

Course Code	MBF 101
Course Name:	Financial Statement Analysis for Management
Programme	MBA (Banking & Finance)
Academic Year & Term	2024-25 Term I
Core/ Elective:	Core
Credits	3
Session Hours	20 Sessions of 1.5 Hrs.
Course Instructor:	
email:	

Pre-requisite:	none
Course Overview	<p>Organizations look for various types of resources to meet their objectives. This course covers Financial Accounting which is a system that provides information about the requirement of resources, means of financing them and measuring the outcomes achieved through these resources. In addition to corporate managers, this information is sought by shareholders, prospective investors, stakeholders, creditors, customers, regulatory agencies, suppliers and others with each one using it for a different purpose.</p> <p>Accounting is the language of business and finance. A well- functioning capital market closely tracks the performance of a business organization, as communicated through its Financial Statements, apart from other information.</p> <p>Financial Accounting is an essential skill for a corporate manager to understand the current financial position of a business, and thereby plan, control and make decisions about its future. By helping managers make sound financial and economic decisions, these skills would stand in good stead in building a successful business career.</p> <p>This Course lays the foundation for advanced elective courses in Finance, Accounting and Strategy.</p>
Course Objectives:	<p>The course aims to:</p> <ol style="list-style-type: none"> 1. provide an understanding of basic accounting concepts and principles. [PO1, PO2] 2. help to understand the structure of financial statements, viz., balance sheet, income statement and cash flow statement and bestow skills to prepare them. [PO1] 3. impart the skills needed to comprehend the contents of the

	<p>annual report of a company, calculate financial ratios and analyze and interpret them. [PO1]</p> <p>4. provide a glimpse into the Indian Accounting Standards (Ind AS) and the process of their convergence to International Reporting Financial Standards (IFRS). [PO2]</p>
Learning Outcomes:	<p>On completion of the course, the student would be able to:</p> <ol style="list-style-type: none"> 1) understand the concepts of accounting and its role in business decision-making. 2) prepare financial statements of a company using transaction data 3) analyze financial statements using accounting tools and techniques, demonstrating both analytical and technical abilities. 4) Draw meaningful conclusions about a firm's current performance for improved better decision-making; evaluate alternative accounting practices and understand their impact on financial statements while making decisions.
Pedagogy:	<ul style="list-style-type: none"> • The course would be delivered through a fusion of lectures, exercises and by discussing real time financial statements to develop student's ability to read and analyze them. • Students are encouraged to interact with the faculty during the entire duration of course delivery and particularly while analyzing problems and discussing cases.

Evaluation:

Component	Weightage	Assessment
Class Participation	10%	
Group Project:	25%	Rubric
Mid Term	25%	Numerical Questions, MCQs, Fill in the blanks, short answers
End Term	40%	Numerical Questions, short answers
TOTAL	100%	

Reading:

Text Book	Financial Accounting: A Managerial Perspective, R. Narayanaswamy, 6 th edition, 2017, Prentice Hall India [RNS]
Reference Books	<p>Accounting Text and Cases (the Financial Accounting chapters), Anthony Robert. N. Anthony, David F. Hawkins, Kenneth A. Merchant, Prakash Singh, 13th edition, 2020, McGraw Hill Education (India) Pvt. Ltd. [AHM]</p> <p>Financial Accounting for Management, N. Ramachandran-Ram Kumar Kakani, 5th edition, 2020, McGraw Hill Education (India) Pvt. Ltd. [RK]</p> <p>Financial Accounting – Tools for Business Decision Making, Paul D. Kimmel, Jerry J. Weygandt, Donal E. Kieso, International Student</p>

	Version, 7 th edition, Wiley Publications [KWK] Financial Statement Analysis, K. R. Subramanyam, 11 th edition, 2020, McGraw Hill Education (India) Pvt. Ltd [KRS]
Web resources	<ul style="list-style-type: none"> a. ICAI (www.icaai.org.in); b. Accounting Standards issued: http://reports.mca.gov.in/MinistryV2/Accountingstandards1.html c. NCERT Accounting course: https://ncert.nic.in/textbook.php?keac1=0-8 d. Companies Act 2013, ebook: http://ebook.mca.gov.in/default.aspx e. IASB (www.iasplus.com); f. FASB (www.fasb.org)

