



# SYLLABUS

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**GLOBAL MBA PROGRAM**

**TRIMESTER 4**

**SESSION: 2022-24**

Programme: Global MBA

Name of the Course: **Financial Statement Analysis and Business Valuation**

Core / Elective : Core

Credit: **3 Credits**

Academic Year & Term: 2022-24, Term IV

Course Coordinator: Prof.

**Email:**

**Instructor:**

**Email:**

**Instructor:**

**Email:**

### **Course Objective**

The objective of this course is to enable students through analysis of financial statements to calibrate the lens to bring the business into focus. To identify the imperfections in the financial statements and frame strategic action to eradicate the dirt on the lens which may distort the financial picture, to enable business decision making through appropriate analysis of statements, to gain knowledge of the application of valuation principles and techniques in business environment.

### **Learning Outcome**

At the end of this course student will be able to

1. Understand the financial statements for analysis
2. Apply appropriate measures for executing the financial analysis
3. Make fundamental analysis through financial statement analysis
4. Translate the understanding for business valuation
5. Interpret the statements for managerial decision-making
6. Evaluate the results for setting strategies
7. Recommend strategic financial decisions

### **Course Content**

#### **Module 1**

##### **Financial Modeling for Project Appraisal**

Use of Functions like Net Present Value (NPV), Internal Rate of Return (IRR), etc., Forecasting techniques

## **Module 2**

### **The Analysis of the Statement of Shareholders' Equity**

The Analyst's Checklist, Reformulating the Statement of Owners' Equity, Comprehensive Income Reporting, Financial Analysis – ratio analysis and report writing

## **Module 3**

### **The Analysis of the Balance Sheet and Income Statement**

The Analyst's Checklist, Reformulation of the Balance Sheet, Reformulation of the Income Statement (Tax allocation, issues in reformulating income statements), Comparative analysis of the Balance Sheet and Income Statement (Common size analysis; trend analysis)

## **Module 4**

### **The Analysis of the Cash Flow Statement**

The Analyst's checklist, GAAP Statement of Cash Flows and Reformulated Cash Flow Statements, Analysis of cash flow statement and quality of earnings

## **Module 5**

### **The Analysis of Profitability**

The Analyst's Checklist, Du Point Analysis, Cutting to the Core of Operations (the analysis of profitability)

## **Module 6**

### **The Analysis of Growth and Sustainable Earnings**

The Analyst's Checklist, Growth Analysis, Analysis of Changes in Profitability and Sustainable Earnings, The Analysis of Growth in Shareholders' Equity, Growth, Sustainable Earnings, Evaluation of P/B Ratios and P/E Ratios

## **Module 7**

### **Business Valuation Basics**

Principles and techniques of valuation – DCF, Multiple methods, Accounting based valuation, Asset Valuation; Earning Valuation; Cash flow valuation; Other valuation basis

## **Module 8**

### **Valuation in Mergers and Acquisitions**

Assets and Cash Flows – strengths and weaknesses of various valuation method, Recognition of interest of various stakeholders, Selection of appropriate cost of capital for valuation, Synergistic benefits, Forms of Consideration and terms of acquisitions, Post merger integration process, Implications of regulations for business combinations, Types of exit strategies and their implications, Shareholder Value Analysis, Exchange Ratio- Bases used for Computation

## **Module 9**

### **Fair Value in Accounting Measurement**

Concept, Measurement techniques and standards, Challenges, Accounting treatment

## **Module 10**

### **Valuation of Intangibles**

Intellectual Property, Intangibles, Brand Valuation

### **Pedagogy**

Lectures, Case Discussion, Simulation and Role Plays

### **Text Book(s)**

1. Financial Analysis and Business Valuation, E2 Nov. 2014, Directorate of Studies, The Institute of Cost Accountants of India

### **Mode of Evaluation**

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

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

**Instructor:**  
**Email:**

**Instructor:**  
**Email:**

### **Course Objective**

The objective of this course is to comprehend the concepts, principles and process of Training and Development; to disseminate training needs assessment and design training programmes in an Organizational setting; to give insight into the various approaches and techniques of training and developing human resource in an organization; to know tools and techniques involved in evaluation of training effectiveness.

### **Learning Outcome**

At the end of this course student will be able to

1. Explain the role of training and development in human resources management
2. Explain the organizational, societal and individual costs and benefits of training and development
3. Describe the psychology of the learning process on which training is based
4. Analyze the training needs of an organization
5. Assess, design and implement various methods, techniques and sources of training
6. Evaluate the value of the training once completed from the individual employee and the organization's viewpoint.

