

# Department of Management Studies

## MSL301 Organization & People Management

3 Credits (3-0-0)

Lectures on multidisciplinary perspective on organizations, Organizational structure & Design, Organizational stakeholder Ethics, Organizational Culture, Organizational Environment, Strategy and Structure, Technology and organizational structures, Lifecycle of an organization will be supported with case studies & exercises.

## MSL302 Managerial Accounting & Financial Management

3 Credits (3-0-0)

On completion of this course the student will be able to: Understand accounting for managerial decisions. Assess financial health of a corporate firm. Design profit planning. Understand cost concepts and financial decision making.

## MSL303 Marketing Management

3 Credits (3-0-0)

Marketing concept, Environment of Marketing, Marketing Strategy, Marketing Ethics, Marketing Planning, Concept of Product life cycle, Pricing, Advertising and Promotion Strategies, Concept of Unique selling proposition, Product and Brand Management, Marketing Research Methodologies, Case study discussions.

## MSL304 Managing Operations

3 Credits (3-0-0)

The objective of the course is to provide the students about the application of Industrial management in various functional areas of business especially industrial operations such as linear programming, assignment and transportation problem, layout/location design, quality, materials management, Preventive maintenance, project management, supply chain management, scheduling/sequencing, ergonomics, operations strategy. The entire course is a case based where the participants will be given a case. Participants will be asked to tackle the case problem without using linear programming techniques.

## MSL305 New Venture Creation

3 Credits (2-0-2)

New Venture Definition, Venture challenges and preparedness, History of Enterprise, Modern Firm as an Enterprise, New Enterprise and Technology Development, Technology Enabled Venture, Innovation and Problem-ambiguity, Innovation and Risk-taking, Self-discovery, Aspiration Mapping, Founder Leadership, Values for Implementing Vision, Entrepreneurial competency awareness, Entrepreneurial Mindset, Entrepreneurial Strategic Orientation, Commitment to Opportunity, Commitment to Resources, Early Stage Resource Control, Management Structure for Entrepreneurial Culture, Entrepreneurial Mindset on Compensation/Reward Policy, Articulating Entrepreneurial Strategies, Ideation & venture development, Intrapreneurship vs Entrepreneurship, Internal Venturing.

Opportunity Sensing, Sustainable & Empathetic Entrepreneurial Design, Entrepreneurial Resourcefulness, Early Stage Organisation Building, Venture Evangelising, Marketing and Business Development.

## MSL306 Ideation & Prototyping

3 Credits (3-0-0)

**Module I:** Framework for changing environment, Criteria and perimeter definition for relevance, Idea potential Recognition, Incorporating environmental factors into idea development, Venture life cycle of ideation, planning, implementation, Understanding socio-cultural, politico-legal & economic dimensions of the environment, opportunities and challenges, Macroeconomic indicators relevant to an idea, Demand estimation for emerging market, Policy regime changes and opportunities, Global Economic Environment impact on Indian markets, Changing Social Paradigms & Evolving Technology.

**Module II:** Understanding consumer behaviour as a prerequisite for marketing plan and strategy, Consumer discovery: Consumer location, Market analytics, Psychographic and demographic profile, Income levels, geography and culture); Product knowledge and involvement; Reasons for the purchase; Decision making process

of the consumer, Pain points of potential consumer. Pricing, Product features, Service quality, Delivery, Consumer need analysis, Consumer's environment (Physical and social), Cultural influences, Family influence, Family decision making, Demographic changes in family, Consumer socialisation.

**Module III:** Ideation Process, Creative thinking, Individual vs. group creativity, Tools and techniques for creativity, Creativity Management, Evaluation of creativity methods, Fostering a creative working environment, Organizing to allow and assist creativity, Creativity and idea generation. Challenging assumptions, Ideation as personal journey and purpose-oriented way of life, Leading change, Idea in the context of environmental dynamics, Idea to lead change, Ideation Framework, Ideation as process and a way of life, Tools for Ideation, Context for idea generation, Approach to generation of ideas, Techniques to generate ideas, ideation process, idea repository.

**Module IV:** Prototyping, Cycle time of development, Product Development Process, Identifying Customer Needs, Product Planning, Product Specifications and Concept Generation, Prototyping, Concept Selection and testing, Peer Concept Review, Product Architecture, Industrial Design, Design for Environment, Design for Manufacturing, Time to manufacture, Early Demand Forecasting for New Products, Product development economics.

## MSL307 Venture Financing & Teaming

3 Credits (3-0-0)

*Pre-requisite(s): MSL305, MSL306*

**Module I:** Early Stage venture financial sourcing and utilization, Art of Bootstrapping: Emphasize the significance, switch to external funding.

**Module II:** Process, options and strategy of acquiring resources  
**Module III:** Attracting Investment at early stage: Dwell on idea communication, trust building and sourcing of early investors into the venture along with comparative evaluation of early investment opportunities.

**Module IV:** Early Stage Valuation Models, tools of financial valuation. The role of valuation in investment decisions faced by entrepreneurs and investors.

**Module V:** Art and science of utilizing and managing resources.

**Module VI:** Team Synergy and Engagement Terms: Challenges, long-term payoffs of high-performance synergized teaming. an early stage venture. Real-world case studies on entrepreneurial finance.

## MSD308 Product Viability & Market Traction

1.5 Credits (0-0-3)

*Pre-requisite(s): MSL305, MSL306, MSL307*

Business Model concept, Emerging Business Models, Lean Business Modelling, Business Model Innovation & Design, Value Proposition, Market Analysis, Market Sensing, Understanding consumer perception and behaviour, Knowing market dynamics, Competitive Advantage, Willingness to Pay.

Qualitative & Secondary Market Research methods for startups, Target segment identification, Demand analysis and forecasting, Market Strategy and Marketing Plan, Go-To-Market process, Building Marketing & Sales teams, Business Development, Brand building and Brand Communication, Minimum Viable Product (MVP).

## MSD309 Business Plan & Funding

1.5 Credits (0-0-3)

*Pre-requisite(s): MSL305, MSL306, MSL307, MSD308*

Business Planning & Assumptions, Growth Projection, Realistic Cost estimation, Revisiting/Critiquing 'State of the Venture', Cost monitoring and Management techniques, Products/services pricing techniques, Revenue projections, Financial Analysis and ratios, Effective communication for funding, Business Presentation Components Venture Pitching, Organising venture Information for presentation Fund Sourcing Strategy, Fund Usage, Optimal usage of investment funds, Planning & Preparing for Scaling Venture Scaling. Fund Usage, Scaling issues, Budget preparation, Detailed planning for business operations, Business monitoring and performance metrics.

**MSL310 Financial Institutions and Markets***3 Credits (3-0-0)*

Introduction to the financial markets including debt, equity, derivative, and foreign exchange markets, various types of securities issued and traded in these markets, why these securities are issued, what are the risks associated with these securities, and how these risks are managed. This course also covers roles played by different financial institutions in an economy and regulatory framework surrounding financial markets.

**MSL401 Entrepreneurial Design Thinking***3 Credits (3-0-0)*

Designing to Needs, Problem Framing and Problem Finding, Techniques of Brainstorming and Idea Generation, Innovative Problem Solving, Design Thinking process, Mind mapping, Nominal Group Techniques, Reversal Techniques, Rotating Attention, Lateral Thinking, Forced Relationships, Use of Analogies, Attribute Analysis, Visual thinking, Entrepreneurial Design Thinking, Human Centred Design, Impacting Lives to Promote Innovation.

Understanding of Materials, Forms Shaping, Processes of Prototyping, Experimenting and Iterating, Process of Creating New Options, Design and Society, Global Impact of Design, Design Thinking for Global Impact, Balancing Process of Design, Ethical Implications of Design, Leading the Founding Team, Values for Implementing Vision, Forming Design Team, Design Based Customer Needs Identification, Understanding Product Architecture, Financial Analysis, Designing for Environment and Sustainability.

**MSL402 Social Innovation & Entrepreneurship***3 Credits (3-0-0)*

Social Entrepreneur Definition, Social Entrepreneurship Preparedness and Capabilities, Social Problem Sources, Social Opportunity Identification, Changing Social Problems/Liabilities into Enterprise Opportunities, Societal Value Creation Process, Measuring Social Impact Social Venture Concept, Establishing a Viable and Growing Enterprise, Legal Framework for Social Enterprise Formation, Social Asset Building, Income Generation for a Social Enterprise, Financial Structures for Social Ventures, Income Models and Revenue Strategy for Social Venture, Transferring Financial Models to New Social Context, Team Building & Alignment.

Social Business Model Canvas for Planning Social Venture, Social Innovation Planning, Business Model Design for Social Enterprise, Scaling Social Venture Impact. Business Plan for Social Mission, Emerging Organisational Forms for Social Enterprise, Funding Strategy for Social Venture, Social Impact Investment, Pitching for Social Funding/Grants, Communication Strategy of Social Enterprises, Marketing to Social Beneficiaries.

Growth of Social Enterprises, Replicating Social Innovation, International Growth Strategies to Scale/Replicate Business Model, Organic Growth, Social Franchising, Open Source Approach, Exit Strategies for Social Ventures, Extracting Value from Failed Social Ventures.

**MSL403 Entrepreneurial Market Strategies***3 Credits (3-0-0)*

Process & Discipline of Market Sensing, Value Proposition for Relevant Stakeholders, Go to Market (GTM), Developing Profitable Core Product Design.

Branding Essentials, Target Market Identification. Market Communications Objectives, Creating Brands, Scope of Branding, Brand Positioning and Differentiation, Brand Positioning Statement, Engaging Brand Professionals, Creating Brand Portfolio, Choosing Brand Elements, Branding Activities & Execution Plan Design, Assessing Brand Readiness, Communication System Design for Repeat Business and Scaling, Correlation with Branding, Communicating Value Proposition, Stakeholder and Potential Customer Feedback, PR Engagement, Advertising Budget for Startups, Advertising Campaign Design, Communication Channel Selection, Social Media & Digital Marketing Managing Personal Communications.

Distribution Channel Decisions, Sales Planning & Execution & Installing Processes, Systems for Sales Productivity, Sales Force Recruitment

and Training, Sales Script Design for Direct Marketing, Cold Calling, Closing Sales Deal, Managing Sales Process.

Post Customer Acquisition, Handing New businesses to Internal Processes, New Opportunities from Known Accounts, Consumer Grievances, Win/Loss Review, Process Modification for Value Proposition, Innovation/Continuous improvement of installed GTM Flow.

**MSL404 Entrepreneurial Business Development***3 Credits (3-0-0)*

Building and Managing Core Business Relationships, Managing Core Relationship, Internal and External Stakeholders of B2B, B2C, and B2B2C Setup, BD for Predictable Business Cycles.

Creating Business Development Process, Business Development Stakeholder Incentive, Building Continuous Improvement Processes, Stakeholder Identification and Development Framework, Six Degrees of Separation, Art of Networking, Internalizing Intangible Aspects of Relationships, Systemic Culture, Adapting to Stakeholders' Cultures, Importance of Values, Strategies around Legal, Moral, Geo-Political Issues, Understanding and Optimal Usage of Methodologies.

Role of Technology in Building and Managing Core Relationships. Tech-enabled Systems for Building and Managing Core Relationships (CRM), Productivity Tools to Manage Core Relations. ERP Tools for Startups and Mid-Size Companies, Social Media Usage to Move Strategic Agenda, Consistency in Personal Integrity, Principles, Morals and Obligations, Art of De-learning, Relearning and Applying New Skills, Harvesting Assets in Perpetuity, Framing Existing Relationships and Linkages.

**MSL405 Financial Accounting & Compliance for Startups***3 Credits (3-0-0)*

Expense Accounting, Levels of Profit Depreciation, Interest Accounting, Taxes, Appropriations, Understanding Financial Statements – Balance Sheet, Accounting for Fixed Assets, Current Assets (Inventory), Liabilities accounting, Working Capital, Understanding Financial Statements – Cash Flows, CF for Financial Health, Financial Statement Analysis, Linkage between IS, BS and CF, Horizontal and Vertical Analysis, Comparison with peer group and industry, Tax related compliances, GST for Startups, Income Tax for Startups, Sensitization of Limitations of Accounting Statements, New Venture Working Capital Management, Sources and Drivers of Firm Value, Negotiation with Angels/VC, Structuring the deal with Angels/VC, Tools & Models of Financial Valuation, Role of Valuation in Investment, Financial Models and Analysis, Opportunity Cost of Capital, Entrepreneurial Finance, Sources of finance for Startups, Security Design and contracting Venture capital Cycle, Monitoring and Advising Corporate Venturing, International Perspectives on Venture Capital Finance. Real-world Case Studies.

**MSL406 Company Law, Governance, IPR & Legal Issues for Startups***3 Credits (3-0-0)*

Navigate Relevant Legal System. Legal Aspects of Forming & Structuring Companies, Incorporation Strategies), Forms of Incorporation, Sole proprietorship, Partnership, Limited Liability Company, Private limited company, Social Enterprise Incorporation, Registration and due diligence, Tax implications of Enterprise Form, Founders' Equity arrangements, Contract Act, Startup Employment Issues - Non-disclosure Agreement, Direct Taxes on Startup Compensation Structure, Tax Efficient Compensation Structure, Sweat Equity/ESOPs, Intellectual Property Rights (IPR), Time & Process of Patenting, Idea Disclosure, Legal protection for IPR violation, Consumer protection, Indirect Taxes and Impact on Business, Service tax Compliance and Impact, Legal issues (Incorporation, IPO, Due diligence Stock Exchange Listing, Privacy Policy and Terms of Use, Legal Aspects of Investment, Frequent Legal Oversight & Mistakes, Oral Contract Enforceability, Insolvency & Bankruptcy, Managing Legal Claims by a Low Performing Startup.