Session	Topic	Pedagogy
1, 2	Accounting Concepts: <ul style="list-style-type: none"> a. Basic framework of accounting: Principles and Concepts b. Objectives of Accounting. c. Elements of Financial statements d. Balance Sheet Equation or Basic Accounting Equation e. Classification of Business Transactions f. Qualitative characteristics of accounting equation g. Accounting cycle h. Users and Principal uses of accounting i. Accounting Standards, Ind AS, GAAP j. Ind AS 1 Presentation of Financial Statements 	RNS: Chapter 1 KWK: Chapters 1 & 3.
3, 4	Understanding & Preparation of Balance Sheet: <ul style="list-style-type: none"> a. Elements of a balance sheet b. Classifying elements of a Balance Sheet: Assets, liabilities and equity c. Assets and Liabilities: Current and non-current, financial and non-financial. d. Shareholder's equity: equity share capital, other equity (reserves and surplus), bonus share, buyback and stock split. e. Indian format of balance sheet f. Preparing balance sheet 	RNS: Chapter 2 AHM: Chapter 2 Case: Lone Pine Café(A) Handouts (format as per Schedule III Division II of the Companies Act,2013)

5	Understanding & Preparation of Income Statements: <ol style="list-style-type: none"> Different line items in multi-step income statement e.g., Net sales, COGS, Gross Profit, Operating Profit, Net profit Deferred and current taxes Indian format of Income Statement Preparing income statement 	RNS: Chapter 2 Case: Lone Pine Café(B) Handouts (format as per Schedule III Division II of the Companies Act,2013)
6	Accounting Mechanics <ol style="list-style-type: none"> Account, Accounting system Double Entry system Rules of Debit and Credit Effect of a transaction on accounting equation Steps in accounting cycle: Journalizing, ledger posting, preparing trial balances. 	RNS: Chapter 3 Numerical problem:
7	Revenue Recognition & Receivables Analysis: <ol style="list-style-type: none"> Classifying income and expenses Accrual-vs-Cash system Principles of recognition of Revenue and Expenses Periodic inventory system Deferrals and Accruals Ind AS 115 Revenues from contracts with customers 	RNS: Chapter 4 Numerical problem:
8, 9	Preparation of Accounts: <ol style="list-style-type: none"> errors & differences in trial balances Basics of adjusting entries and closing books Preparing Income Statement and Balance Sheet 	RNS: Chapter 4 Case: Backbay Company, Chapter 4, page 156 [RNS]
10	Long Lived Non-Monetary Assets and Depreciation Policy: <ol style="list-style-type: none"> Recording, expensing and reporting non-current assets (Ind AS 16 Property, Plant and Equipment) Schedule of Plant, property and equipment. Methods of calculating depreciation Capital-vs-Revenue Expenditure Accounting-vs-Tax Depreciation Intangible Assets	RNS: Chapter 6 Numerical problem:
11	Inventory Reporting and analysis <ol style="list-style-type: none"> Operating Cycle. Net working capital Classification and determining inventory (Ind AS 2 Inventories) 	RNS: Chapter 5 Numerical problem:

	<ul style="list-style-type: none"> d. Perpetual Inventory system e. Product cost vs Period cost f. Inventory costing under LIFO, FIFO, and Weighted average cost methods. g. Inventory Valuation h. Presentation in financial statements 	
12	Receivables: <ul style="list-style-type: none"> a. Accounting for Trade receivables b. Credit Losses (Bad debts) estimation c. Provision Matrix, Ageing Schedule d. Writing Off of Loss Accounts e. Transfer of Trade Receivables 	RNS: Chapter 7, pages 267-276 Numerical problem:
13, 14	Preparing, Understanding and analyzing Cash Flow statement: <ul style="list-style-type: none"> a. Usefulness and format of cash flow statement (Indian Format, Ind AS 7) b. Cash and cash equivalents c. Classification of cash flows into Operating, Investing or Financing activities. d. Cash flows from operating activities: Indirect and direct method. e. Cash flow from investing activities f. Cash flow from financing activities g. Use of cash flow statement to evaluate a company 	RNS: Chapter 13 Case: Chemalite, Inc(A) (HBS9-177-078) Chemalite Inc(B)(HBS 9-195-130)
15, 16	Financial Statement Analysis: Tools and Applications <ul style="list-style-type: none"> a. Annual report of a listed company to be distributed and discussed. b. Comparative analysis: Horizontal, Vertical and Trend Analysis 	RNS: Chapter 12 Case: Nestle/ Britannia Financial Statements from 2016 to 2021
17, 18	Financial Statement Analysis: Tools and Applications: <ul style="list-style-type: none"> a. Ratio analysis: Liquidity, efficiency, profitability, solvency, valuation b. Du Pont analysis c. Assessment of financial performance and health of companies: cross-sectional and temporal 	AHM: Chapter 14 KWK: Chapter 13 Case (contd.): Nestle/ Britannia Financial Statements from 2016 to 2021
19	Group Presentation	
20	Group Presentation	

Group Project: Rubric:

All students should submit a group project as part of course fulfilment. A group of 3 students should select a listed company, in consultation with the instructor. It is suggested that a mid-cap or small-cap company be selected. The choice of the company should be firmed up before the end of the 3rd week.

