Art and Science, Management as a Profession, Management Vs Administration, Management Process, Managerial Role and Skills, Levels of Management, Ethical and Best Practices in Management

Evolution of Management, Taylor and Scientific Management, Fayol's Administrative Management, Bureaucracy, Hawthorne Experiments and Human Relations, Social System Approach, Decision Theory Approach

Module 2

Planning

Nature, Objectives, Types and Levels, Process of Planning, Planning Premises and Forecasting, MBO, Decision Making

Module 3

Organizing

Concept, Forms of Organizational Structure, Combining Jobs: Departmentalization, Span of Control, Delegation of Authority, Authority & Responsibility.

Module 4

Staffing

Concept; Overview of - Manpower Planning, Job Design, Recruitment & Selection, Training & Development, Performance Appraisal.

Module 5

Directing

Concept, Direction and Supervision

Module 6

Controlling

Concept, Types of Control, Controlling Techniques.

Pedagogy

Lectures, Case Discussion, Simulation and Role Plays

Text Book(s)

1. Canadian Organizational Behaviour 9th Edition. McShane, Steven L. & Sheen, Sandra L. McGraw Hill Ryerson, 2014.

Mode of Evaluation:

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

Programme: Global MBA
Name of the Course: **Ex. Comm. I – Developing Magnetic Personality**
Core / Elective: **Core**
Credit: 3 **Credits**
Academic Year & Term: 2022-24, Term I
Course Coordinator: Prof.
Email:

Instructor:
Email:

Instructor:
Email:

Course Objective

This module will cover aspects of developing right attitudes for Professional Success, understanding the importance of professional dress codes and building the right image, Grooming and Etiquettes

Learning Outcome

At the end of this course students will:

1. Develop right attitudes for professional success
2. Understand the importance of professional dress codes
3. Building the personal brand and right image
4. Understand grooming and etiquettes

Course Content

Module 1

Developing Right Attitudes for Professional Success

Identifying things that shape our attitude, assessing attitudinal strengths and areas to enhance, impact of our attitude on how we think, feel, behave and how others respond to us, discover ways to make positive changes, the power of clearly written goals and their influence on attitude and actions

Module 2

Understanding Importance of Professional Dress Codes

What it means to dress professionally, why dress professionally, how to dress professional for men vs. women, tips for dressing professionally, business professional attire vs. business casual attire

Module 3

Building Personal Brand and Right Image

Personal branding and image building, purpose of personal branding, how to build a personal brand, role of self esteem in image building , elements for building personal brand, steps for building personal brand, benefits of personal brand and right image, common mistakes in personal branding and image building

Module 4

Grooming and Etiquettes

Creating the first impression, well dresses man/woman, personal habits and hygiene, social and business etiquette, rules of introduction, office etiquette, meetings, dining etiquette, business cards, email etiquette, cell phone etiquette, netiquette

Pedagogy

Lectures, Case Discussion, Simulation and Role Plays

Programme: Global MBA

Name of the Course: **EAWP 1 - Critical Thinking & Problem Solving,
Time Management & Productivity**

Core / Elective: **Core**

Credit: **1 Credits**

Academic Year & Term: 2022-24, Term I

Course Coordinator: Prof.

Email:

Instructor:

Email:

Instructor:

Email:

Course Objective

In this course, we will be exploring principles of Critical Thinking and Problem Solving along with Time Management and Productivity that can help students get more results with less work. We will be diving into some techniques you can use on a daily basis to improve your time management, critical thinking and problem solving skills. We will also explore some concepts we can rely on when it comes to becoming more productive and getting more out of our time on a daily basis.

Learning Outcome

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

1. Analyzing and Assessing Personal thinking styles
2. How to solve problems using analysis and prioritization tools
3. Translating creativity and analysis into practical application
4. the principles of time management and productivity
5. goal setting, planning, organization systems and proper execution
6. how to organize tasks in power lists that allow students to ensure proper persistence and execution
7. 15+ time management and productivity techniques and exercises you can use to do more, in less time
8. methods that can increase motivation, concentration and focus ability and how to stimulate brain

Course Content

Module 1

Critical Thinking and Problem Solving

Leveraging Personal Thinking Styles: Analyzing personal preferences, Assessing your preferred approach to thinking, Identifying thinking preferences; Unleashing Your Creativity: The creative environment,

Group creative thinking, The iterative mind; Solving Problems Using Analysis and Prioritization Tools: Applying analysis models, Systematic approaches to problem solving, Decision analysis; Translating Creativity and Analysis into Practical Application: Identifying problems, Avoiding analysis paralysis, Deploying your decision; Putting It All Together: Integrating your solution into the business, Your personal development toolkit

Module 2

Time Management and Productivity

Understanding the science behind time management, Time Management from a scientific standpoint, Do We Only Use 10% Of Our Brain Capacity? Your Brain Is PLASTIC! How To Use 100% Of Your Brain Capacity, Superhuman Time Management and Productivity Formulas and Methods, Time Management Matrix, 7 Kick Ass Exercises For Emotional Intelligence, Superhuman Memory — Discovering The True Potential Of Your Memory, How To Pressure Yourself To Work, The 80/20 Principle For Maximum Results, The Power Of The Individuality Of Tasks And Focus, Put Yourself Into Action Properly, Why Multitasking Won't Work And What You Can Do Instead, How to use procrastination to your favour

Pedagogy

Lectures, Case Discussion, Simulation and Role Plays

Mode of Evaluation

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