**MSL407 Corporate Innovation & Entrepreneurship***3 Credits (3-0-0)*

Intrapreneurship Concept, Intrapreneurship & Entrepreneurship Distinction, Corporate Experiences in Intrapreneurship, Intrapreneurial initiatives in Matured Organizations, Sensing Emerging Corporate

Opportunities, Corporate Learning from Intrapreneurial Initiatives Failures, Intrapreneurial Strategies, Cross-Functional Teams for Intrapreneurship, Corporate Innovation, Innovation and Intrapreneurship, Growth stagnation in Successful Firms, Sources of Organisational Rigidity, Organisational Fatigue in Market Response, Rekindling 'innovation', New Business Creation, Measuring/Tracking Intrapreneurship, Channeling organisational resources for intrapreneurship, Intrapreneurial Environment to Sustain Initiatives, Processes for Overcoming Organizational Inertia.

Implementing Intrapreneurial Changes, Challenges Implementing Initiatives, Resolving Implementation Challenges, Intrapreneurial Leadership, Intrapreneurial Talent Recruitment, Lateral Entrepreneurial Potential, Entrepreneurial Team Building Strategies, Cross-Functional Team Effectiveness, Methodologies for Group Dynamics, Decision Making, Power, and Conflict in Intrapreneurial Teams.

Innovative Networks Idea Sourcing, Key Individuals and Organisations in External Environment, Internal Venturing, In-house Incubation, Corporate Incubation in Entrepreneurial Ecosystem, Framework for Culture of Intrapreneurship.

### MSL408 Startup Performance Management

3 Credits (3-0-0)

Management Processes for Startups, Defining & Setting Strategic Intent for Startups, Dynamic Timelines and Benchmarks, Measuring Financial and Non-financial Startup Performance, Qualitative and Quantitative Performance Metrics, Continuous Performance Feedback System.

Entrepreneurial Leadership, Leadership Issues in Entrepreneurial Setup. Functions as Entrepreneurial Leader, Transformational Enactment, Mental Models and Behaviour as Leader, Uncertainty Sense-making, Perceptual Barriers and Stereotypes, Integrative Actions, Motivation Building, Learning Ability of Founders, Acquire, Develop and Retain Entrepreneurial Talent, Environment for Entrepreneurial Transformation, Supporting key Stakeholders, Flexible Resource Deployment, Dynamic Capabilities for Startups, Leadership with Growth, Succession Management.

Strategic Management of Startups, Intent to Create Value, Process of Strategy Evolution, Balancing Emerging Stakeholder Expectations, Positioning for Potential Competition, New Venture Dynamic Capabilities, Strategic Implementation of Venture Business Model, Building New Capabilities from Success and Failure Cycle, Auditing Assets, Process, Capabilities and Competences, Dynamically Management of Key Information, Strategic Management and Control of Scarce Finance, Managing and Unifying Motivation, Sustainable Leadership Qualities for Entrepreneurs.

### MSL409 Entrepreneurship and Life Balance

3 Credits (3-0-0)

Execution of Smart Life Plan, Internal Origins of Novel Ideas, Value Creation and Life View, Cost-benefit of an Entrepreneurial Aspiration, Aspiration Level on Time Scale, Family Ecosystem, Entrepreneurial Aspiration Acceptance by Family and Society, Appropriate and Effective Communication in Relationships, Art of Sharing Entrepreneurial Ideas with Family and Friends, Family Participation in Startup Decisions.

Work-life Balance for Entrepreneurs, Work-Life Symbiosis, Work-Life Balance as Contributor to Venture Success & Sustainability, Time Management, Setting Work Boundaries, Role of Determination, Aspiration and Time as a Resource, Scheduling & Prioritising Life, Wisdom Managing Personal Responsibilities, Planning and Flexibility Entrepreneurial time, Planning Open Time, Personal/Spiritual Development.

Staying Inspired. Continuous Learning, Initiating New Work Culture, Blending Formal and Informal Work Environments, Motivation and Fairness in Startup Environment, Aligning and Motivating Valued Employees for Personal Fulfilment. Anticipating & Planning for Entrepreneurial Risk, Preparing Startup Team for Exigencies, Managing Personal Impact from Startup Failures, Communicating Startup Failures, Extracting Learnings from Startup Failures, Life of Serial Entrepreneurs, Life of Successful Entrepreneurs, Life Quality Issues for Entrepreneurs.

### MSL700 Fundamentals of Management of Technology

3 Credits (3-0-0)

**Module I:** Understanding technology: definition, Key concepts, role, importance, need. History of technological developments, Today's challenges. Issues of concern in Management of New Technology. Technology-Management integration, Life cycle approach to technology management. Technology innovation process. Managing and fostering the Innovation.

**Module II:** Technology forecasting and assessment. Technology flow and diffusion. Evaluating technology, technology planning and strategy, Strategic potential of new technology. Factors promoting technology acquisition. Flexibility in Technology Management. Technology transfer and absorption, Modes of global technology transfer. Technological Entrepreneurship.

**Module III:** Technology implementation. Integrating people and technology, human factors in technology operations. Organisation structure and technology. Investing for technological maintenance and growth. Concern of phasing out and upgradation. Market factors in technology operations, Science and Technology Policy, Technology support systems. Information networking for technological updatedness.

### MSL701 Strategic Technology Management

3 Credits (3-0-0)

**Module I:** Emerging technology-strategy relationship in the large corporation from the perspective of individual firm, and entire industry. Global technology comparison, technological change, sources of technology, Technology Information. Criticality of technology for growth, core competencies, R&D productivity, Resource Leverage. World Class Organisation.

**Module II:** Corporate technology strategy, Generic competitive technology strategies. Corporate R&D, Strategic technology management process, relationship between technology strategy and corporate strategy. Strategic shifts and resource commitments, technology vision and goals, technology leadership. SWOT analysis for technology, Matching Business Portfolio and Technology Portfolio, Technology- Market matrix. Innovation and entry strategy, Flexibility in Technology strategy.

**Module III:** Business/technology alliances and networks. Technology forecasting and assessment. Technology strategy at business level. Strategic Technology Planning, Investment in Technology, Technology Strategy and functional strategy. Implementation and Control of technology strategy, Managing Corporate culture, structure, and interdepartmental linkages.

### MSL702 Management of Innovation and R&D

3 Credits (3-0-0)

**Module I:** Technological innovation systems and processes. Understanding the process of technological innovation and the factors affecting successful innovation. Management problems from the product/service concept-stage to end-product/service marketing. Creativity and Innovation- Creativity process, Individual and group creativity, Critical functions in the innovation process, Evolving innovative culture, teams for innovation.

**Module II:** Product and technology life cycle, Management of R&D planning, organising, staffing, scheduling, Controlling, budgeting, Selection of R&D projects. Methodologies for evaluating the effectiveness of R&D, Research Productivity. Protection of Intellectual Property Rights. Evolving flexible organisation.

**Module III:** Issues relating to managing scientists and technologists as individual, in teams, and in large organisations. Human Resource Management in R&D and Innovation, training, motivation, communication, group dynamics. Information management for innovation and R&D- strategies, sources, channels, and flows. Standardisation and Quality management.

### MSL703 Management of Technology Transfer and Absorption

3 Credits (3-0-0)

**Module I:** Transfer of technology from R&D to field and at international level. Commercialization of new technology and new



venture management, prototyping, test marketing, pilot plant, project viability, Technology push and market pull. Quality management, customer education and awareness. Assessment, justification and financing of new technology, source of funds, venture capital financing. New venture products and services.

**Module II:** Global transfer of technology, Technology transfer models: Active, passive. Multi channel approach: from hardware technical services acquisitions to strategic partnering and networking arrangements. Sourcing technology, technology negotiation, licensing agreement. Fee for technology transfer, royalty, equity participation. Modes: technological collaboration, joint venture, alliance, acquisition. International S&T cooperation: institutional framework, multilateral/bilateral cooperation, pre-emptive R&D cooperation.

**Module III:** Absorbent Strategy: Japanese technology absorption, Technology Absorption: product and process technologies, Reverse engineering. Appropriate technology. Vendor development. Adaptation and assimilation of technology.

### MSL704 Science & Technology Policy Systems

3 Credits (3-0-0)

**Module I:** Role of S&T in economic development, Modern analysis of growth and structural change, international economic relations, liberalisation, globalisation/ regionalisation, industrial/technological partnerships, S&T in Indian Economic Policy. Government policy and its impacts on technology development. Living with the new technology, social issues. International trends, Technology policy in USA, Japan, European Commission, and other select countries.

**Module II:** National technology Policies, Regulatory Policies: Industries Development and Regulation Act, MRTP, FERA, Intellectual Property Rights, Patents act, Environment Protection Act, R&D Cess Rules, Import Export Policy; Development Policies: Industrial Policy Resolution, Scientific Policy Resolution, Technology Policy Statement, New Technology Policy, Policy on Foreign Investments and Technology Imports. Role of UN and other International Agencies.

**Module III:** Support Systems: Technology infrastructure, technology parks, Technology development and utilization schemes by government and Financial Institutions, Venture capital financing, TIFAC, Technology mission, Standards, Support to Small scale sectors. Research laboratories, and institutions. S&T in five year plans, Fiscal incentives. Organization set up for Science and Technology. R&D in corporate sector.

### MSL705 HRM Systems

1.5 Credits (1.5-0-0)

This course focuses on various functions of human resource management. The course begins with the context and evolution of HR, followed by functions of HR via cases and various exercises. Manpower planning, job design, recruitment & selection, training & development, performance appraisal & management, compensation & reward management and career management, legal issues in HRM are the topics covered.

### MSL706 Business Laws

3 Credits (3-0-0)

**Module I:** Nature of Business law, Source of Business law and their classification. Mercantile law, statute I Case law, Customs and Usage. Agreement and their legal obligations. Essential elements of a valid contract, types of contract, Void and voidable contract. Unenforceable and illegal agreements. Offer and acceptance over the telephone. Law of Arbitration –Definition of Arbitration, Effect of an arbitration. Arbitration without Intervention of Court. Powers and duties of Arbitrators.

**Module II:** Sale of Goods Act. Definition and essentials of a contract of sale, Distinction between sale and agreement to sell, sale and hire purchase, sale distinguished from contract for work and labour. Kinds of goods, perishable goods. Document to the title of goods. Rules regarding transfer of property, Transfer of Title on sale. Rules regarding delivery of goods. Buyers rights against seller, and unpaid seller's right. Consumer protection act. Consumers rights, consumer's disputes redressal agencies, consumer protection council.

**Module III:** Negotiable Instrumented act. Definition and characteristic of Negotiable instrument. Liabilities of Parties to

Negotiable Instruments. Brief exposure to Company law including incorporation of a company - objects, registration, article of association, raising capital from public, company management and reconstruction, amalgamation and winding up.

### MSL707 Management Accounting

3 Credits (3-0-0)

On completion of this course the student will be able to: Understand accounting principles governing preparation of financial statements. Assess financial health of a corporate firm. Design profit planning. Understand cost control systems. Understand techniques of pricing, product and capital budgeting decisions.

### MSL708 Financial Management

3 Credits (3-0-0)

The course is comprehensive and is designed to equip the students with tools and techniques to enable them to make sound financial decisions, among others, related to capital budgeting, working capital, capital structure and dividend policy.

### MSL709 Business Research Methods

1.5 Credits (1.5-0-0)

*Pre-requisite(s): MSL301 & MSL302*

Introduction to Business Research Methods; Theoretical approaches; Problem definition; Research Design; Questionnaires & Scales; Sampling - Probability, size and challenges; Survey & Observation, Experiments; Qualitative Research, Secondary Data; Data Preparation & Analysis, Report Writing.

### MSL710 Creative Problem Solving

3 Credits (3-0-0)

**Module I:** Structure of managerial problems. Open and close ended problems, convergent and divergent thinking. The creativity process, Individual and group creativity, Idea generation methods: Brain storming, Nominal Group Technique, Idea Engineering, Check list, Attribute listing, Morphological analysis, Synectics, Mental Imaging, Critical Questioning. Total System Intervention, Flexible Systems Methodology.

**Module II:** Idea Structuring: Graphic tools, Programme Planning Linkages, Interpretive Structural Modelling, Relationship Analysis, Flexible Systems Management, SAP-LAP Analysis, Flexibility Influence Diagrams, Collaboration Diagrams. Scenario Building: Harva method, Structural Analysis, Options Field/Profile Methodology.

**Module III:** Viable Systems Modelling. Fuzzy sets in multicriteria decision making, Analytic Hierarchy Process, Intelligent Management Systems, Creativity applications in TQM and Business Process Reengineering.

### MSL711 Strategic Management

3 Credits (3-0-0)

Understanding new perspectives on strategic management, Content and process of strategic management, Formulation and implementation of strategies, Developing cross-functional trade-off decision making skills, and Help appreciate new themes in strategic management. This course will require reading books, articles, case studies and literature from the field of Strategic Management. The sessions would be interactive where attempt will be made to understand the theories and concepts through discussion of the readings and their application in cases. Student will be required to prepare and effectively participate in class and make impromptu or scheduled presentations of issues and learnings. Besides the readings, groups of students will have to work on a comprehensive research project to investigate and validate some of the key learnings.

### MSL712 Ethics & Values Based Leadership

1.5 Credits (1.5-0-0)

*Pre-requisite(s): MSL301 & MSL302*

Ethics & Business, Ethical principles in business, Business and Its External Exchanges: Ecology & Consumers, Business & Its Internal Constituencies.