Things to do:

- Download the Annual Reports of the company for the last 5 years
- Read the Management Discussion and Analysis (MD&A), Auditor’s Report, Accounting Policies and Notes to Accounts sections of the Annual Report. This would help understand the activities and performance of the company and add depth to the analysis.
- Study in detail the Financial Statements (Balance Sheet, Income Statement, and Statement of Cash Flows).
- Conduct the following Financial Statement Analysis on a spreadsheet:
 - Common-size Financial Statements
 - Trend Analysis
 - Financial Ratio Analysis
 - Du Pont Analysis_

Deliverables:

- Spreadsheet (MS-Excel) of the Financial Ratio Analysis
- Brief report commenting on the performance of the company based on financial ratios analysis conducted. The report should be neatly typed in MS-Word, in 1.15 spacing in Georgia font, in 12 pt. for the text and 14 pt. font for the main heading, with all pages numbered.
- Presentation (MS-PowerPoint) at the end of the course, highlighting their findings about the company.

Assessment Rubric for the Group Project & Presentation:

	Excellent	Satisfactory	Needs Improvement
Financial Statement Analysis: Diligence, application and presentation (Out of 20 marks)	Analysis diligently done and interpreted; indicates proper understanding and application; well presented (16-20 marks)	Analysis was fairly done but with some errors; indicates moderate understanding and application; good presentation (12-16 marks)	Weak analysis and interpretation; indicates poor understanding, application; presentation unimpressive (8-12 marks)
Timely submission & integrity (Out of 5 marks)	Report submitted on time; No Plagiarism (4-5 marks)	Report submitted on time, but with minor instances of plagiarism (3-4 marks)	Report submission delayed and/ or non-trivial instances of plagiarism. (2-3 marks)

Honour Code for Students:

- Pre-read the book chapter before coming to the session.
- Actively participate in class room proceeding all through the course (Classroom participation has weightage)
- pre-read the cases assigned for the session and actively participate during Case study discussions (included in Classroom participation)
- mute your mobile
- Refrain from cheating or plagiarism. Unfair practices are taken seriously and would meet with appropriate disciplinary action in addition to a zero grade.

Course Code	MBF102
Course Name	Economics for Management
Programme	MBA (B & F)
Academic Year & Term	AY 2024-2025 & Trimester I
Core/ Elective	Compulsory
Credits	3 Credits
Session Hours	20 sessions of 1.50 hours
Program Coordinator	
Course Instructor	
Email	
Meeting hours	End of class
Room	Office room

Pre-requisite:	Open-mindedness to learn
Course Overview	This course aims to impart a holistic understanding of how economic processes and actors create value for individuals and organizations in an economy.
Course Objectives:	<ol style="list-style-type: none"> 1. Understand consumer and firm behavior in an economic context 2. Analyze different types of market structures and associated challenges 3. Understand how to apply economic principles to a range of policy questions 4. Analyse different types of policies, implementation issues, and impact on interested variables 5. Understand how to apply economic concepts to a range of policy contexts and associated challenges
Learning Outcomes:	<ol style="list-style-type: none"> 1. Class shall become familiar with the principles of economics and potential application areas 2. Students shall appreciate the firm and individual operating contexts and the constraints they face 3. Learn to apply the principles in different application areas
Pedagogy:	Lectures, Class interactions, Situation discussions, Group activities, Company examples

Evaluation:

Component	Weightage	Assessment
Class presence & participation	20%	Class presence, participation & activities
Project presentations and Viva	20%	The project covers the understanding of the Economics and its application concerning Business & Management
End-term	60%	Application of the concepts learned for Business/Management situation/context
TOTAL	100	

Reading:

Text Books	<p>1 Managerial Economics Principles and Worldwide Applications (MEPWA). Dominick Salvatore and Siddhartha K. Rastogi, 8th edition, Oxford University Press, 2016.</p> <p>2 Managerial Economics by Suma Damodaran, 2nd edition, Oxford University Press, 2010.</p> <p>3 Microeconomics for Business by Satya P Das</p> <p>4 Principles of Macro-Economics by N Gregory Mankiw – Cengage – 8th or latest edition</p>
Reference Books	<p>1 Economics by Paul Samuelson and Richard Nordhaus: Indian Adaptation, 19th Edition</p> <p>2 Managerial Economics by Milton Spencer and Louis Siegelman</p> <p>3 Managerial Economics: Concepts and Cases by Mote, Paul and Gupta</p> <p>4 Macroeconomics Policy Environment (MPE) Shyamal Roy. 2nd Edition, McGraw Hill Education Pvt Ltd, New Delhi, 2016.</p> <p>5 Macroeconomics, Dornbusch Rudiger, Fischer, Stanley, Startz, 12th Edition, McGraw Hill Education, 2018.</p>
Web resources	Open resources