### **Course Content**

#### **Module 1**

##### **Overview of Training and Development**

Introduction to Employee Training and Development, concept and rationale, System Model of Training and Development, Organization and Management of training function; Process of Training

## **Module 2**

### **Training Need Assessment**

#### **Meaning and Purpose of Training Need Assessment/ Identification,**

Importance of TNA, Needs Assessment Process- Organization analysis, Task analysis, and Person analysis; Methods used in Needs Assessment. Learning: Principles, Process and Theories of Learning in Training Program

## **Module 3**

### **Designing Training Programs**

Designing effective training programmes, Work Environment Characteristics: Climate, Manager Support, and Technological Support. Organizational Environments: The Learning Organization, Knowledge Management.

## **Module 4**

### **Implementing Training and Development Program**

Developing Training modules, Transfer of Training: Training and Development Methods and Techniques: Mentoring, Coaching and Cross cultural training, Machine Learning

## **Module 5**

### **Training Evaluation**

Introduction, Reasons for Evaluating Training, Challenges in evaluation, Evaluation Process, Donald Kirkpatrick's Evaluation Model of Training Effectiveness, Measuring changes in Knowledge, Skills, Attitude & Behavior, Determining Return on Investment (ROI): Cost- Benefit Analysis. Strategic Training

## **Module 6**

### **New horizons of Learning Organization**

Nature of Learning Organization, Building a learning organization (Garvin-HBR), building blocks of learning organization, Block model, Peter Senge Model

### **Pedagogy**

Lectures, Case Discussion, Simulation and Role Plays

### **Text Book(s)**

2. Raymond, A., N., and Kodwani A., D., *Employee Training and Development*, 5th ed. Mc Graw Hill

**Suggested Reading**

1. Blanchard, P Nick, and James W. Thacker, —Effective Training-Systems, Strategic and Practices, 5th ed. Pearson Education
2. Goldstein, —Training in Organization, 4th ed. Thomson learning
3. Peter Bramley, —Evaluating training effectiveness, 2nd ed. Mc Graw Hill
4. Martin Sloman, —A handbook for training strategy, Gower Publishing,
5. Rolf P. Lynton & Udai Parikh, —Training for Development, 3rd ed., Sage Publications Pvt. Ltd
6. William E. Blank, Handbook for Developing Competency Based Training Programmes, Prentice-hall, New Jersey, 1982.
7. Dessler and Varkkey, — Human Resource Management, 12th ed. Pearson

**Mode of Evaluation**

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

Programme: Global MBA

Name of the Course: **Organizational Development and Change**

Core / Elective: Elective

Credit: **3 Credits**

Academic Year & Term: 2022-24, Term IV

Course Coordinator: Prof.

**Email:**

**Instructor:**

**Email:**

**Instructor:**

**Email:**

### **Course Objective**

The objective of this course is to familiarize students with change and organizational development theories to improve organizational performance and create healthy places to work and organizational intervention practices that encourage learning and change. The purpose of this course is to learn to plan and implement change at the individual, group and organizational level.

### **Learning Outcome**

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

1. Explain the significance of change management skills for modern organizations
2. Identify sources of potential resistance to change
3. Evaluate the importance of personal and professional development in achievement of career goals
4. Critically analyze the competencies and capabilities required for sustained success

### **Course Content**

#### **Module 1**

##### **Significance of Change Management Skills for Modern Organizations**

Identification, classification and critical evaluation of the triggers and influences typically promoting significant change in today's organizations, together with the factors which inhibit change and encourage stability.

#### **Module 2**

##### **Competencies and Skills Required for Personal Management of Change**

Assessment and review of the skills and competencies associated with effective change management – for individual executives/managers, for specialist change agents and for workforces more generally



### **Module 3**

#### **Evaluation and Application of Systematic Techniques for Management of Change**

Evaluate and apply systematic techniques for the effective and efficient management of change within a variety of representative corporate scenarios. Constructing and refining template for successful attainment of change goals, based on theoretical frameworks for change management.

### **Module 4**

#### **Sources of Potential Resistance to Change**

Theoretical, pragmatic and reality-based review of the reasons why change may be opposed or resisted, drawing on research evidence to test the frameworks involved. Identify sources of potential resistance to change – including the ‘political’ dimensions of organisational behaviour – and construct defensible strategies for overcoming and/or minimising such resistance where it occurs.