**MSL713 Information Systems Management**

3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

This course may expose the participants to the following topics: Information Systems and its impact in Organization and People, Information Technologies: concepts, types and usage, Information Systems, Organizations and Strategy, Economics of Information Systems, Foundations of E-Business, Foundations of Data management, Foundations of Business Analytics, Networks and Collaboration as Business Solutions, Information Security & Risk Management, Building and Managing Systems, Enterprise Systems, etc. Hands on training would also be provided, using specific tools.

**MSL714 Organizational Dynamics and Environment**

3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

**Module I** : Organisational systems vix. a vis., the environment. The dialectics of agency and structure- extent of environmental and organizational control. External control of organization. Organizations and the new institutionalism. Systems for managing chaos and conflict.

**Module II** : Constituent systems for organizational functioning- planning, learning, organising, communication and control systems. Organizational systems and mechanisms related to technology. Systems for managing strategy, and structure related to new technology.

**Module III** : Systems for managing continuous and radical change for organizational renewal and transformation. Adaptiveness and flexibility in organisational systems. Systems for managing collective action within the organization. Feminism and organizational systems for managing gender diversity.

**MSL715 Quality and Environment Management Systems**

3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

**Module I** : Concept of Total Quality, Quality Management Systems as a means of achieving total quality. Linkage of Quality and Environment Management System. Strategic concern for Environment. Need and relevance of documentation and standardization of Management Systems. Various tools of documenting and recording the Management Systems, Various standards for Management Systems. Flexibility and change in Management Systems and documented procedures.

**Module II** : Quality Management Systems, ISO 9000, Quality Policy, Data, Records and Traceability. Documenting the Quality System: Quality Manual, Quality Audit, Design and Change Control, ISO 9000 Registration. Six Sigma. Awards and appreciation, DMAIC approach.

**Module III** : Need for proper Environment Management Systems and their economic implications. Environment Management Systems, Green Products and Strategies, Environment Assessment: Environment Protection Act, ISO 14000, Case Studies.

**MSL716 Fundamentals of Management Systems**

3 Credits (3-0-0)

**Module I** : Basics and Variants. The concept of a system, Systems Approach to management. Emerging paradigm, customer centred management systems, Flexible Management Systems. Management of Paradoxes. Management Systems in various countries: Western Management Systems, Japanese Management Systems, Chinese Management System, Indian Management Systems. Organisational Culture and Value System.

**Module II** : Management Systems in Operation: Strategic Planning Systems, Management Control Systems, Financial Information Systems, Marketing Management Systems, Logistics and Distribution Systems, Systems for Human Resources Planning and Performance Management. System Dynamics Modelling.

**Module III** : Methodologies for Development and Improvement. Methodology for developing Management System. Optimization and Learning Systems methodologies, Microworld, Continuous Improvement and Reengineering of Management Systems. Organizing to improve systems.

**MSL717 Business Systems Analysis & Design**

3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

This course will have the following topics: System Analysis Fundamentals: Introducing SA&D for Systems Professionals, Analyzing the Business Case and Managing Systems Projects, Overview to Data Structure in Systems Modeling, Data Flow Diagrams and Modelling DFDs, Requirements Modelling and Systems Specification, User Driven Business Analysis, Role of the consultant, Object Oriented Modelling: Object Relationships, Hierarchies, Use Case Approaches to identify and model classes, Process Driven Approaches: Gane, Sarson and Yourdon techniques, Data Driven Approaches: Entity Relationship Diagrams, Designing the User Interface and Output, Verification & Validation of new systems.

**MSL718 Management of Blockchain Technology**

1.5 Credits (1.5-0-0)

Fundamental building blocks of blockchain. Concepts of distributed databases, blocks, encryption, and overall scope of blockchain, Understanding implications and applications of blockchain characteristics like decentralization, immutability, transparency, disintermediation, sharability, privacy, security, authentication, traceability, auditability, data integrity and efficiency, Applications in agriculture; banking; management; finance, capital markets, services; governments; high-tech enterprises; etc

**MSL719 Statistics for Management**

3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

Nature and role of statistics for management. Types of data, data measurement scales, Descriptive Statistics: Measures of Central Tendency, Measures of Dispersion. Introduction to probability theory. Probability Theory: Preliminary concepts in Probability, Basic Theorems and rules for dependent/independent events, Random Variable, Probability distributions. Sampling Techniques, Sampling distributions. Hypothesis testing: Z-test, t-test, ANOVA, Chi-square tests, Correlation and regression analysis. Business Forecasting. SPSS and its use for statistical modeling.

**MSL720 Macroeconomic Environment of Business**

3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

Introduction to macroeconomic environment of business, Macroeconomic policies and Business Cycles, Economic Growth vs. Economic Development, Measurement of macroeconomic performance, Classical Macroeconomic Theory, Keynesian Model Income determination, Great Depression of 1930s; South East Asian Crisis of 90s, Sub-prime Crisis of 2007 and Euro crisis and Fiscal Sustainability; and their impact on the Business. Economic Reforms in India, Growth pattern of Indian economy, Fiscal Policy and its managerial implications to the industry, Government Budget, Monetary policy analysis and its implications to industry. Industrial Policy of India, Competition Policy of India, Balance of Payments, WTO and India.

**MSL721 Econometrics**

3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

Introduction to Econometrics, Simple linear regression model. Multiple linear regression model, Discrete Choice, Panel Data, Time Series, Stationarity, VAR, Co-integration and Error correction models.

**MSL722 Managing Enterprise AI/ML Systems**

1.5 Credits (1.5-0-0)

Overview to models for Enterprise AI/ML applications and objectives; Different types of intelligent algorithms; managing supervised, semi supervised and unsupervised algorithms; Building enterprise data models for AI/ML applications; Emergence of new intelligent models and their outcome.

Managing Neural Networks based applications, Managing Bio Inspired and swarm based applications; Managing tradeoffs between computational and data challenges; Managing large scale applications like AI Chat-bots, recommender systems, social CRM systems management and policy interventions, Managing adverse outcome in AI/ML applications; mitigation of risk for adverse outcome; Interventions for policy making and governance; Addressing transparency, fairness, explainability and accountability in enterprise applications.

### MSL723 Telecommunications Systems Management

3 Credits (3-0-0)

**Module I** : Telecom Technology Systems Evolution: Recent Developments in Telecom Industry, Regulation & Liberalization policy. Techno-managerial aspects of telecommunication, role of the telecommunication managers in a dynamic environment. The business of telecommunication; telecommunication as a facilitating infrastructure for economic development of the country, technical survey of the ways and means that voice, data and video traffic are moved long distances, data network, the telephone system.

**Module II** : Issues of the monopolization and deregulation of telecom, national telecom policy, various institutions/organizations like telecom regulatory authority etc; conveyance. Telecom service costing, economic evaluation of telecom projects, telecom project financing.

**Module III** : Telecom marketing, building brand equity for competitive advantage, Customer care, total service quality management, preparing for the new millennium managing change and people development.

### MSL724 Business Communication

1.5 Credits (1.5-0-0)

*Pre-requisite(s): MSL301 & MSL302*

On completion of this course, students would be able to: Evaluate the key purposes of communication in business. Explain the communication process model and the barriers to effective communication. Understand & evaluate the changing landscape of business communication. Apply techniques for effective communication.

### MSL725 Business Negotiations

1.5 Credits (1.5-0-0)

*Pre-requisite(s): MSL301 & MSL302*

Students who complete this course would be able to: (a) Understand the nature, process and structure of negotiations. (b) Understand different types of negotiations and the dynamics of cooperative and competitive interaction in negotiations. (c) Appreciate and leverage their bargaining position in a situation. (d) Learn and apply influence and persuasion techniques. (e) Learn ways to build lasting working relationships. (f) Understand and appreciate ethical negotiations.

### MSL726 Telecom Systems Analysis, Planning and Design

3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

**Module I** : An introduction to the basic system analysis tools, the procedures for conducting system analysis advanced software principles, techniques and processes for designing and implementing complex telecommunication systems.

**Module II** : Planning and implementation of telecommunications systems from strategic planning through requirements, the initial analysis, the general feasibility study, structured analysis, detailed analysis, logical design, and implementation.

**Module III** : Current system documentation through use of classical and structural tools and techniques for describing flows, data flows, data structures, file designs, input and output designs, and program specifications. The student would gain practical experience through a project as part of a term paper.

### MSL727 Interpersonal Behavior & Team Dynamics

1.5 Credits (1.5-0-0)

*Pre-requisite(s): MSL301 & MSL302*

On completion of this course, students would be able to: Understand

the nature, structure and formation of teams. Appreciate the competitive and collaborative dynamics between teams and sub-teams. Understand and apply techniques for building and sustaining high performing teams. Reflect on their roles within teams and its impact on other members.

### MSL728 International Telecommunication Management

3 Credits (3-0-0)

**Module I** : Historical development and evolution of telecom, managerial issues and structure of industry; evolution and role of international institutions; global trends in liberalization and de-regulations, Patterns of Transaction in international telecom management; managing the market growth; developing, operating and monitoring regulation issues.

**Module II** : Role of telecommunications in socio-economic development; ICT & Social change, new technologies and services for international telecommunications; data services and business applications, Telecom prospectus of WTO & other international bodies.

**Module III** : Current issues and organisational growth; telecom implications for the industry, value added services and market drives; regional perspectives on development of telecom; Human Resources Planning and Industrial relations in ITSM; skill formation for ITSM and learning renewal, future directions of growth.

### MSL729 Individual Behavior in Organization

1.5 Credits (1.5-0-0)

*Pre-requisite(s): MSL301 & MSL302*

This course will focus on understanding the nature, composition and relevance of organizational behaviour. Students will be introduced to the fundamental concepts and theories underpinning organizational behaviour. For every concept/theory introduced, its application for organizations would be discussed.

### MSL730 Managing With Power

1.5 Credits (1.5-0-0)

*Pre-requisite(s): MSL301 & MSL302*

This course covers power dynamics, the basic art of influencing, types of power, display of power at various levels and power vs empowerment and ethics. Various cases and readings are included for deeper understanding and application of the learnings.

### MSL731 Developing Self Awareness

1.5 Credits (1.5-0-0)

*Pre-requisite(s): MSL301 & MSL302*

Important areas of self awareness: Personal values, moral maturity, cognitive styles, attitude towards change, Locus of control, social needs of achievement, inclusion, control and affiliation.

### MSL733 Organization Theory

1.5 Credits (1.5-0-0)

*Pre-requisite(s): MSL301 & MSL302*

Different issues related to the organization would be discussed and then applied in real life situations, the emphasis will be on application of theory to real life situations. The course would be imparted through a combination of lectures, cases and simulation exercises.

### MSL734 Management of Small & Medium Scale Industrial Enterprises

3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

**Module I** : MSME Act 2006; Nature of entrepreneurial management, the new entrepreneur, his problems and prospects in the Indian environment. Practical aspects of setting up and running of industrial enterprises including formulation of projects and feasibility study for new projects.

**Module II** : Raising resources for new enterprises. Location, design, product and process. Choice of technique in small & medium businesses. Survey needs for growth of the enterprise. Monitoring to avoid sickness. Development and diversification.



**Module III** : Integration with LSEs and MNCs. Informations network for new enterprises. Implication of WTO to SMEs. Globalisation & Competitiveness of SMEs. Entrepreneurship in the globalisation era.

### MSL735 Qualitative Methods in Management Research

3 Credits (3-0-0)

Qualitative research methods in management research - Philosophical assumptions; Biography; Phenomenological study; Grounded Theory Method; Ethnography; Case Study; Content Analysis; NVivo/Atlas Ti; Narrative Analysis; Template analysis; Writing.

### MSL740 Quantitative Methods in Management

3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

**Module I** : Role of quantitative methods and operations research for managerial decision making and support. Role of mathematical models in problem formulation and solving. Structure of decisions, statistical decision theory; decision making under uncertainty, risk, certainty. Decision Trees; Fuzzy Decision Making. Game theoretic applications. Mathematical Programming models- formulation and applications. Linear Programming- graphical method, Simplex technique; transportation, assignment and transshipment problems. Mixed Integer Programming.

**Module II** : Non-Linear Programming, introduction to Quadratic Programming, Geometric Programming and Direct Search techniques. Multiple Criteria Decision making- Goal programming, TOPSIS and AHP.

**Module III** : Sequential decisions using Dynamic Programming, PERT and CPM. Queuing theory- M/M/1 and M/M/n model. Monte Carlo System Simulation concepts and applications. Brief introduction to Non-traditional optimization. Case Study applications and use of OR software packages.

### MSL745 Operations Management

3 Credits (3-0-0)

**Module I** : Managing operations; planning and design of production and operations systems. Service characteristics. Facilities planning- location, layout and movement of materials. Line balancing. Analytical tools and techniques for facilities planning and design.

**Module II** : Production forecasting. Aggregate planning and operations scheduling, Production Planning and Control. Purchasing, Materials Management and Inventory control and JIT Material Requirements Planning. MRPII, ERP, Optimization techniques applications.

**Module III** : Work Study, Value Engineering, Total quality & statistical process control. Maintenance management and equipment policies. Network planning and control. Line of Balance, World class manufacturing and factories of the future, Case studies.

### MSL760 Marketing Management

3 Credits (3-0-0)

**Module I** : Introduction to Marketing function; genesis, the marketing concept. Marketing Management System: objectives, its interfaces with other functions in the organisation. Environment of Marketing- Political Environment Economic Environment, Market segmentation Consumer buying behaviour. Socio-cultural environment. Legal Environment. Ethical issues in marketing.

**Module II** : Marketing Strategy- Marketing planning and Marketing programming. The concept of marketing mix, Product policy; the concept of product life cycle. New product decisions. Test marketing- Pricing, Management of distribution: channels of distribution. Advertising and promotions. The concept of Unique Selling Proposition.