Session	Topic	Pedagogy
1	Introduction to the course and concepts that shall be covered	Familiarization Lecture, Course outline briefing, and expectation sharing
2	Scope & Methods of Managerial Economics	Lecture, Class discussions, and interactions, problem-solving activities
3	Economic Principles: Concept of Scarcity, Opportunity Cost, Production Possibility Curve	Lecture, Class discussions, and interactions, problem-solving activities
4	Definition of Demand - Demand Function - Law of Demand Demand Schedule and Demand Curve - Determinants of Demand	Lecture, Class discussions, and interactions, problem-solving activities
5	Supply Schedule and Supply Curve - Determinants of Supply, Law of supply	Lecture, Class discussions, and interactions, problem-solving activities
6	Market Equilibrium - Effects of Changes and Simultaneous Changes in Demand and Supply	Lecture, Class discussions, and interactions, problem-solving activities
7	Price Elasticity of Demand -Degrees of Elasticity - Price Elasticity and Total Revenue	Lecture, Class discussions, and interactions, problem-solving activities

Session	Topic	Pedagogy
8	Cross-Price Elasticity • Income Elasticity, Advertisement Elasticity	Lecture, Class discussions, and interactions, problem-solving activities
9	Supply-Side Economics: Theory of Production and Cost Definition of Production - Short Run and Long Run Function of Production – Classification of Factors of Production - Law of Diminishing Marginal Returns.	Lecture, Class discussions, and interactions, problem-solving activities
10	Concepts of Revenue: Total Revenue (TR) and Marginal Revenue (MR).	Lecture, Class discussions, and interactions, problem-solving activities
11	Cost Concepts - Costs Curve in the Short Run and Long Run -	Lecture, Numerical, and interactions, problem-solving activities
12	Returns to Scale – Break-Even Analysis	Lecture, Numerical, and interactions, problem-solving activities
13	Market Structure: Introduction and Basic Features Market Morphology - Perfect Competition	Lecture, Class discussions, and interactions, problem-solving activities
14	Monopoly, Monopolistic Competition, and Oligopoly: Market Features – Existence in Real World(examples)	Lecture, Class discussions, and interactions, problem-solving activities
15	Nature and Scope of Macroeconomics and National Income: Concept and Measurement Definition and Nature of Macroeconomics - Circular Flow: Two, Three and Four Sector Economy - Aggregate Demand & Supply - Consumption & Investment.	Lecture, Class discussions, and interactions, problem-solving activities
16	Inflation: Theories and Control Measures, Deflation, Disinflation, and Stagflation, Modern Theories of Inflation - Demand-Pull and Cost-Push Inflation, Policy Measures to Control Inflation	Lecture, Class discussions, and interactions, problem-solving activities
17	Monetary Policy: Meaning, Scope, and Quantitative and Qualitative Instruments	Lecture, Class discussions, and interactions, problem-solving activities
18	Fiscal Policy, Meaning and Objectives of Fiscal Policy - Fiscal Instruments & Target Variables	Lecture, Class discussions, and interactions, problem-solving activities
19	Balance of Payment- Meaning, Purpose, and Structure of Balance of Payments: Basic Principles - Balance of Trade (BOT) - Assessment of BOP Disequilibrium - Capital Account Convertibility - Special	Lecture, Class discussions, and interactions, problem-solving activities

Session	Topic	Pedagogy
	Drawing Rights.	
20	Sharing of student's learning & classroom learning feedback, doubt clearance, clarifications	Class discussions and interactions/activities

Course Code	MBF 103
Course Name:	Emerging Technologies for Management (ETM)
Programme	MBA (Banking & Finance)
AY & Term	AY 2024-25 and 1st Trimester
Core/ Elective:	Core course
Credits	Full
Session Hours	20 sessions of 1.5 hours
Program Coordinator:	
Course Instructor:	
email:	
Meeting hours:	After the class
Room	Classroom

Pre-requisite:	Openness for intellectual engagement
Course Overview	Technology is the underlying thread and enabling platform for business transactions. Technology adds value and facilitates businesses. This course shall introduce students to the importance of contemporary technologies and how these are impacting or will impact businesses across the globe. Technologies are facilitating the business's conduct, affecting the business's value chain, and helping simplify the processes.
Course Objectives:	The course aims at helping students appreciate emerging technologies and how these can impact the competitive situation, and other business dynamics.
Learning Outcomes:	Students shall learn to appreciate various emerging technologies and how these can add value to businesses, and can transform the value chains in various industries.
Pedagogy:	Lectures, Caselet discussions, Class presentations, & Project