### **Module 5**

#### **Importance of Personal and Professional Development in Achievement of Career Goals**

Dispassionate analysis of the arguments and evidence surrounding the theory and practice of Continuing Professional Development (CPD), Assessment of the benefits of CPD for both organizations and individuals, The obstacles inhibiting the universal adoption of CPD as a corporate norm, plus the development of mechanisms to enable these obstacles to be surmounted

### **Module 6**

#### **Competencies and Capabilities Required for Sustained Success**

Drawing on research, the identification and critical scrutiny of the competencies and capabilities required for success and sustained effectiveness as a leader, a manager/executive and change agent.

### **Module 7**

#### **Techniques for constructing, implementing and reviewing a personal development plan**

Techniques for the construction, implementation, progress monitoring, review and renewal of a personal development plan aimed at the removal/minimisation of negative performance features and at growth/advancement through the exercise of known strengths.

#### **Pedagogy**

Lectures, Case Discussion, Simulation and Role Plays

#### **Text Book(s)**

French, W.E. and Bell, Organization Development, Prentice-Hall of India, New Delhi

#### **Suggested Reading**

1. Singh Kavita: Organizational Change & Development, 2e, Excel publishing 82
2. W. Burke, Debra Noumair: Organization Development A Process of Learning and Changing, 3rd

Edition Feb 2015, Pearson Education.

3. Donald Brown: Experiential Approach to Organization Development: Pearson New International Edition. 8th Edition Pearson education
4. Thornhill et al Managing Change, 1e. Prentice Hall.
5. Bhatia S.K: Management of Change and Organisation Development: Innovative Approaches and Strategies, Deep and Deep Publications

**Mode of Evaluation**

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

Programme: Global MBA  
Name of the Course: **Project Appraisal and Financing**  
Core / Elective: Elective  
Credit: **3 Credits**  
Academic Year & Term: 2022-24, Term IV  
Course Coordinator: Prof.  
**Email:**

**Instructor:**  
**Email:**

**Instructor:**  
**Email:**

**Course Objective:**

The objective of the course is to introduce and familiarize the students with various aspects of preparation, financing and appraisal of projects in today's liberalized environment where mega projects have become the order of the day. The specific objective would be to enable students to understand mechanism of project appraisal in various stages

**Learning Outcome:**

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

5. Appreciate the usefulness of different techniques applied in project appraisal
6. Understand new and innovative sources of financing projects in the present day world
7. Understand that appraisal is a process which is required in all aspects of life

**Course Content:**

**Module 1**

**Investment Environment**

Banks and Financial Institutions, principles of lending, types of securities and methods of charge creation

**Module 2**

**DPR/Business Plan**

Generation of business Idea, converting business idea into business plan and then to a project, Preparation of a blue print of the project that will need equity/debt financing

**Module 3**

**Understanding the Evaluation Criteria of Detailed Project Report/Business Plan by FI's/Banks**

Components of TEFR, Market and demand analysis, technical & financial analysis, Estimation of project flows, Analysis of risk, assessment and risk mitigation techniques, Sensitivity/DSCR/ISCR analysis, Forward and options for risk mitigation.

#### **Module 4**

##### **Fund Raising**

Approaches of fund raising from angel financiers, equity funds and business incubators.VC Funding, Stages of VC funding, types of VC's, Difference in approaches of financial institutions and seed financing institutions. FC Loan/FCCB/GDR/ADR

#### **Module 5**

##### **Various Schemes of Govt./Semi Govt./State Govt./Banks/FI's**

Institutional/Financial Assistance, Schemes pertaining to: Term lending, Working capital finance, Bills finance, Export & Import finance

#### **Module 6**

##### **Managing the Company Portfolio**

Board of Directors, Advisors and consultants, Managerial change, Key-man life insurance, Buy-sell agreements, Legal documentation, Investment agreement, Description of transaction, Representation and warranties by company, Company's covenants and undertakings, Various agreements and documents: Stockholders agreements, Employee stock purchase agreements

#### **Pedagogy**

Lectures, Case Discussion, Simulation and Role Plays

#### **Text Book(s)**

1. P. Chandra, Latest Edition, Projects: Planning, Analysis, Selection, implementation and review. Tata McGraw Hill

#### **Reference Books:**

1. Charantimath, Poornima, Entrepreneurship Development and Small Business Enterprises, Pearson Education, New Delhi
2. P.N. Varshney Banking law and practice
3. Thummuluri Siddaiah, Financial Services, Pearson

#### **Mode of Evaluation:**

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

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

**Instructor:**  
**Email:**

**Instructor:**  
**Email:**

### **Course Objective**

The objective of this course is for the students to be able to co-create unique ideas, products and solutions students, to be able to comprehend global trends influencing the business environment, to be able to involve stakeholders and team members in executing decisions.