**Module III** : Implementation and Control. The marketing organization- alternative organization structures; the concept of product management. Administration of the marketing programme: sales forecasting; marketing and sales budgeting; sales management; management of sales force. Evaluation of marketing performance; sales analysis; control of marketing effort; marketing audit.

### MSL780 Managerial Economics

1.5 Credits (1.5-0-0)

*Pre-requisite(s): MSL301 & MSL302*

Introduction to managerial economics. Basic concepts, Consumer behavior, Demand analysis: Determinants, estimation and managerial uses of elasticity of demand. Demand forecasting. Supply function and Market equilibrium analysis. Production and Cost analysis and Equilibrium of the firm, production Analysis, Productivity Analysis, Production efficiency analysis. Pricing and output under different market situations: Perfect Competition, Monopolistic Competition, Monopoly, Oligopoly and Cartels.

### MSL781 Macroeconomic Dynamics

3 Credits (3-0-0)

Dynamic Optimization Methods: Deterministic Models, Dynamic Programming under Certainty with Applications, Deterministic Dynamics, Stochastic Models, Markov Processes, Stochastic Dynamic Programming with Applications, Competitive Equilibrium with Applications; Simple Aggregate Models: Dynamics in AD-AS Model, Dynamic Models of Output and Inflation, Introduction to Expectations: Adaptive vs. Rational Expectations, Micro-Foundations in Modern Macroeconomics; Open Economy Extensions: Introduction to Dynamics of Small Open Economies, Exchange Rate Dynamics; Optimal Growth Models: the Solow Growth Model, Neo-classical Growth Model, Growth with Overlapping Generations, Endogenous technological Change, Stochastic Growth Models; Introduction to DSGE Models: Stylized facts on Business Cycles, Calibration, Hodrick- Prescott Filter, Limitations and Critiques.

### MSL782 Business Cycles and Global Economy

1.5 Credits (1.5-0-0)

Economy moves in cycles. Depending on the state of economy (in whether expansion or downturn), the firms should adjust their business and investment strategies. This course will look into the state of art of business cycles under the increasingly integrated global economic system, and discuss the usefulness and application of the cyclical analyses for the appropriate and flexible decision making. Global business cycles; short and long cycles; fluctuation; synchronization; identification, driver and nature of cyclical movements; endogenous and exogenous views; political economy; role of manufacturing; transmission mechanism; trend analysis; structural shift in the global system; China; India; forecasting and indicators; COVID-19.

### MSL783 Global Economic Development

1.5 Credits (1.5-0-0)

The course will discuss the shift in the global economic power, necessary and enabling conditions for the strong economic growth and national development under the globalized world, and its implication for the business. Economic development; capitalism; world economy; theory and empirical evidences; structural shift; industrial revolution; modernization; rise and decline of the West and Japan; China as emerging power; economic structure; elasticity; colonialism; Bretton Woods institutions; globalization; currency war; trade war; secular stagnation; long cycles; economic and financial crises; uneven sectorial development; business opportunity.

### MSL784 Sovereign Debt and Default

3 Credits (3-0-0)

*Pre-requisite(s): MSL720*

Origin of money, banks, and the central banking; Sovereign debt; The role of borrowing; External and foreign currency borrowing; Sovereign default: A historical perspective; Theoretical models of default (e.g., reputation); Laws and economics of sovereign default and restructuring; Sovereign debt and default- The International Experience.

### MSL799 Theories in IS Research

1.5 Credits (1.5-0-0)

This is a research based course which will expose the Ph.D. scholars

to the advanced methods and theoretical models in information systems management. Participants would be expected to understand a lot of emergent theories and research methods in the information systems domain. Pedagogy would be seminar and discussion based on exhaustive set of readings compiled on high impact research papers.

### MDL800 Management of Blockchain Technologies

1.5 Credits (1.5-0-0)

*Pre-requisite(s): MSL713*

(about 100 words; Topics to appear as course contents in the courses of Study booklet) (Include Practical / Practice activities): Fundamental building blocks of blockchain. Concepts of initiating a blockchain project and management challenges surrounding complexity assessment, feasibility assessment, deployment, maintenance and technology upgradation. Understanding managerial implications of blockchain characteristics on adoption and diffusion in firms. Does the elements tie with Roger's diffusion of innovation for emerging technologies? How do these characteristics require specific interventions in terms of organizational structures and relationships among participating organizations? Understanding governance and information management of blockchain characteristics, how can organization structure and networks play a role, understanding antecedents of diffusion of blockchain applications among firms and networks in industries, understanding enablers and barriers to use and usefulness of blockchain. Management case studies in corporate: banking; digital services; high-tech enterprises; supply chain. Management case studies in government and society, stakeholder specific impacts assessment.

### MDD801 MBA Project

3 Credits (0-0-6)

The topic for the major project would be a generic one, pertaining to a management problem/issue related to any functional area viz. finance, operations, strategy, HR, marketing, IT, econometrics etc. Latest management & research tools and techniques would be applied in the analysis. The project would also be evaluated by an external expert. Each MBA project would be unique and the contents would be decided on the advice of the project supervisor.

### MDL801 Managing Digital Transformation

1.5 Credits (1.5-0-0)

*Pre-requisite(s): MSL713*

Making sense of 'digital' and 'digital transformation', digital competencies and contested boundaries in the information age, data as catalyst for digital transformation, achieving customer centricity through data integration, products vs. platforms and multi-sided markets, dynamics of renewal through digital transformation, organizational alignment for digital transformation, balancing g mainstream and new stream businesses coming from digital channel, technology leadership at large firms, open innovation & crowdsourcing, virtual reality, internet of things (IoT), AI, blockchain, big data.

Data Uses: legal and ethical considerations, such as data breaches, GDPR, and California data protection rules, Recent trends review and what the future holds.

### MDL802 Entrepreneurial Finance

3 Credits (3-0-0)

*Pre-requisite(s): MSL 707 and 708 for MBA students, MSL302 for B.Tech. Students*

The course would broadly cover the entrepreneurial environment, organizing and operating the venture, planning for the future, creating and recognizing venture value, structuring financing for the growing venture and finally the exit and turnaround strategies. Among these broad six areas, there would be specific content and deliverables.

### MDL803 Fixed Income Securities

3 Credits (3-0-0)

*Pre-requisite(s): MSL708 for MBA, MSL302 for B. Tech students*

The course covers types of debt securities, who are the market participants in the debt market, regulatory framework, and how debt market is linked to the macroeconomic environment. It covers basic features of the debt market instruments, their valuation, yield measures, duration and convexity measures, and term structure of interest rates. The course covers simple bonds, bonds with embedded options and asset-backed securities, arbitrage-free valuation, reduced and structure models of credit risk, interest rate derivatives, and construction of bond portfolios and how performance of bond portfolios is evaluated.

### MDL804 Behavioural Science

1.5 Credits (1.5-0-0)

*Pre-requisite(s): MSL302 or MSL708*

This course aims to acquaint students with the area of Behavioral Finance. We begin by understanding the classical rational finance and then discuss the deviations from it. We then discuss some of the common biases in humans and how they affects finance and the related aspects. We connect all of these to study the concept of prospect theory. We also introduce some market anomalies and their possible explanations using behavioral finance. To conclude, we develop framework on how we can mitigate these biases as investor and in firms.

### MDL805 Financial Technology

1.5 Credits (1.5-0-0)

*Pre-requisite(s): MSL302 or MSL708*

This course aims to help students learn about Financial Technology or Fin Tech. We discuss its evolution, interaction with finance, and the major technologies driving it. We study money and payment, digital money and cryptocurrencies, and introduce the underlying Block chain and cryptography technologies. Applications in Investment and trading under the Fintech environment are discussed along with introduction to data protection and privacy, cybersecurity and technological risk. Multiple case studies provide a practical overview into the Fin Tech development in developed and emerging markets. We also discuss the evolving nature of regulation that come with Fintech, including Regtech and wrap up with ideas on how technology could continue to transform the careers and finance in the future.

### MSL801 Technology Forecasting & Assessment

3 Credits (3-0-0)

**Module I :** Forecasting as an input to technology planning, Futures Research, Elements of forecasting process. Types of forecasting methods. Quantitative methods of forecasting: time series models, growth curves, Precursor, Envelope curves, Experience curves, technical assessment.

**Module II :** Qualitative methods: Morphological analysis, Relevance trees, Delphi, Technological gap analysis, Analogy method, Organising for Technology Forecasting.

**Module III :** Technology assessment: Components, problem definition, Social description, Measure, Impact assessment. Strategies for assessment, Economic impact analysis. Assessment of risk and uncertainty. Safety and environment considerations.

### MSP801 Interdisciplinary Research in Management

1 Credit (0-0-2)

Fundamentals of zinter / multi-disciplinary research, identify and understand complex problems, defining complex problems, designing inter-disciplinary research, conducting research in teams, preparing a working draft of the paper.

### MSV801 Selected Topics in OB & HR Management

1 Credit (1-0-0)

The course will cover selected topics in emerging areas of research and practice in the area of OB & HR Management. The topics covered will vary with each offering of the course, and will be defined by the faculty member teaching the course.



**MDD802 MBA Project**

3 Credits (0-0-6)

The topic for the major project would be a generic one, pertaining to a management problem/issue related to any functional area viz. finance, operations, strategy, HR, marketing, IT, econometrics etc. Latest management & research tools and techniques would be applied in the analysis. The project would also be evaluated by an external expert. Each MBA project would be unique and the contents would be decided on the advice of the project supervisor. The project would need to focus on telecom sector.

**MSL802 Management of Intellectual Property Rights**

3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

Module I : Nature of Intellectual Property; Patents, Industrial Design, Trademark and Copyright; Process of patenting and development; technological research, innovation, patenting, development; International cooperation on Intellectual Property; International treaties on IPRs; Patenting under PCT. Procedure for grants of patents.

**Module II** : Scope of Patent Rights; Licensing and transfer of technology; Patent information and databases; Geographical Indications.

**Module III** : Administration of Patent System. New developments in IPR; IPR of biological systems, plant varieties, computer softwares etc. Traditional knowledge; Case Studies; IPR and IITs.

**MSV802 Selected Topics in Finance**

1 Credit (1-0-0)

The course will cover selected topics in emerging areas of research and practice in the area of Finance. The topics covered will vary with each offering of the course, and will be defined by the faculty member teaching the course.

**MDD803 MBA Project**

3 Credits (0-0-6)

The topic for the major project would be a generic one, pertaining to a management problem/issue related to any functional area viz. finance, operations, strategy, HR, marketing, IT, econometrics etc. Latest management & research tools and techniques would be applied in the analysis. The project would also be evaluated by an external expert. Each MBA project would be unique and the contents would be decided on the advice of the project supervisor. The project would need to focus on technology sector.

**MSL803 Technical Entrepreneurship**

3 Credits (3-0-0)

**Module I** : Basis and challenges of entrepreneurship Technological entrepreneurship, Innovation and entrepreneurship in technology based organisations, High tech. entrepreneurship. Entrepreneurial characteristics. Concept of new ventures. Technology absorption, Appropriate technology. Networking with industries and institutions.

**Module II** : Starting a new technological venture and developing the business: Business idea, Business plan, Marketing plan, Financial plan, Organisational plan. Financing a new Venture: Sources of Capital, Venture Capital, Going public. Entrepreneurship & liberalization.

**Module III** : Managing the new technological venture: Developing systems in new venture, Managing doing early operations, Growth and expansion, ending the venture. Legal issues, Franchising and acquisition. Entrepreneurship, globalisation and Entrepreneurship.

**MSV803 Selected Topics in Information Technology Management**

1 Credit (1-0-0)

The course will cover selected topics in emerging areas of research and practice in the area of Information Technology Management. The topics covered will vary with each offering of the course, and will be defined by the faculty member teaching the course.

**MSL804 Procurement Management**

3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

This course will introduce students to purchasing and materials management by learning the planning production process, master scheduling, material requirements, and forecasting material demands and inventory levels. This course is designed to build on the student's knowledge of how effective material management improves supply chain performance.

**MSV804 Selected Topics in Operations Management**

1 Credit (1-0-0)

The course will cover selected topics in emerging areas of research and practice in the area of Operations Management. The topics covered will vary with each offering of the course, and will be defined by the faculty member teaching the course.

**MSL805 Services Operations Management**

3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

This case course explores the dimensions of successful service firms. It prepares students for enlightened management and suggests creative entrepreneurial opportunities. The main idea behind the course is:

To study "breakthrough" services in order to understand the operations of successful service firms that can be benchmarks for future management practice.

To develop an understanding of the "state of the art" of service management thinking.

To understand the dimensions of service growth both domestically and internationally.

**MSV805 Selected Topics in Economics**

1 Credit (1-0-0)

The course will cover selected topics in emerging areas of research and practice in the area of Economics. The topics covered will vary with each offering of the course, and will be defined by the faculty member teaching the course.

**MDL806 Derivatives**

Credits: 3 (3-0-0)

*Pre-requisite(s): MSL708 for MBA, MSL302 for B. Tech Students*

This course covers how derivative markets function, how various derivative securities are priced, their usage and the associated risks with each. Specifically, this course focuses on forwards and futures, and options on stocks, stock indices, currencies, and futures options. It covers binomial model and Black Scholes-Merton model for option pricing, moves on to trading strategies using options, and finally Greek letters and volatility smiles. It briefly covers energy and commodity derivatives in the applications.

**MSL806 Mergers & Acquisitions**

3 Credits (3-0-0)

(i) Valuation & Financial framework of M&A. (ii) The strategic perspective of M&A. (iii) The managerial perspective of M&A.