Evaluation:

Component	Weightage	Assessment
Class presence & participation	30%	Continual
Class presentations	30%	The project covers the understanding of the technology and its application with respect to Business & Management
End-term exam	40%	Application of the concepts learned for Business/Management situation/context
TOTAL	100%	

Reading:

Text Book	MIS – Managing the Digital Firm by Laudon & Laudon from Pearson
References	Good books on technology, application to management, and open learning

	material	
Web resources	MITs OCW and YouTube lectures	
Session	Topic	Pedagogy
1	Importance of Technology for Business, Organizations, and Management	Lectures, Discussions, and Class presentations
2	Business Processes & Information Technology as the Enabler	Lectures, Discussions, and Class presentations
3	Evolution & Emerging Technologies	Lectures, Discussions, and Class presentations
4	Technology and the Impact on the Value Chain	Lectures, Discussions, and Class presentations
5	Technology and Stakeholder Engagement	Lectures, Discussions, and Class presentations
6	Distributed Infrastructure & Systems Management	Lectures, Discussions, and Class presentations
7	Cloud & Edge Computing, and Applications	Lectures, Discussions, and Class presentations
8	Connectivity Evolution & NextGen Communications	Lectures, Discussions, and Class presentations
9	Operational Technologies & Industrial Automation	Lectures, Discussions, and Class presentations
10	Process Visualization & Industrial IoT	Lectures, Discussions, and Class presentations
11	Enterprise-wide Applications, ERP, and Knowledge Management	Lectures, Discussions, and Class presentations
12	E-commerce & Digitalization of Business	Lectures, Discussions, and Class presentations
13	Artificial Intelligence, Machine Learning, & Applications	Lectures, Discussions, and Class presentations
14	Natural Language Processing, Visioning, & Other Related Developments	Lectures, Discussions, and Class presentations
15	Quantum Computing, Bio-Computing & Other Trends	Lectures, Discussions, and Class presentations
16	Business Intelligence, and Applications	Lectures, Discussions, and Class presentations
17	Information Security, Risks & Trust Architecture	Lectures, Discussions, and Class presentations
18	Blockchain & Related Developments	Lectures, Discussions, and Class presentations
19	Surveillance, Ethical, Social, & Legal Issues with Respect to Technology	Lectures, Discussions, and Class presentations
20	Recall, Recap & Doubt Clearance	Facilitation

Course Code	MBF 104
Course Name	Quantitative Skills and Managerial Statistics
Programme	MBA (BANKING & FINANCE)
Academic Year & Term	2024-25 (TRIMESTER 1)
Core/Elective	Core
Credits	3
Session Hours	20 sessions of 90 minutes
Program Coordinator:	
Course Instructor:	
email:	-
Meeting time:	Immediately after the class, open clarification of “doubts” to benefit the class
Room	Classroom

Pre-requisite:	None
Course Overview	This course covers the concepts with the basic techniques of business statistics and to provide a comprehensive overview of its scope and limitations and techniques concerning exploratory data analysis, frequency distributions, central tendency and variation, probability, sampling, inference, correlation and regression. Students will be exposed to these topics and how each applies to and can be used in the business environment. Students will master problem solving using both manual computations and statistical software. Moreover, this course is designed to introduce management students to develop the analytical and interpretation skills.
Course Objectives:	Aim of this course is to enable students to evaluate relevant data and apply the outcome to make decisions with reference to the specific empirical question or problem. The course is based on lectures, class discussions and problem solving.
Learning Outcomes:	<ul style="list-style-type: none"> • Applying quantitative and statistical techniques to analysis of data • Critical analysis and evaluation of business situations using statistical techniques • Effective use of data for business decisions
Pedagogy:	The pedagogy will involve a mix of lectures, hands-on problem solving and assignments. In addition to the assigned reading materials, additional readings and cases may be distributed in the class. Students are should be prepared with the required readings and be responsible for completion of group and individual exercises assigned by the instructor. This course emphasizes participatory learning, and students are required to actively participate in class discussions throughout the course.

Evaluation scheme:

Class participation	Individual	10%	
Quiz	Individual	10%	Closed-book, in class, simple calculators allowed
Midterm exam	Individual	20%	Closed-book, simple calculators allowed.
Group work	Group	20%	Projects to be done as a group.
End-term exam	Individual	40%	Closed-book, simple calculators allowed.