### **Learning Outcome**

At the end of this course:

1. Student produces original ideas with minimal guidance, Implement solutions, have strong evidential support
2. Student uses multiple idea creation techniques, creates new ideas and combines multiple perspectives to develop new solutions
3. Student is able to analyse decisions using multiple international information sources
4. Student is sensitive to consequences of intercultural communication and proposes sensitive ways of communicating in the given context
5. Student is able to establish a favorable team climate and ensure enthusiastic decision making
6. Student is able to elicit constructive feedback in conflicting situations
7. Student is able to facilitate enthusiastic stakeholder/team participation and contribution in decision making

### **Course Content**

#### **Module 1**

##### **An overview of retailing and retail economics**

Retailing in India, role, relevance and trends, significance of retail industry, new role of retailers, channels of retailing, role of franchising in retail, retail environment, FDI in retail, Government of India's Policy implications on Retail.

## **Module 2**

### **Retail research**

**Retail situational analysis, strategy and understanding the retail consumers( retail research):** strategic mix, retail customer , store locations and location strategy- its importance, store design, planning, layouts and displays

## **Module 3**

### **Understanding Shopping and Shoppers**

Concepts of shopping, process, behaviour, demographics, psychographics, attitudes, behaviour based segmentations and shopping patterns in India. Retail Service Quality aspects.

## **Module 4**

### **Retail pricing and merchandising**

Pricing strategies (EDLP), GMROI, buying functions (OTB), selection of vendors and building partnerships, category management, Visual merchandising, retail communication, POP in retail and branding.

## **Module 5**

### **Retail Image and Store Loyalty**

**Retail Image and Store Loyalty:** Retail Advertising and Promotions, Atmospheric, Elements of retail image, store choices and building store loyalty

**Retail management information systems :** Retail technology and automations, retail audit, retail transactions, web applications, RFID, data security, retail technology, inventory shrinkages and e-tailing

## **Module 6**

### **Contemporary Issues**

Guest lecture by industry experts on merchandising and store management

### **Pedagogy**

Lectures, Case Discussion, Simulation and Role Plays

### **Text Book(s)**

1. Barry Berman, Joel Evans, (2012), Retail Management: A Strategic Approach, 12th edition, Pearson Edition
2. Patrick M Dunne, Robert F Lusch, James R Carver, (2014), Retailing, 8th edition, Cengage Learning.

### **Suggested Reading**

1. Piyush Kumar Sinha, Dwarika Prasad Uniyal, (2012), Managing Retailing, 2nd edition, Oxford University Press.

2. Chetan Bajaj, Rajnish Tuli, Nidhi V Srivastava, (2010), Retail Management, 2ndedition, Oxford University Press.
3. Gibson G. Vedamani, (2013), Retail Management, 4thedition,Jaico Books

**Mode of Evaluation**

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

Programme: Global MBA

Name of the Course: **Security Analysis and Portfolio Management**

Core / Elective : Elective

Credit: **3 Credits**

Academic Year & Term: 2022-24, Term IV

Course Coordinator: Prof.

**Email:**

**Instructor:**

**Email:**

**Instructor:**

**Email:**

### **Course Objective:**

This course is designed to teach the fundamentals of investments along with the analysis and strategies to become successful investor. It will start from the investment introduction to the performance Evaluation of securities and portfolio. To understand deeper how market works, students will be taught the stock market fundamental. This course will also emphasize students to learn forces that affect security market

### **Learning Outcome:**

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

1. Discuss the risk return tradeoff of an individual investor
2. Evaluate investment in securities market, based on Fundamental and Technical analysis
3. Discuss application of Modern Portfolio Theory, analysis of active and passive investment strategies, and measurement of portfolio performance

### **Course Content:**

#### **Module 1**

##### **Investment Alternatives and Objectives – Introduction to Risk**

Return Tradeoff, Measures, Analysis, Determinants of Required Rates of Return and Relationship between Risk and Return, Risk-free rate and its influencing factors and Risk Premium, Organization and Functioning Securities Markets, Primary and Secondary Markets, Types of Markets, Types of Orders