**MSV806 Selected Topics in Marketing Management**

1 Credit (1-0-0)

The course will cover selected topics in emerging areas of research and practice in the area of Marketing Management. The topics covered will vary with each offering of the course, and will be defined by the faculty member teaching the course.

**MSL807 Selected Topics in Strategic Management**

1 Credit (1-0-0)

Open slot course (To be decided when the course is floated). The course will cover selected topics in emerging areas of research and practice in the area of Strategic Management. The topics covered will vary with each offering of the course, and will be defined by the faculty member teaching the course.

**MSL808 Systems Thinking**

3 Credits (3-0-0)

**Module I :** Systems thinking in management; Hard and soft systems thinking; open systems thinking; Analytical and systems approaches; System concepts, principles and metaphors; General systems theory and cybernetics.

**Module II :** Theory building with causal loop diagrams; Feedback loop structures; Linking feedback, stock and flow structures; Tutorial on Stella; Case Studies on system dynamics modelling.

**Module III :** Soft systems methodology; Flexible systems thinking; Management of continuity and change; Interpretive systems model.

**MSL809 Cyber Security: Managing Risks**

3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

This course introduces students to the interdisciplinary field of cybersecurity by discussing the following: cybersecurity theory, and the relationship of cybersecurity to nations, businesses, society, and people, cybersecurity technologies, processes, and procedures, analyzing threats, vulnerabilities and risks present in these environments, and develop appropriate strategies to mitigate potential cybersecurity problems, advanced policy related topics would also be covered through which these risks may be mitigated. Other relevant advanced topics may be explored.

**MSL810 Advanced Data Mining for Business Decisions**

1.5 Credits (1.5-0-0)

*Pre-requisite(s): MSL301 & MSL302*

This course will expose the participants to the following topics within this domain: Understanding advanced models of data mining, advanced unsupervised mining methods and approaches, Decision Support Systems, Group Decision Support Systems, Consensus based systems, Multi-criteria decision systems, Knowledge management systems, knowledge management methods, Intelligent systems, Hybrid data mining methods, Advanced and emergent topics and applications.

**MSL811 Management Control Systems**

3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

**Module I :** Nature of Management Control Systems: planning and control process. Essentials of Management Control System. Behavioural aspects of Management Control-motivation and morale, goal congruency, and so on. Management Control Process: Programming, Budgetary Planning and Procedures, Fixed and Flexible Budgeting, Zero Base Budgeting. Internal Audit and Internal Control. Standard Cost Accounting Systems as measures of operating performance.

**Module II :** Variance Analysis and reporting of financial performance: Material, Labour and Overhead Cost Variances, Revenue Variances, Profit Variances, Variance Reporting.

**Module III :** Management Control Structure: Responsibility Accounting System- Concept of Responsibility Centre, Expense Centre, Profit Centre, Investment Centre. Inter-Divisional Transfer Pricing System, Measurement of Division Performance.

**MSL812 Flexible Systems Management**

3 Credits (3-0-0)

**Module I :** Emerging management paradigms: Total Quality Management, Business Process Reengineering, Learning Organisation, World Class Organisation, Flexibility in Management. Concept of systemic flexibility. Liberalisation, Globalisation and change. New Organisation forms.

**Module II :** Concept and dimensions of Systemic flexibility. Managing paradoxes. Methodology and tools of flexible systems management. Underlying values, and guiding principles, Case Analysis using SAP-LAP framework. SAP-LAP models and linkages.

**Module III :** Flexibility in functional systems, Information Systems flexibility, manufacturing flexibility, organisational flexibility, financial flexibility, and strategic flexibility. Linkage of flexibility with organisational performance.

**MSL813 Systems Methodology for Management**

3 Credits (3-0-0)

**Module I :** Introduction to systems methodology, Flexible Systems Methodology, Need and applicability of Systems methodology for management. Nature of managerial problems. System Dynamics Methodology- Philosophy, Foundation, Steps, building blocks, feedback structures, principles of systems, learning organisation.

**Module II :** Validation, Simulation and testing of System Dynamics models, Policy analysis, Micro world and Management games, Managerial applications of Systems methodology.

**Module III :** Management of physical systems. Physical system theory: fundamental premises and postulates, modelling of basic processes, application to manufacturing, managerial, and socio-economic systems. Critical comparison and integration of Physical System Theory and System Dynamics. Flexibility in physical system theory.

**MSL814 Data Visualization**

1.5 Credits (1.5-0-0)

*Pre-requisite(s): MSL301 & MSL302*

This course would have the following: It would train the participants to use visual imagery to present complex information and the trends associated with extensive data. Visualization provides a solution to address information overload, through a well-designed visual encoding to aid comprehension, memory, and decision making. Furthermore, visual representations may help engage more diverse audiences in the process of analytic thinking. Topics like data and image models, heat maps, infographics, multidimensional data visualization and representation, graphical perceptions, mapping & cartography and text visualization may be covered. Other relevant topics within the subject domain may also be explored.

**MSL815 Decision Support and Expert Systems**

3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

**Module I :** The management support framework for computers. Fundamentals of decision theory and decision modelling. Humans and information processors and information systems as decision systems. Human decision styles.

**Module II :** Models, heuristics, and simulation. Overview of DSS-database, modelbase, user interface. DSS development methodology and tools. Need for expertise in decision models and expert systems. Expert systems fundamentals. Knowledge engineering, knowledge representation and inferencing. Building expert systems.

**Module III :** Integrating expert systems and DSSs. Strategies for implementing and maintaining management support systems. Case studies, and laboratory and filed projects.

**MSV815 Case Study Writing and Teaching**

1 Credit (1-0-0)

Various concepts of case study teaching and writing will be covered.

**MSL816 Total Quality Management**

3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

**Module I :** Introduction to TQM; Customer Orientation, Continuous Improvement, Quality, Productivity and Flexibility, Approaches and philosophies of TQM, Quality Awards, Strategic Quality Management, TQM and corporate culture, Total Quality Control; Basic Analytical tools-Check Sheets; Histograms; Pareto charts, Cause and Effect diagrams; Flow charts.

**Module II :** Statistical Process Control; Advanced Analytical tools-Statistical Design of Experiments; Taguchi Approach; Cost of Quality; Reliability and failure analysis. FMECA, Quality Function Deployment, Benchmarking, Concurrent Engineering.

**Module III** : Quality Teams, Employee practices in TQM organisations: Leadership, delegation; empowerment and motivation; role of communication in Total Quality, Quality Circles; Total Employee Involvement; Problem Solving in TQM- Brain storming; Nominal Group Technique Team process; Kaizen and Innovation; Measurement and audit for TQM; Quality Information Systems, ISO 9000 series of Quality Standards; TQM Implementation; Reengineering and TQM.

### MSV816 Contemporary Issue in Management

1 Credit (1-0-0)

The content of the course around a selected advance tropic in Management

### MSL817 Systems Waste & Sustainability

3 Credits (3-0-0)

**Module I** : Introduction to waste and waste management. The concept of wastivity and its inter-relationship with Productivity Quality and Flexibility. Systems concept of waste, complementarily of waste and resource management. Functional elements of waste management. Waste management and cost reduction. Taxonomy of wastes, JIT, TQM and waste.

**Module II** : Management of waste in industrial and service sectors. Management of manpower waste and unemployment. Management of energy waste in the national economy. Energy recycling, Waste management and energy conservation. Total energy concept, overall energy wastivity.

**Module III** : Interfaces of waste management: environment control, nature conservation, resource development, Quality and Productivity Management, Business Process Reengineering. Role of legislation and government. Waste management and national planning.

### MSV817 Art of Scholarship in Management Research

1 Credit (1-0-0)

Understanding the role of a scholar in society, Knowing various aspects of 'Body of Knowledge', Understanding the purpose and structure of Academic Bodies in the management discipline, Various forms of scholarly outlets (symposium, workshop, seminar, conclave, conference, summit, meet, reviews, communications, journals, open etc.), Prevalent Style and methods of scholastic writing, Assessing value of scholarly publications (prevailing Indices & Impact factors), Pre and Post internet scenarios, Interaction with an established scholar.

### MSL818 Industrial Waste Management

3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

**Module I** : The concept of industrial system. Systems waste and waste management. Wastivity and productivity measurement. The categories of industrial systems waste. Stages and causes of waste generation in industrial systems. Waste reduction measures and systems in industry. Collection and disposal system of scrap, surplus and obsolete items. Recycling and processing of industrial waste. Industrial pollution and environment control.

**Module II** : Value engineering, design waste and cost reduction. Inspection rejects and quality management. Reliability, maintenance, breakdown and management of waste. Space waste and layout planning. Time management, manpower waste in industry, absenteeism. Capacity utilization. Waste heat recovery and energy waste in industry. Resource conversation/loss prevention in process industries. Data and information waste, management of hazardous waste. Waste treatment. Natural calamities. Accident prevention, industrial safety and waste management.

**Module III** : Waste management in Indian industries- present practices, potentials and perspectives. Management of waste in different industrial systems- steel, aluminum, power, automobile, transport and other service industries. Economic analysis and system models of industrial waste management systems. Analytical and Creative techniques to waste control.

### MSV818 Contemporary Issues in OB & HR Management

1 Credit (1-0-0)

The contents of the course around selected contemporary topic(s) in HR and OB.

### MSL819 Business Process Re-engineering

3 Credits (3-0-0)

**Module I**: Nature, significance and rationale of Business Process Reengineering, Reengineering scenarios in major countries, Problems issues, scope and trends in BPR, Implementing BPR: Methodology and steps, IT enabled reengineering, mediation and collaboration.

**Module II**: The paradigm of Mass customization, managing organisational change, Transforming/Reinventing the enterprise, Team building. Case studies of success as well as failure.

**Module III**: People view, empowering people, reengineering management. Issues of purpose, culture, process and performance, and people.

### MSV819 Contemporary Issues in Finance

1 Credit (1-0-0)

The contents of the course would be built around the particular nuance and/or emerging perspective.

### MSL820 Global Business Environment

3 Credits (3-0-0)

**Module I** : Global Scene. Historical and economic background, firms and International Business. The global scene and the challenges ahead, challenges to free International Trade Political Risk, Protection, Accounting, Taxation and Legal practices. The International debt risks.

**Module II** : Regional Issues. Global Monetary Institutions and Trade Agreements, Regional Trade Agreements and Facts. Socio-cultural context of International Business: European countries, U.S.A. developing of newly industrialized countries and Japan. Management of Multinational firms.

**Module III** : Globalization of Indian Economy. Liberalization and globalization of Indian business. India's multinationals, Indian laws and policies relating to investment in India by international firms and outside India by Indian firms.

### MSV820 Contemporary Issues in IT Management

1 Credit (1-0-0)

The contents of the course around a selected advanced topic in information technology and systems.

### MSL821 Strategy Execution Excellence

3 Credits (3-0-0)

Maximize your leadership potential by expanding your management skills through this one-year graduate certificate management program. This comprehensive program offers you the opportunity to broaden your perspective on salient management responsibilities and skills in key sectors such as health care, not-for-profit, community services, and technology and trades. Students must also participate in two weekend residency (virtual or on-campus) activities. This program enables you to leverage your existing career and educational experiences to move into management positions. You will take a series of carefully selected business courses that will build and enhance your skills in critical areas of management such as finance, marketing, human resources, and leadership. In addition, you will have the option to select courses from specific industry streams-health care, community services, not-for-profit, and trades/technology. These courses are designed to provide industry-specific perspectives that will enhance your employability and career advancement.

### MSV821 Contemporary Issues in Operations Management

1 Credit (1-0-0)

The content of the course around a selected advance tropic in Operations & Supply Chain Management.

### MSL822 International Business

3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

**Module I** : Key Issues in International Business. Socio-cultural, economic and political forces facing business. International sourcing. Understanding the determinants of competitive advantage in international business at the national, industry and firm level. Global



forces transforming international business. Multinational Corporation. Problems and Prospects in an International Environment, competitive and cooperative business strategy.

**Module II** : International Business Strategy of Indian Industry. Competitive position of key Indian Industries. Entry strategies for Indian firms: Joint Ventures, strategic/technical alliances/collaboration. Strategies employed by Indian firms to develop and sustain international business.

**Module III** : Globalization Strategy. Globalisation strategy, strategies of Multinational Corporation, implications for functional strategies: marketing, HR, planning, organisational structure, production, Global Information Systems, Strategy Alternatives for Global Market entry and expansion, International negotiations.

### MSV822 Contemporary Issues in Economic Policy

1 Credit (1-0-0)

The course will concentrate on contemporary important economic policy issues. The specific topics will be of current economic policy interest. The topics covered are to include some of the following topics but not limited to: 1. Fiscal Policy Issues, Taxation and Inter State Relations 2. Monetary Policy and Exchange Rate Frameworks 3. Issues Related to Poverty and Inequality 4. Financial Integration and Currency Unions 5. International Trade Policies, Globalization and Implications on Welfare 6. Technological Change and Innovations 7. Climate Change and policy Alternatives.

### MSL823 Strategic Change & Flexibility

3 Credits (3-0-0)

**Module I** : Patterns of Change and Flexibility. Patterns of change, liberalization, globalization and privatization, changes in Social Political and Economic environment, Technological and organizational change. Changes in customer requirements. Impact of change of business and workforce. Need for flexibility, concept of Strategic Flexibility: Openness, Adaptiveness, Change, and Resilience. Understanding the process of strategic change. Managing chaos strategically. Regenerating strategies.

**Module II** : Revising Strategies Postures. Corporate restructuring, Alliances, joint ventures, acquisitions and merges. Reorganising the firm, the impact of mergers and acquisitions on organizational performance. Management of continuity and change, Blue Ocean strategy.