Session-wise course outline:

Session Number	Topic	Readings
1	Definition - Use of Statistics - Types of Statistical Applications in Business - Fundamental Elements of Statistics - Types of Data - The Role of Statistics in Managerial Decision Making; Describing Qualitative and Quantitative Grouped and ungrouped Data	Chapter 1 ASW
2	Frequency and relative frequency; Graphical Displays of Categorical Data, bar charts, pie charts; cumulative frequency; Graphical Methods for Describing Quantitative Data, histograms, ogives;	Chapter 2 ASW
3	Numerical Measures of Central Tendency (Location): Mean, Median, Mode, Percentiles;	Chapter 3 ASW
4	Variability of data - Range, Variance, Standard Deviation, Mean Absolute Deviation, Quartile Deviation of a variable; Coefficients of Variation; standardized variables (z-score); Graphical Bivariate Relationships/Scatter Plot, covariance	Chapter 3 ASW
5	Karl Pearson's coefficient of correlation, one-way and two-way tables; simple linear regression, method of least squares, coefficient of determination.	Chapter 3 ASW; Chapter 14 ASW
6	Introduction to probability - Event, Sample Space and Probability; union and intersection	Chapter 4 ASW
7	Mutually Exclusive Events - The Additive Rule; Conditional Probability involving two events; Independence of events and Multiplicative Rule; difference between independent and uncorrelated events; Bayes' Theorem (numerical only)	Chapter 4 ASW
8	Random Variables and Probability Distributions Definition – Types of Random Variables - Discrete Probability Distributions: Expected value and variance - Binomial distribution and problems	Chapter 5 ASW
9	More discrete distributions and problems - Poisson Distributions	Chapter 5 ASW

Session Number	Topic	Readings
10	Continuous Probability Distributions: Normal, Exponential and Uniform Distributions – problems	Chapter 6 ASW
11	Sampling, Estimation and Sampling Distribution Introduction - Point and Interval Estimation: Estimator and Estimates, estimating sample mean and sample proportions	Chapter 7 ASW
12	Uncertainty regarding estimates and interval estimation - Confidence Intervals, Sampling distribution - Central Limit Theorem and Large Sample Estimation; Small Sample Estimation	Chapter 7 and Chapter 8; ASW
13	Introduction to Hypothesis Testing Concept of Hypothesis - The Elements of a Test of Hypothesis - Basic Concepts – Null and Alternative Hypotheses	Chapter 9 ASW
14	Errors in inference - Type I and Type II Errors – Test statistic and its sampling distribution – critical regions and level of significance, p-values; one-tailed and two-tailed tests	Chapter 9 ASW
15	Data Analysis: Hypothesis Tests Tests of Hypothesis for a Single Population Mean with known and unknown variance (z-test and t-test), Population Proportion (z-test),	Chapter 9 ASW
16	Comparing Two Population Means, Independent Sampling and Paired Difference (z-test and t-test); Comparing Two Populations Proportions: Independent Sampling (z-test);	Chapter 10 ASW
17	Testing for the variance of a Single Population (Chi-squared test), Testing the Equality of two Population Variances (F-test);	Chapter 11 ASW
18	Chi-square Tests for Goodness of Fit – Multinomial proportions, Poisson, Normal; Tests of Independence of attributes;	Chapter 12 ASW
19	Analysis of Variance – F-test of equality of several population (≥ 2) means (one-way only)	Chapter 13 ASW
20	Recap and Introduction to Multiple Regression Analysis	Chapter 14 ASW; Chapter 15 ASW

Source material:

Text Book	“ Statistics for Business and Economics ”, Anderson, Sweeney and Williams, Cengage, New Delhi, 11 th edition. (ASW)
Web resources	Open resources

Course Code	MBF 105
Course Name	Business Communication & Presentations (BCP)
Programme	MBA (BANKING & FINANCE)
Academic Year & Term	2024-25 1st TRIMESTER
Core/Elective	Core course
Credits	3
Session Hours	20 sessions of 1.5 hours
Program Coordinator:	
Course Instructor:	
email:	-
Meeting time:	Immediately after the class, open clarification of “doubts” to benefit the class
Room	Classroom

Pre-requisite:	Open-mindedness about the Business Communication & Presentations
Course Overview	<ol style="list-style-type: none"> 1. The course impresses the participants on the need to have effective communication abilities and systems within the organization to successfully meet internal processes and external organizational business requirements. 2. The focus shall be equally on the fundamentals and also on emerging opportunities. The need for having clear and crisp communication can not be over-emphasized as Strategy implementation across the organization hinges a lot on effective communication. 3. Using various in-class activities and take-away assignments participants shall master the contents.
Course Objectives:	<ol style="list-style-type: none"> 1. To inform the participants about the role and relevance of various communication tools, processes, and the need to do personal branding 2. To help the participant in acquiring the skills needed to manage the organizational and personal brand across various mediums
Learning Outcomes:	<ol style="list-style-type: none"> 1. Participants shall revisit the communication fundamentals, practice basic skills in an applied manner, and learn the potential value-negating instances and how to mitigate the effect of these. 2. Participants shall become confident and effective communicators, both in written and spoken forms. 3. Participants shall learn the importance of branding and apply in their own cases, across various mediums.
Pedagogy:	<p>A predominantly activity-based approach would be adopted as a pedagogy.</p> <p>Students’ individual and group activities and discussions shall be the value enhancers. Students shall learn about the need to communicate their knowledge through various activities/assignments/projects.</p>