#### **Module 2**

##### **Indian Stock Markets and Market Analysis**

Introduction to Indian Stock Markets, Stock Market Indices, Indices Calculations; Economic Analysis – Macroeconomic activities and security markets, The Cyclical Indicator Approach, Monetary Variables; Industry Analysis – Business Cycles and industry sectors, Evaluating Industry life cycle, analysis of industry competition and industry rate of returns; Company Analysis, SWOT Analysis, Analysis of Financial Statement



and Stock Valuation; Technical Analysis – Assumption, Advantages, Challenges, Types of Charts, Technical Trading Rules and Indicators

### **Module 3**

#### **Introduction to Efficient Market Hypothesis**

Random Walk Model, Forms of EMH, Empirical Evidences, Introduction to Portfolio Management – Measurement of Expected Risk and Returns of Portfolio, Alternative measures of Risk, Markowitz Portfolio Theory

### **Module 4**

#### **Capital Assets Pricing Model**

Overview and Assumptions, Capital Market Theory, Security Market Line and Capital Market Line, Zero Beta Model, Multifactor Models and risk Estimation – Arbitrage Pricing Theory, Sharpe's Single Index Model, Lagrange Multiplier Theory, Equity Portfolio Management Overview and Strategies, Passive and Active Management, Index Portfolio Construction techniques, Value versus Growth Investing

### **Module 5**

#### **Bond Fundamentals**

The Analysis and Valuation of Bond – Determinants of Interest Rates, Term structure Interest Rates Theories, Bond Theorems, Bond Portfolio Management Strategies - Overview and Strategies, Passive and Active Management

### **Module 6**

#### **Introduction to Mutual Funds**

Evaluation of Portfolio Performance – Treynor, Sharpe, Jensen and Fama Net Selectivity, Application of Portfolio Performance Measures

#### **Pedagogy**

Lectures, Case Discussion, Simulation and Role Plays

#### **Text Book(s)**

1. Investment Analysis and Portfolio Management by Reilly and Brown, Cengage Learning, India Ed.

#### **Reference Books:**

1. Investment Analysis and Portfolio Management by Prasanna Chandra
2. Investments by Zvi Bodie, Alex Kane, Alan Marcus and Pitabas Mohanty
3. Security Analysis and Portfolio Management by Donald Fisher and Ronald Jordan

#### **Mode of Evaluation:**

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

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

**Instructor:**  
**Email:**

**Instructor:**  
**Email:**

### **Course Objective**

The objective of this course is for the students to be able to co-create unique ideas, products and solutions, to practice ethical values in achieving stakeholders welfare, to involve stakeholders and team members in executing decisions

### **Learning Outcome**

After completing this course

1. Student produces original ideas with minimal guidance. Implementation solutions have strong evidential support
2. Student creates new ideas and combines multiple perspectives to develop new solutions
3. The student is able to apply multiple ethical concepts in analysing consequences of decision making
4. The student is able to evaluate the most appropriate perspective in achieving stakeholder welfare
5. The student is able to establish a favorable team climate and ensure enthusiastic decision making
6. The student is able to elicit constructive feedback in conflicting situations
7. The student is able to facilitate enthusiastic stakeholder/team participation and contribution in decision making

### **Course Content**

#### **Module 1**

##### **Introduction to Talent Management**

Overview, Concept, History, Scope of Talent Management, Need and Importance of Talent Management in organization; Key Processes of Talent Management, Talent vs Knowledge people, Sources of Talent Management, Consequences of Failure in Managing Talent, Tools for Managing Talent, Effective Talent Management System, Building Blocks of Effective Talent Management System.

## **Module 2**

### **Linkage between Talent Management Process and Workforce**

Importance of Talent Management Process, Important Steps to Assess Talent Management Process, Stages of Talent Management, Essentials of Talent Management Process, Talent Management Approaches, Developing a Talent Management Strategy, Mapping Business Strategies and Talent Management Strategies, Post Recession Challenges of Talent Management

## **Module 3**

### **Talent Management and Organisational Environment**

An Overview, Shaping Talent Planning and Developing Values, Promoting Ethical Behaviour

## **Module 4**

### **Talent Planning**

Objectives of Talent Planning, Steps in Strategic Talent Planning, Succession Planning Program, Innovative talent planning, Current Industry Practices for Strategic Talent Planning, Ensuring Leadership.