**Module III** : Energising Strategies Change. Reengineering the corporation, identification of key business processes. Organization of the future. Implementing Strategic Change. Transforming the organization. Sustaining change. Consolidating gains and producing more change. Anchoring new approaches in the culture. Leading a high-commitment high-performance organization. Organization Vitalizations

### MSL824 Policy Dynamics & Learning Organization

3 Credits (3-0-0)

**Module I** : Learning Organization. Emergence of learning organization. Strategies for organization learning, using Feedback, shared vision, team work, personal mastery, mental models, systems thinking, role of leader, organizational dynamics. Soft Systems Methodology application to policy formulation. Flexibility in policy strategy. Strategy formulation in a learning organisation, clarifying vision and opportunities for change in a learning organization.

**Module II** : Micro World and Policy Dynamics. Systems-linked organization model. Micro world for policy learning. System Dynamics modeling applied to policy formulations, conceptual model. The language of systems thinking links and qualitative system dynamics, Flexibility Influence Diagram, Collaboration Diagram, Archetypes, leverage points, Integrative simulation models.

**Module III** : Frontiers. Role playing games and case studies to develop principles for successful management of complex strategies in a dynamic world. Strategic Management game for policy planning, Interactive Planning. Strategic issues such as business cycles, market growth and stagnation. And diffusion of new technologies. Knowledge management in learning organizations.

### MSV824 Contemporary Issues in Strategic Management

1 Credit (1-0-0)

The course addresses a number of current issues in strategic management, including but not limited to such topics as competitive analysis, mergers and acquisitions, managerial ethics, global strategy, and corporate culture. Emphasis is placed on the development of critical thinking skills.

### MSL825 Strategies in Functional Management

3 Credits (3-0-0)

**Module I** : Linkage of corporate and Business strategy with various Functional strategies, Flexibility in Functional Strategies. Marketing Strategy, financial Strategy.

**Module II** : Manufacturing Strategy, IT Strategy, Human Resources Strategy.

**Module III** : Technology Strategy, Quality and Productivity Strategy, Environmental Strategy.

### MSL826 Business Ethics

3 Credits (3-0-0)

**Module I** : Ethics in Business. Historical perspective, culture and ethics in India, codes and culture. Economics and the Environment: green business, Ethics and Competition. The ethical code, social audit. A framework for analysis and action. The sphere of personal ethics: consequences, rights and duties, virtue and character. Role of objectivity, practicability, judgement and balancing acts. The individual and the corporation.

**Module II** : Ethical Responsibilities. Ethical responsibilities of economic agents: role obligations, obligation to shareholder, rights and, obligations to customers, obligations to pay taxes. Environmental protection. Corporate accountability, Ethical conflicts, concern for the locality, Attitude to labour. Ethics and Government policies and laws.

**Module III** : Ethics in Functions. Ethical responsibilities of organizations leader: power, leadership. Obstacles to ethical conduct. Pressures for conformity. Evaluation and rewards. Job pressures and issues. Organizational change. Ethics in use of Information technology. Intellectual Property Rights. Ethics in Marketing. Ethics of advertising and sponsorship. Freedom Vs State Control. Acquisitions and Mergers, Multinational decision making: Reconciling International norms.

### MSV826 Frontiers in OB & HR Management

1 credit (1-0-0)

The contents of the course would be built around the particular nuance and/or emerging frontier.

### MSL827 International Competitiveness

3 Credits (3-0-0)

**Module I** : Introduction to Competitiveness. Background, Need, Basics, Myths; Global Perspectives, Context, Definitions, Benchmarking & Key Issues; Related concepts: Excellence, Value Creation; Competitiveness at Different Levels.

**Module II** : Evaluating & Planning for Competitiveness. Frameworks of Competitiveness & Strategy, Evaluating Competitiveness, Enhancing Competitiveness, Competitiveness Processes & Initiatives, Leadership Dimension, Cases.

**Module III** : Practitioners Perspectives. Business Models for Competitiveness, Functional (e.g. HR, Operational, Financial, Technological) Linkages, Partnerships/Cooperation for Competitiveness, Emerging Issues/ Practices.

### MSV827 Frontiers in Finance

1 Credit (1-0-0)

The contents of the course would be built around the particular nuance and/or emerging frontier.

### MSL828 Global Strategic Management

3 Credits (3-0-0)

**Module I** : The Process of Globalization and Global Strategy. Globalization of markets and competition, globalization and localization, Diagnosing Global Industry Potential, Designing a global strategy, Making Global strategies work, Global strategic alliances, M&A.

**Module II** : Regional Strategy and Entry Strategy. Regional Strategy, Emerging Markets Assessing Country Attractiveness, Entry Strategies: Subsidiaries, acquisitions, joint ventures, Licensing, Franchising, Agents and Distributors.

**Module III** : Managing Globally and Future Challenges. Designing a global organization, Global Marketing and Operations, Cross Cultural Management, Leadership and Global manager, Globalization and the Internet.

### MSV828 Frontiers in Information Systems Management

1 Credit (1-0-0)

Series of focused topics in any emerging area of Information Systems. The topics may evolve based on the expertise of the expert invited for delivering the course, with due discussion with the area. The topics would cover emerging issues in information systems, from both a theory and practice point of view. Further it may expose the participants on the challenges and critical success factors in the domain being explored.

### MSL829 Current and Emerging Issues in Strategic Management

3 Credits (3-0-0)

(Relevant current and Emerging Issues)

### MSL830 Organizational Structure and Processes

3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

**Module I** : Organisational structure- classical and neoclassical theories. Strategy and structure. Modern Organizational theory- systems view of organisation and integration. Micro, intermediate, macro environment. Participative structures.

**Module II** : Work culture and organization processes. Decision processes, balance and conflict processes. The process of role and status development. Influence processes and technological processes. Capacity development in organizations.

**Module III** : Interface of structure and processes- structural functionalism; Allport and Event- Structure theory. Organizational Governance- organizations as a subject of political enquiry, Models of organizational governance. Making and breaking patterns.

### MSL831 Management of Change

3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

**Module I** : Process of change and organization theory and practice. Elements of change. Achieving Systematic change. Domains of systematic change-strategy, technology, structure and people. Planning for change.

**Module II** : Change and the use of power. Nature and sources of power. Leadership and change- Transactional vs. Transformational change. Change cycle including participative and coerced change.

**Module III** : Change through behaviour modification. Positive and negative reinforcement. Training for change. Managing conflict. Implementing change. Adjustment to change and organising for growth. Prerequisites and consequence of change. The change Dynamics.

### MSL832 Managing Innovation for Organizational Effectiveness

3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

**Module I** : Elements of creativity person, creative organization, nature of innovation. Assessing creativity. Tools and techniques for enhancing creativity. Innovation and risk.

**Module II** : Managing social equity and organisation efficiency paradox, blocks to creativity, methods to overcome the blocks. Introducing creativity in organisation. Structure and creativity. Work culture and innovation.

**Module III** : Practices of creativity and intervention strategies- organization excellence: Criteria and practice-innovation and quality, Innovation and BPR/appraisal system- interventions. Innovation and competitiveness.

### MSV832 Frontiers in Strategic Management

1 credit (1-0-0)

The contents of the course shall be around a selected advanced topic in strategic management area

### MSL833 Organizational Development

3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

**Module I** : Organisation Development- nature and scope. The generic and contextual element of developing organisation. Introduction to process change. Theories, strategies and techniques of organizational diagnosis for improving organisation's problem solving and renewal process, legacy factors and organizational growth.

**Module II** : Coping with environmental change. Socio-cultural dimensions of work and behaviour, Environmental analysis and impact. Diagnosis of the ongoing process from symptoms to causes. Organisation development and intervention strategies.

**Module III** : Personal change. Laboratory learning techniques. Managerial Grid. Sensitivity training. Transactional analysis. Inter-group and team building interventions. Management by objectives. Total system interventions-stabilising change.

### MSL834 Managing Diversity at Workplace

1.5 Credits (1.5-0-0)

*Pre-requisite(s): MSL301 & MSL302*

The course introduces students to the relational framework towards diversity management by discussing the macro, meso and micro factors influencing DM. Through analysis of the different organizational approaches and initiatives towards diversity management, it highlights ways in which inclusive workplaces can be created and diversity leveraged for business performance.

### MSL835 Labor Legislation and Industrial Relations

3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

**Module I** : Introduction of industrial relation and a systematic view of personnel. Labour Relations. Introduction to Indian Trade Unionism. Industrial relations and conflict in industries. Introduction of Labour Regulation Act, Factories Act, Trade Union Act, and Safety Act.

**Module II** : Role of Industrial Legislation. Introduction of Industrial Dispute Act. Different jurisdiction of Labour Court. Issues in recognition of unions. Tribunal and national tribunal. Strategies for resolving Industrial Conflict, Collective bargaining. Works committee and joint consultative committee, Negotiation process.

**Module III** : Influence of Government regulations. Third party intervention in industrial disputes. Rules of grievances. Discipline in Industry. Contribution of tripartite bodies. Labour Welfare Participative Management. Workman's Compensation Act. Productivity in Industry. Healthy industrial relations and economic development.

### MSL836 International Human Resources Management

1.5 Credits (1.5-0-0)

*Pre-requisite(s): MSL301 & MSL302*

The course would cover issues pertaining to selecting, managing and developing international workforce. It would sensitize students to the cross-cultural issues faced by global organizations and emerging issues within international HRM. Lectures, small group discussions and case study analysis would be the primary teaching methods adopted in this course.

### MSL839 Current and Emerging Issues in Organizational Management

3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*  
(Relevant current and Emerging Issues)

### MSL840 Manufacturing Strategy

3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

**Module I :** Manufacturing and operations strategy-relevance and concepts. Strategic issues in manufacturing & operations, Capacity planning, International innovations in manufacturing. Choice of technology and manufacturing process in the prevailing environment.

**Module II :** Technology-manufacturing process interfaces with marketing, engineering, quality, purchasing, finance and accounting. Inter-relationship among manufacturing manager and their suppliers, customers, competitors, superiors and production workers.

**Module III :** Strategic implications of Experience Curve. Focused manufacturing-green, lean and mean. Strategic issues in project management and implementation of manufacturing policies. Perspectives of Manufacturing Strategy. Case Studies.

### MSL841 Supply Chain Analytics

3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

This course will introduce students to supply chain analytics by learning the three aspects of supply chain planning and design. The first one is Descriptive Analytics of supply chain, which focuses on fundamental tools and methods on data analysis and statistics, visual representations of data and data modeling. The second major focus is on Predictive Analytics of supply chain, which develops approaches for building and analyzing predictive models, applying regression, forecasting techniques, simulation and risk analysis, etc. The third major focus is on Prescriptive Analytics of supply chain, which aims at arriving at optimal decisions for the different future scenarios in the supply chain.

### MSL842 Supply Chain Modeling

3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

This course primarily deals with understanding and analyzing problems underlying the design, planning and operation of supply chains, with a special emphasis on the logistical and other issues related to the material and the information flow in these systems. The main objective of the course is to introduce methodological description of the various issues in supply chain related to design, planning and control problems. Mathematical models and techniques are used to support the analysis of the identified issues. It also develops understanding of some basic tools that can support the functioning of the analytical methodologies.

### MSL843 Supply Chain Logistics Management

3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

**Module I :** Perspective of Supply Chain Logistics Management. Logistics concept, role and scope; Logistics Environment- Integrating Logistics of Supply, Logistics of Production and Logistics of Distribution. Internal and external factors for logistics strategy, Operational Resources of logistics (personnel, warehouse means of transport, warehouse transport aids, organizational aids, material stocks, and area/spare) Effective supply chain management, customer networking and manufacturing, Risk Pooling, Postponement, cross docking in supply chain, CPFR, IT-enabled supply chains value of Information, Coordination in SCM.

**Module II :** Logistics Activity Mix. JIT and Logistics, Synchronised manufacturing. Purchasing and Materials Management. Distributional logistical systems and facilities-single stage or multistage, warehouse(s), their number, location and allocation, Automated Warehousing, Materials Handling and Packaging. Simulation aided planning of conveyor and warehousing systems.

**Module III :** Supply Chain Logistics Mix Management. Logistical Connectivity: Transportation modes, rate structure, legal aspects;

maintenance, spares and repairs; test and support equipment, Routing of freight flows. Management and Organization of the Logistics Systems; Organization, Information and cost control; Logistical information Systems, Computer aided logistics management. Case Studies.

### MSL844 Systems Reliability, Safety and Maintenance Management

3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

**Module I :** Reliability, Safety, Risk Assessment Perspective.

Introduction to reliability, availability and safety engineering and management. Select statistical concepts and probability distributions. Optimization techniques for systems reliability, availability and safety. Reliability, availability, safety and maintainability. Risk assessment and management for reliability and safety.

**Module II :** Maintenance Planning and Control.

Maintenance management objectives and functions. Classification of Maintenance system. Maintenance Planning and Scheduling. Issues of Replacement versus reconditioning and imperfect repair maintenance models. Spare parts Inventory Planning and Control for single and multi-echelon systems. Diagnostic tools of failure analysis: Failure Mode Effect and Criticality Analysis, Fault Tree Analysis.

**Module III :** Information System for Reliability, Safety and Maintenance Management.

Organizational aspects and a computer aided management information system for reliability, safety and maintenance. Life cycle costing and cost management for maintenance. Human factors in maintenance, Maintenance Manpower Planning. Case Studies.

### MSL845 Total Project Systems Management

3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

**Module I :** Project Systems Management: a life cycle approach, project characteristics; project life cycle phases: conception, definition, planning and organising, implementation and project clean up. Project feasibility analysis. The project manager: role and responsibilities, Team Building and Conflict Management. Tools and techniques for project management. Environmental impact analysis of a project.