Evaluation:

Component	Weightage	Assessment
Class Presence & Participation	20%	Individual
Class Presentations	20%	Group
Individual Assignment	20%	Individuals create narration document
End Term	40%	Individual
Total	100%	

Source material:

Text Book	Business Communication Today. 15 th edition. By C.L. Bovee, J.V. Thill, RL Raina. Pearson.
Reference material	Ted talks regarding communication and presenting oneself
Web resources	Open resources

Session-wise planning:

Session	Topic	Pedagogy
1	Introduction to Business Communication	Lecture & Overview of the course outline
2	Standards of Written Communication	Class Discussion
3	Written Communication Practice	Assignments
4	Collaborative Written Assignments & Versioning	Assignments
5	Fundamentals of Documentation	Class Discussion
6	Digital Repositories & Management	Class Discussion
7	Different Communication Requirements & Classification	Class Discussion, Activities, Presentations
8	Standards of Inter-personal Spoken Communication	Class Discussion, Activities, Presentations
9	Communication for Semi-formal and Formal situations	
9	Communication for different Interview Situations	
10	Interview Practice Sessions & Debriefing	
11	Office Communications, Participating & Conducting Meetings	Class Discussion, Activities, Presentations
12	Commercial Communication	Class Discussion, Activities, Presentations

13	Communication for Projects	
14	Report Writing	Class Discussion, Activities, Presentations
15	Technology enabled collaborations	Class Discussion, Activities, Presentations
16	Technology enabled Communications	Class Discussion, Activities, Presentations
17	Technology enabled Communication	Class Discussion, Activities, Presentations
18	Need for personal brand & “presenting” oneself	Class Discussion, Activities, Presentations
19	Globalization and cross-cultural communication	Class Discussion, Activities
20	Review, Recall & Conclusion	Lecture

Course Code	MBF 106
Course Name:	Marketing Management
Programme	MBA (Banking & Finance)
AY & Term	AY 2024 - 25 - 1st Trimester
Core/ Elective:	Core course
Credits	Full
Session Hours	30 hours, 20 sessions of 1.5 hours
Program Coordinator:	
Course Instructor:	
email:	
Meeting hours:	After the class
Room	Classroom

Pre-requisite:	Graduate in any stream with an intellectual
Course Overview	The objective of this course is to learn the fundamentals of Product and Brand Management. The Product Management Part aims to make participants understand competition at the product level as well as the brand level. Two broadly important aspects, namely Product Management from the competition point of view and Product Management from New Product Development and Innovation point of view, are to be covered. The objective of Brand Management is to make students understand the principles of Branding, the role of brands, elements, and components of brands, brand equity etc. The main aim of Brand Management is to make sure that students understand the implications of planning, implementing and evaluating Branding Strategies
Course Objectives:	<ol style="list-style-type: none"> 1. To understand approaches related to creating customer engagement across all marketing media 2. To view the role and relevance of marketing in value delivery networks 3. To understand how strong, value-creating brands are managed across the globe 4. To learn about the tools that help in measuring and managing return on marketing and understand their limitations 5. To learn how to build and sustain a competitive advantage through the application of fundamental marketing practices
Learning Outcomes:	<ol style="list-style-type: none"> 6. Understand and appreciate the role of marketing in modern businesses 7. Developing key employability skills considered essential in a modern marketing department
Pedagogy:	Lectures, caselet discussions and class presentations

Evaluation:

Component	Weightage	Individual/Group	Description
Class Participation	10%	Individual	
Quizzes	20%	Individual	There shall be 3 quizzes. Best of 2 to be considered
Team assignment	10%	Group	
External	60%	Entire class	
TOTAL	100%		

Reading:

Text Book	1. Principles of Marketing by Philip Kotler, Gary Armstrong, and Marc Oliver Opresnik- Eighteenth Edition (Pearson Publication)
References	Refer reading materials
Web resources	