Talent Acquisition, Recruiting Process, Strategic Trends in Talent Acquisition, Talent acquisition management solutions

## **Module 5**

### **Talent Management and compensation**

Principles of Compensation Plans, Defining the Elements of Total Rewards, Integrated Rewards Philosophy, Designing Integrated Rewards, Sustainable Talent Management and Reward Model, Strategic Compensation plan for Talent Engagement, Finding the Path for Success

## **Module 6**

### **Contemporary Issues**

Guest Lecture from industry experts on contemporary talent management using cloud computing.

### **Pedagogy**

Lectures, Case Discussion, Simulation and Role Plays

### **Text Book(s)**

3. Lance A. Berger, Dorothy R. Berger,(2011), The Talent Management Handbook, 2nd Edition Tata McGraw-Hill

**Suggested Reading**

1. Rob Silzer, Ben E. Dowel, (2010). Strategy-Driven Talent Management: A leadership Imperative, Wiley.
2. Harrington Brad, Hall, Douglas T, (2008), Career Management and Work-Life Integration: Using Self-Assessment to Navigate Contemporary Careers. Sage Pub.
3. Paul Sparrow, Hugh Scullion, Ibraiz Tarique, (2014), Strategic Talent Management, Contemporary Issues in International Context Cambridge University Press.

**Mode of Evaluation**

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

Programme: Global MBA  
Name of the Course: **Ex Comm IV – General Awareness and Group Discussion**  
Core / Elective: **Core**  
Credit: **3 Credits**  
Academic Year & Term: 2022-24, Term IV  
Course Coordinator: Prof.  
**Email:**

**Instructor:**  
**Email:**

**Instructor:**  
**Email:**

### **Course Objective**

The session will focus on Build a solid knowledge platform, Imbibe the need for a strong reading habit, Enhance presentation skills, The session would also focus on “why” Group discussions happen and discuss the FAQ’s and strategies to effectively face the Group Discussions

### **Learning Outcome**

At the end of this course students will:

1. Build a solid knowledge platform
2. Imbibe the need for a strong reading habit
3. Enhance presentation skills
4. Know why group discussions happen
5. Know strategies to effectively face the Group Discussions

### **Course Content**

#### **Module 1**

##### **General Awareness**

The class will be divided into groups and each group will be required to prepare a presentation on topics pertaining to relevant current issues. A list of 7-10 important topics will be shared with the class in advance and time would be given for conducting fruitful secondary research.

#### **Module 2**

##### **Group Discussion**

Why group discussions happen, strategies to effectively face the group discussion, group discussion practice, FAQ’s

### **Pedagogy**

Lectures, Case Discussion, Simulation and Role Plays

Programme: Global MBA

Name of the Course: **EAWP 4 - Advanced Excel, Embracing Change & Conflict Management**

Core / Elective: **Core**

Credit: **1 Credits**

Academic Year & Term: 2022-24, Term IV

Course Coordinator: Prof.

**Email:**

**Instructor:**

**Email:**

**Instructor:**

**Email:**

### **Course Objective**

This course is introduction to advanced use of Excel. This course will help students get familiar with advanced level of data collation and data management using Excel. Humans by nature resist change. Any change in the system or organization will be resisted hence developing conflict. This course will enable students to understand the need for change, accepting change as part of life, resolve and avoid conflicts arising out of change.

### **Learning Outcome**

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

1. Work with formulas
2. Work with structuring of data and analysis
3. Work with formatting
4. Work with Pivot tables and charts
5. Work with VBA Macro Programming
6. Understand the need for change
7. Accept change as part of life
8. Resolve and avoid conflicts arising out of change

### **Course Content**

#### **Module 1**

##### **Advanced Excel**

Introduction to MS Excel, Working with Tables, Understanding Cell References, Basic Functions of Excel, Sorting and Filtering Data, Data Consolidation, Basics of Formula/Functions, If Functions and Text Functions, Working with Dates, Countifs and Sumifs, Look up and Information Functions, Summarising Data with Pivot Tables, Dynamic ARRAI Formula and Using Conditional Formatting, Excel Dashboard

## **Module 2**

### **Embracing Change & Conflict Management**

Understand the need for change, accepting change as part of life, resolve and avoid conflicts arising out of change

#### **Pedagogy**

Lectures, Case Discussion, Simulation and Role Plays

#### **Mode of Evaluation**

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