**Module II :** Network techniques for project management-PERT, CPM and GERT. Accounting for risk, uncertainty and fuzziness. Time cost tradeoffs and crashing procedures. Multi project planning and scheduling with limited resources. Multi objective, fuzzy and stochastic based formulations in a project environment.

**Module III :** Funds planning, performance budgeting and control. Project materials management. Pricing, estimating, and Contract Administration and Management, Building and Bid evaluation and analysis. Project implementation and monitoring, Project management information and control systems. Project systems management performance indices. Software Packages application for Project Systems Management. Case studies.

### MSL846 Total Productivity Management

3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

**Module I :** Total Productivity overview; meaning, relevance and scope for productivity and effectiveness. Productivity conceptualisation. Productivity mission, objectives, policies and strategies. Productivity environment. Corporate culture, management styles, employees participation, trade unions and role of governmental agencies. Productivity measurement, monitoring and management both at micro and macro levels. Corporate and annual productivity plans.

**Module II :** Benchmarking: Management issues, modelling, tools and techniques; indicators for evaluation of manufacturing, business or services organizational performance and its measurement.

**Module III :** Productivity Improvement Techniques: modifying organizational characteristics and work characteristics. Work study, Value Engineering, Waste Management. Human resource development



strategies to increase productivity. Managing technological change. Interfaces of Productivity with Quality, Reliability and Safety. Management commitment and involvement for higher productivity. Case Studies.

### MSL847 Advanced Methods for Management Research 3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

Introduction to management research, types of management research, research designs, Portfolio of management research methodologies involving qualitative and quantitative tools, optimization approaches, Multi-criteria decision making tools, case studies, interpretative models, soft system methodology, simulation, etc. Design of a questionnaire-based survey instrument, development of data measurement, scale development, testing the validity and reliability of data, sampling techniques, descriptive statistical analysis, inferential analysis, sampling techniques, sampling distribution, hypothesis testing, ANOVA, factor analysis, correlation, regression : OLS, Logic, Tobit, Probit, Discriminant analysis, Co-integration, unit root testing, Granger, causality, VAR, GARCH and its variants. Structural equation modelling and other related research tools. Portfolio of optimization tools such as linear programming, goal programming, integer programming, Data Envelopment Analysis for designing a management research. Case study approach with SWOT, SAP-LAP, value chain, PEST, etc. AHP, ANP modeling of risk and uncertainty in management, real life case development with appropriate research design.

### MSL848 Applied Operations Research 3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

The objective of the course is to provide the students about the application of Operations Research (OR) in various functional areas of business such as operation, supply chain management, materials management, marketing, finance, and human resource. The entire course is a case based where the participants will be given a case. Participants will be asked to tackle the case problem without using OR using their own experience or any other logical method and then they will be asked to tackle the same situation applying OR. At the end of the course they will appreciate how OR can help the decision makers in an efficient decision making process.

### MSL849 Current and Emerging Issues in Manufacturing Management 3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

(Relevant current and Emerging Issues)

### MSL850 Management of Information Technology 3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

**Module I:** The Strategic Framework for IT Management. Emerging information technologies: IT for competitive advantage; IT for internal effectiveness; IT for inter-organizational linkage; Module II Strategy Development and Planning Techniques.

**Module II:** IT Planning (CSFs, Scenario analysis, Linkage analysis, Enterprise modeling); Strategy formulation techniques; Nolan's stage model and revised models for Nolan's stages; IT investment decisions; methods for evaluating IT effectiveness; IT enabled business process redesign.

**Module III:** Strategic Issues Related to IT Management. Relating IT to organizational leadership, culture, structure, policy and strategy; programmer productivity; Managing legacy systems; evaluating centralization- issues; IT-forecasting.

### MSL851 Strategic Alliance 1.5 Credits (1.5-0-0)

This is an advanced strategy course that focuses on the role of strategic alliances and inter-firm networks in the overall strategic

adaptation process of the firm. Inter-firm networks and strategic alliances have emerged as important strategic options for navigating survival and creating competitive advantage in times of high velocity turbulent environments characterized by pressures to master rapid technological developments, counteract new competitors and the never ending need to acquire and master new capabilities (technical and managerial). The course explores crucial success factors that distinguish successful from failing strategic alliances. The course utilizes case discussions supplemented with readings, lectures, and conceptual discussions.

### MSL852 Network System: Applications and Management 3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

**Module I:** Networking fundamentals. Communication fundamentals (transmission and transmission media; communication techniques; transmission efficiency) Wide area networks, local area networks, ISDNs; OSI architecture, IBM's SNA, Digital's DNA, Internetworking; network applications- EDI, Email, file transfer, conferencing, Enterprise networking.

**Module II:** Networking technologies and applications. Design and development of enterprise network; Web-based application development, Design of large-scale intranets, Network and systems management issues, Remote access to computer resources, Network and system security.

**Module III:** Managing networks. Preparing for doing business on the internet; Choosing and costing networks and network services; network management requirements; network performance indicators; performance monitoring.

### MSL853 Software Project Management 3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

This course may expose the participants to the following topics: IT Evolution and its implications for business, IT Productivity Paradox - Issues and Implications, Impact of IS in the Networked Economy, Reasons for success and failure of IT projects, Disaster planning, Approaches to IS Development (e.g. Portfolio approaches), Technology Justification and Alignment Models, Strategic impact of IT/IS, Role of the CIO and challenges in business continuity.

### MSL854 Big Data Analytics & Data Science 1.5 Credits (1.5-0-0)

*Pre-requisite(s): MSL301 & MSL302*

This course may expose the student to the following themes within the discipline: Introduction to Data Science and Data Scientists, Introduction to Big Data, Theories in Data Science, Big data technologies, Large query data sets and associated theories, Exploring the Hadoop Ecosystem, Information management in Big Data and Emerging Issues.

### MSL855 Electronic Commerce 3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

This course may expose the participants to the following topics: Introduction to e-commerce, B2B E-commerce models, B2C E-Commerce models, Mercantile processes, E-Commerce Infrastructure and Capacity Planning, Web Portals & Services, Trading, Pricing, Auctions, Bartering & Negotiations, Advanced and emergent topics in E-Commerce, Inter-organization information systems, e-procurement systems, e-fulfillment systems, e-SCM, Risk management in E-commerce. Hands on training may also be provided.

### MSL856 Business Intelligence 3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

The course will consist of the following: Introduction to data mining, types of data mining systems, data preprocessing and data warehouses (OLAP/OLTP), Data Cube Computation and Data

Generalization, Mining Frequent Patterns, Associations, Correlations, Classification, Prediction, Clustering, time series and sequence data analysis, Graph Mining, Social Network Analysis, and Multirelational Data Mining, Mining Object, Spatial, Multimedia, Text, and Web Data, Applications and trends.

### MSL858 Business Process Management with IT

1.5 Credits (1.5-0-0)

*Pre-requisite(s): MSL301 & MSL302*

This course may expose the participants to the following topics: Concepts of process and business process, Processes and workflow management systems, Concepts and evolution of BPM technologies, Impact of IT in BPM and its road map, BPM Cycle, Process deployment, Process monitoring, Process optimization using IT tools, Flowcharting and business process mapping and emergent issues in BPM/BPR technologies. Other relevant topics within the subject domain may also be explored.

### MSL859 Current and Emerging Issues in IT Management

3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

(Relevant current and Emerging Issues)

### MSL861 Market Research

3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

**Module I:** Research concepts; exploratory, descriptive and conclusive research. The market decision-making process and the need of different types of research. Types of marketing problems and type of marketing research activity. Sources of data; use and appraisal of existing information.

**Module II:** Information from respondents, sampling design, scaling techniques and questionnaire design, interviewing, mail surveys. Information from experiment, experimental design for marketing, Motivational research, Advertising research, Analysis and reporting.

**Module III:** Marketing information systems, Structure and design, its role in planning and control; the place of marketing research.

### MSL862 Product Management

3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

**Module I:** The product in corporate life, Corporate and product objective, product management role, responsibility, scope and functions, product strategy and policy, optimum product pattern/line range.

**Module II:** New product development and launching. Challenge of change-opportunity and risk-product innovation, modification, addition and elimination product proposals-sources, generation, processing and selection. Establishing techno-economic feasibility product testing and test marketing. Developing the strategy and the plan. Implementing the plan, coordination and control. Brand identity, Image, Equity, Brand Plan and Management, New Product Development Process. Brand and Product launch plan.

**Module III:** Organization for Product Management, Marketing manager-product manager-brand manager concept, approaches and organizational role, product manager-functions and tasks-tools and techniques. Brand extensions, acquisitions, Brand value, Consumer insight. Strategies brand management.

### MSL863 Advertising and Sales Promotion Management

3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

**Module I:** Mass communication theory and practices, marketing and promotion mix- interrelationship and interdependence advertising. Sales Promotion, Publicity and Public Relations- Scope, Objectives, activities and creative role. Advertising, objectives tasks and process, market segmentation and target audience-Message and copy development. Mass media, selection, planning, budgeting and scheduling. Integrated programme and budget planning. Implementing the programme, coordination and control.

Advertising Agencies in India, their services and terms, advertisement campaign development, Agency selection and appointment; Agency Organization and operation, Getting the best of the agency services. Analysis of effectiveness of advertisement and promotional campaign.

**Module II:** Why and when sales promotion support, Sales promotion activities; Consumer Oriented-Sales channel Oriented-Sales staff oriented, Planning, budgeting, implementing and controlling campaigns. Advertisement development brief.

**Module III:** Valuation and measurement of advertising and sales promotion effectiveness, Company organization for advertising: sales manager, Sales Promotion Manager, Market Development Manager- Role of Tasks, advertising ethics, economics and social relevance. The Public Relations Activities, Public relations and mass media. Media planning and budgeting control.

### MSL864 Corporate Communication

3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

Corporate communications is a strategic tool that is leveraged to gain strategic advantage. Organizations use it to lead, motivate, persuade and inform both employees and outside stakeholders. How organizations set objectives, define messages and reach their employees, extended audiences, the media and customers, and how the company or group articulates its vision and brings its values to life, will all be discussed.

The course will familiarize students with some of the issues that specifically affect organisations and challenge the corporate communications function. Some of these issues include a change in CEO, mergers and acquisitions, imposition of government regulation and public pressure groups. Focus will be placed on crafting corporate messages for internal and external stakeholders. Specific subject.

### MSL865 Sales Management

3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

**Module I:** Organisational framework of the field sales force. Types and methods of field sales organisations-Career in Field Sales Management. Field Sales Manager- coordinating and controlling the Marketing mix, Tasks and responsibilities, team relations with Salesman and interaction and reporting relationship with Top Management. Operating environment for Field Sales Managers. Sales forecasting.

**Module II:** Sales Information and Planning, The qualities and role of a Field Sales Manager- Hierarchy of objectives and goals, concept of sales strategies and tactics; types of Planning. Marketing Intelligence and Sales Management. Relationship and contribution of Marketing Research to the sales development as decision making process. Designing and planning of sales territories, procedure for designing sales territories. Determining sales manpower requirements to establish sales territories- Recruiting salesman- selection process and system. Distribution and channel selection & Management.

**Module III:** Operational Management, Staffing: Its advantages, responsibility for staffing, tools and methods of selection. Sales training: Its objectives, programme content, Methods of training, concepts of territorial management for field sales force. Measurement and control: General considerations governing evaluation and sales performance and control. Sales audit, Sales budgeting, Key account management, Route Planning and control. Sales Promotion Customer relationship management.

### MSL866 International Marketing

3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

**Module I:** International marketing-its scope and tasks- world economy prospects and Challenges; India's external trade. Analysis of export performance. Why all organisations cannot go global Shipping terms and international trade terms. Information needs of exports. Costing and pricing in international trade. Advantages and disadvantages of globalisation.

**Module II:** Strategic export planning. Handling an export transaction.

Export marketing Checklist; Selection of Markets: Choosing Markets; Export pricing; Management of export logistics. Documentation for export; processing of an export trade. Sales forecasting in international trade, Identifying geographical territories for expansion. Cultural factors affecting business in global market.

**Module III:** Export credit system pre-shipment and post-shipment, finance, medium and long term credit financing; ECGC; Transportation and shipment of cargo; Marine insurance of cargo; procedure for claiming rebate of excise duty. Import replenishment licensing procedures. Generalized scheme of preferences. Sourcing and Transfer pricing mechanism. WTO related issues and IPR related issues impacting global trade.

### MSL867 Industrial Marketing Management

3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

**Module I:** Industrial marketing and Environment. Application of industrial buyer behaviour theories. Marketing plan to implement the marketing concept.

**Module II:** The new product development process. Personal selling (negotiations, systems selling, targets setting, fact finding, training); sales communications.

**Module III:** Marketing Research for industrial product Marketing control (variance analysis audit). Industrial purchase behaviour and processes, new product launch. Forecasting methods.

### MSL868 Digital Research Methods

1.5 Credits (1.5-0-0)

*Pre-requisite(s): MSL301 & MSL302*

The course will have the following coverage: Internet as a research medium; Research design; Sampling methods; Online surveys; Nonreactive data collection; virtual ethnography; Online focus groups; secondary qualitative data analysis; blogs & videos as source of data; data analysis approaches; tools.

### MSL869 Current and Emerging Issues in Marketing

3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

(Relevant current and Emerging Issues)

### MSL870 Corporate Governance

1.5 Credits (1.5-0-0)

*Pre-requisite(s): MSL301 & MSL302*

The course would broadly be divided into three modules. Module 1 would provide a global perspective to the students on the concept of corporate governance. Module 2 would focus on India and present the framework of corporate governance for Indian organizations. Module 3 would focus on corporate social responsibility (CSR) and its manifestations. Apart from the regular lectures and assignments, there would be a course pack provided to the students containing international and national reports, articles, studies and cases to help them build an international perspective through the self-study component.

### MSL871 Banking and Financial Services

1.5 Credits (1.5-0-0)

*Pre-requisite(s): MSL301 & MSL302*

The course will comprise of two broad sections; banking and financial services. Banking portion will cover banking sector reforms, bank management, financial statements of banks, sources and uses of bank funds, credit monitoring and management by banks, bank capital and Basel norms. Financial services will encompass both fund based and fee based services that are an integral part of modern financial systems; it will include lease financing, hire purchase financing, consumer credit, factoring, housing finance, investment banking, credit rating, stock broking, depository and custodial services. The course work will encompass problem solving on relevant topics and inputs from real life cases to give a practical insight to the theoretical concepts.

### MSL872 Working Capital Management

3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

**Module I:** Nature and Financial of Working Capital. Nature of Working Capital, Trade-off between Profitability and Risk, Determinants of Working Capital. Factoring as a Source of Finance. Forecasting Working Capital requirements. Sources of financing Working Capital. Factoring as a source of finance. Bank credit and working capital Finance. Approaches to determine Financing Mix. Working Capital Leverage. Cases and Practical Problems.

**Module II:** Current Assets Management. Cash Management, Inventory Management, Receivables Management. Cases and Practical Problems.

**Module III:** Analysis aTools and New Development. Operating Cycle, Ratio Analysis, Funds-flow Analysis and Cash-Flow Statement as tools of Working Capital Management. Recent changes and new developments. Practical Problems.

### MSL873 Security Analysis & Portfolio Management

3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

**Module I:** Investment Environment. Saving and Financial flows, Financial Intermediation, Investment in Corporate Securities and other Investment Outlets, New Issue market and Secondary Markets. Sources of investment information. Theoretical framework for investment Decision. Regulatory Framework of Securities Markets in India.

**Module II:** Valuation of Securities. Valuation of Variable Income Securities (Equity Shares): Theory of Valuation-Earnings and Dividend Model. Fundamental Analysis, Aggregate Economic Analysis, Industry Analysis, Company Analysis, Technical Analysis, Growth Shares, Under and Overvalued Shares. Analysis of Fixed Income Securities like Preference Shares, Debentures/Bonds and other Financial Instruments. Interest Rate structure and yield to Maturity Curve. Convertible Bonds: Warrants and Options.

**Module III:** Portfolio Management. General principles. Measures of Risk and Return, Required Rate of Return and CAPM, Markkowitz Portfolio Theory. Efficient Capital Market Theory. Alternative Efficient Market Hypotheses. Constructing the Optimum Portfolio.

### MSL874 Indian Financial System

1.5 Credits (1.5-0-0)

*Pre-requisite(s): MSL301 & MSL302*

This course is an introduction to the Indian financial system and tends to appraise students with its components, functions and integration of its sub components with each other. It covers different types of financial institutions, financial markets and financial instruments and services through which the financial system operates. Also, the students would develop an understanding of the role played by the different financial intermediaries in developing a robust financial environment for any country. The course will also give insight into the role played by financial market regulators and the challenges being faced by them in the modern internationally integrated economies.

### MSL875 International Financial Management

3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

**Module I:** Foreign Exchange Market and Risk Management : Environment of International Financial Management: Balance of Payments. Means of International Payments, Foreign Exchange Market, Currency Futures and Options Markets, Foreign Exchange Risk Management, Political Risk, Interest Rate Risk.

**Module II:** Financing of International Operations : Determination of Exchange Rate, Exchange Market and Arbitrage, Exchange Rate Control, Financing of Exports and International Investments, International Monetary Systems, European Monetary System, International monetary and Financial Institutions.

**Module III:** Financial Management of MNCs : Capital Budgeting Decisions for Multinational Corporation, Financing Decisions- Cost



of Capital and Financial Structure, Working Capital Management and Control, International Banking, International Transfer Pricing.

### MSL876 Economics of Digital Business

1.5 Credits (1.5-0-0)

*Pre-requisite(s): MSL301 & MSL302*

This course may expose the participants to the following topics: Impact of diffusion of ICTs in Business and People, Trade-offs & Network effects, Economics of Data communication including pricing, Firms, Networks, Centralization, Decentralization in 2 sided markets, Factors affecting organizational structure and size, Dynamics of Open Source and Open Innovation, Information, Search, Switching and Price dispersion, Information goods pricing and bundling. Other similar themes may also be explored.

### MSL877 Electronic Government

1.5 Credits (1.5-0-0)

*Pre-requisite(s): MSL301 & MSL302*

This course may expose the participants to the following topics: Introduction to E-Governance, E-Governance models and frameworks, E-Governance infrastructure and stages in evolution, Information Management in Electronic Governance. Issues in Emerging and Developing Economies, Selective Case Studies in E-Governance, Emerging initiatives in electronic governance, Role of policy. Other relevant topics within the subject domain may also be explored.

### MSL878 Electronic Payments

1.5 Credits (1.5-0-0)

*Pre-requisite(s): MSL301 & MSL302*

This course may expose the participants to the following topics: Different business models in electronic payments, Digital certificates and certificate chains, Automated clearing and settlement systems, Banking systems and foreign exchanges, Other players in the ecosystem, E-Payment and Card security, Micro-payments, P2P Payments, Electronic Cash, Challenges and role of policy. Other relevant topics within the subject domain may also be explored.

### MSL879 Current and Emerging Issues in Finance

3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

(Relevant current and Emerging Issues)

### MSL880 Selected Topics in Management Methodology

3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

### MSL881 Management of Public Sector Enterprises in India

3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

This course will expose the participants to the following topics: Concepts of cloud computing and its impact, Technology Road Map to Cloud Computing, Virtualization, Practical usage of virtualization, Cloud Computing Frameworks and Deployment models. Cloud resource utilization and optimization, Cloud and Web Services, Service Model Architectures, SLA and QoS, Service Oriented Architecture and Cloud Computing.

### MSL882 Enterprise Cloud Computing

1.5 Credits (1.5-0-0)

*Pre-requisite(s): MSL301 & MSL302*

This course will expose the participants to the following topics: Concepts of cloud computing and its impact, Technology Road Map to Cloud Computing, Virtualization, Practical usage of virtualization, Cloud Computing Frameworks and Deployment models. Cloud resource utilization and optimization, Cloud and Web Services, Service Model Architectures, SLA and QoS, Service Oriented Architecture and Cloud Computing.

### MSL883 ICTs, Development and Business

3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

The course will cover the following topics: Introduction, Development agendas and place of ICTs, ICTs as appropriate technologies, ICTs in education, health, industry & enterprises; ICT policy & regulations. Politics of open technology standards; ICT consulting for government; ICTs, Bottom of Pyramid & Business.

### MSL884 Information System Strategy

3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

This course may expose the participants to the following topics: IT Evolution and its implications for business, IT Productivity Paradox - Issues and Implications, Impact of IS in the Networked Economy, Reasons for success and failure of IT projects, Disaster planning, Approaches to IS Development (e.g. Portfolio approaches), Technology Justification and Alignment Models, Strategic impact of IT/IS, Role of the CIO and challenges in business continuity.

### MSL885 Digital Marketing-Analytics & Optimization

3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

The course may cover the following topics: Introduction and Perspectives in internet marketing, Online consumer behaviour and technology adoption theories, Managing the Word of Web, Mapping online communities & networks, Online pricing mechanisms, Social Network Analytics & Optimization, Web Analytics and Optimization, Traffic analytics, Online campaign and channel management, Managing the Web 2.0, Search Engine & Social Media Optimization, SMAC, Social CRMs, Metrics for E-Commerce Analytics, KPIs, Revenue Analytics.

### MSL886 IT Consulting & Practice

3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

This course may expose the participants to the following topics: Trends in the IT consulting industry, IT consulting issues and pain points, Critical IT issues and their organizational contexts, Marketing and selling IT consulting projects, Project Entry Strategies, Contracting, Proposal Writing and making the sales pitch, Frameworks for technology evaluation. Frameworks for consulting intervention, change management and project closure, Implementation Planning for IT Projects, Managing Consulting Firms and Knowledge Management. Other relevant topics may also be explored.

### MSL887 Mobile Commerce

3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

This course may expose the participants to the following topics: Introduction to Ubiquitous computing, Mobile communication and emerging technologies, Ubiquitous business models and challenges, Security issues and information risk management in mobile commerce. Mobile services and location based services, Interface with Social Media and Cloud, Mobile banking and payment systems, Socio-economic development with m-Commerce, Mobile based services for e-governance. Introduction to mobile apps in the context of ICT ecosystem; explaining success of apps; app entrepreneurship; app economy, challenges of entrepreneurship and economy. Business models of app stores; mobile gaming; app customer segmentation; case studies.

### MSL888 Data Warehousing for Business Decisions

1.5 Credits (1.5-0-0)

*Pre-requisite(s): MSL301 & MSL302*

This course may expose the participants to the following topics within this domain: Introduction to Database Management Systems, Hierarchical modelling, Multi-dimensional modeling of data, Design techniques and ETL, SQL. Data warehousing requirements for ETL; Data

Warehousing Risks, OLAP and OLTP Management Issues, designing and supporting applications, Expanding a data warehouse. Other relevant topics within the subject domain may also be explored.

### MSL889 Current and Emerging Issues in Public Sector management

3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*  
(Relevant current and Emerging Issues)

### MSL890 Financial Engineering

3 Credits (3-0-0)

*Pre-requisite(s): MSL708 for MBA, MSL302 for B. Tech students*

The course introduces forwards, futures, swaps, and options – how these markets function, how these securities are priced, and purposes for which they are used by hedgers and speculators. It covers basic concepts in stochastic calculus, numerical procedures (including binomial trees, Monte Carlo simulation, and finite difference methods), value at risk measures, credit risk derivatives (valuation and usage), martingales pricing theory, interest rate derivatives (such as bond options, caps and floors), equilibrium and no-arbitrage models of the short-term interest rate, and advanced models (Heath, Jarrow, and Morton model, and LIBOR market model), and real options.

### MSL891 Data Analytics using SPSS

1.5 Credits (1.5-0-0)

*Pre-requisite(s): MSL301 & MSL302*

### MSL892 Predictive Analytics

1.5 Credits (1.5-0-0)

*Pre-requisite(s): MSL301 & MSL302*

This course may expose the participants to the following topics: Introduction to the different predictive analytics models, using Predictive Analytics in decision making, types of Predictive Modeling, Agent Modeling, Case Based Reasoning and Predictive Expert Systems. Text mining, Social Network Analytics, Heuristics, Swarm algorithms, Hybrid Methods and algorithms. Other relevant topics within the subject domain may also be explored.

### MSL895 Advance Data Analysis for Management

3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

**Module I:** Descriptive vs. Inferential Analysis, Parametric vs. Nonparametric Analysis, Univariate, Bivariate and multivariate analysis, Hypothesis Testing and Estimation

**Module II:** ANCOVA, MANOVA, Logit Regression, Tobit Regression, Panel Regression.

**Module III:** Factor Analysis, Cluster Analysis, Discriminant Analysis, Data Envelopment Analysis, Structural Equation Modelling.

### MSL896 International Economic Policy

3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

World trade; The standard trade model; economies of scale and international trade; international factor movements; instruments of trade policy; exchange rates and foreign exchange markets; money, interest rates and exchange rates; price, output and exchange rates,

different exchange rate regimes and policy, optimum currency area; Global capital markets; Financial crisis and contagion, Transition economies: crisis and reform.

### MSL897 Consultancy Process and Skills

3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

**Module I:** Introduction to Consultancy-its evolution, growth & status, Types of Consulting Services, firms and role of consultants, client-consultant relationship. Marketing of Consultancy Services.

**Module II:** The Consulting Process-Entry, Diagnosis, Action Planning, Implementation and Termination/Closing;

**Module III:** Methods of selection of consultants, Costs and fee calculation, Preparation of Consultancy proposals and Agreements, Technical Report Writing and Presentation.

### MSL898 Consultancy Professional Practice

3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

**Module I:** Negotiation Skills, Professional Ethics and Code of Conduct. Managing a Consultancy firm-fundamentals of consulting firm management, consulting firms and IT in consulting firms, management of consulting assignments.

**Module II:** Consulting in various areas of Management-Consulting in general and strategic management, consulting in financial management, consulting in marketing and distribution management, consulting in production and operation management, consulting in HRM, consulting in IT.

**Module III:** R&D-Consultancy relation-ship, Careers and Compensation in Consulting, Training and development of Consultants, Future Challenges and Opportunities in Consultancy.

### MSL899 Current and Emerging Issues in Consultancy Management

3 Credits (3-0-0)

*Pre-requisite(s): MSL301 & MSL302*

Relevant current and Emerging Issues – Open Slot – Content will be decided by faculty.

### MST893 Corporate Sector Attachment

2 Credits (0-0-4)

The students would undertake corporate training in the industry. This course would evaluate the projects and experiences of the interns of the full time MBA programme. A report would need to be submitted in the prescribed format with due feedback from the company where the work was undertaken. Scope, achievement of objectives and quality of deliverable would be evaluated.

### MSC894 Seminar

3 Credits (0-0-6)

Research of the industry in which they are currently working/related.

### MST894 Social Sector Attachment

1 Credit (0-0-2)

The student shall spend a minimum of 28 hours with a non-profit organization. The organization should be registered with government. The student proposes nature of work to be carried out and get in approved by the organization. Each student is given a faculty mentor for effective execution of the proposed work. After the engagement period, both the organization and the faculty certifies the work.