Session	Topic
1	Core Concepts - Needs, Wants, Demand, Product, Market, Exchange, Transactions. Orientation towards Market Place
2	Marketing Mix
3	The Marketing Environment
4	Market Segmentation, Targeting, and Positioning
5	Market Segmentation, Targeting, and Positioning
6	Product and Layers of Product, Difference b/w Product and Service
7	Product Mix and Classification of product
8	Product Life Cycle
9	New Product Development
10	Pricing Decisions and Strategies
11	Consumer Markets and Buying Behaviour
12	Marketing Communication
13	Advertising, Sales Promotion, PR, Personal Selling and Sales Management
14	Advertising, Sales Promotion, PR, Personal Selling and Sales Management
15	Marketing Imperatives and Principles
16	Marketing Plan
17	Global Marketing Environment (Overview)
18	Entry Strategies in the International Market
19	Presentation
20	Presentation

Course Code	MBF 107
Course Name	Organizational Behavior
Programme	MBA (Banking & Finance)
Academic Year & Term	AY 2024-25 & Trimester I
Core/ Elective	Compulsory
Credits	3 Credits
Session Hours	20 sessions of 1.50 hours
Program Coordinator	
Course Instructor	
Email	
Meeting hours	End of class
Room	Office room

Pre-requisite:	Open-mindedness to learn
Course Overview	One of the key challenges faced by any manager is to distinguish between a problem and a symptom of a problem. In this context, the response of him/her to the same becomes very critical and impactful. As noted by Marcel Proust, “The stellar universe is not so difficult of comprehension as the real actions of people”. This course seeks to provide a glimpse of various individual behaviours within organizations which may be related to as micro-organizational behaviour. It covers topics related to various employee-related aspects such as personality, attitudes, values, perceptions, emotions, motivation, employee engagement, job satisfaction and organizational commitment, positive organizational behaviour, power and politics, conflict resolution, individual change and interpersonal effectiveness.
Course Objectives:	<ol style="list-style-type: none"> 1. To develop a holistic understanding about self and connect with others in organizations 2. To understand and appreciate the individual differences in organizations 3. To facilitate and improve the quality of decision making and become better leaders
Learning Outcomes:	<ol style="list-style-type: none"> 1. To demonstrate skills to use “self as an instrument of change” 2. To adapt to the dynamic and challenging work environment
Pedagogy:	Lectures, cases, instruments, activities and videos

Evaluation:

Unannounced Quizzes	Individual	10%
Group project	Group	20%
Class participation	Individual	10%
Written Exam (End term)	Individual	60%

Reading:

Text Books	Robbins, S. P., Judge, T. A., & Vohra, N. <i>Organizational Behavior</i> , latest edition. (henceforth referred as Robbins et al).
Web resources	Open resources

Session	Topic	Readings
	Section A	
1	Foundations of Organizational Behavior	<ul style="list-style-type: none"> • Robbins et al. Chapter 1 • Activity / Game
2	Understand individual differences – Personality	<ul style="list-style-type: none"> • Robbins et al. Chapter 4 • Personality assessment
3 & 4	Attitudes and Values	<ul style="list-style-type: none"> • Robbins et al. Chapter 3 and 4 • Case: Just clean your hands!
5 & 6	Understand individual differences – Perception	<ul style="list-style-type: none"> • Robbins et al Chapter 5 • Videos
7	Workplace emotions	<ul style="list-style-type: none"> • Robbins et al Chapter 6 • Case: People First Inc: A Star employee but a terrible manager
8 & 9	Motivation Concepts	<ul style="list-style-type: none"> • Robbins et al Chapter 7 • Case: Shivani Carriers Pvt Ltd: Managing Employee Motivation At The Bottom Of The Pyramid

10	Motivation Applications	<ul style="list-style-type: none"> • Robbins et al Chapter 8 • Case: Zero wage increase again
	Section B	
11	Employee Engagement	<ul style="list-style-type: none"> • Macey, W. H., & Schneider, B. (2008). The meaning of employee engagement. <i>Industrial and organizational Psychology</i>, 1(1), 3-30. • Case: Centric Consulting Cleveland staying true to core values
12	Positive Organizational Behavior	<ul style="list-style-type: none"> • Videos • Case: Centric Consulting Cleveland staying true to core values
13	Psychological contract	<ul style="list-style-type: none"> • Edmondson, A. (1999). Psychological safety and learning behavior in work teams. <i>Administrative Science Quarterly</i>, 44(2), 350-383. • Case: Zero wage increase again
14 & 15	Foundations of Organizational Structure	<ul style="list-style-type: none"> • Robbins et al Chapter 14 • HBS Notes on organization structure
16 & 17	Foundations of Organizational Design	<ul style="list-style-type: none"> • Worley, C. G., & Edward E. Lawler, I. (2006). Designing Organizations that are Built to Change. <i>MIT Sloan Management Review</i>, (1), 19-23. • Anand, N., & Daft, R. L. (2007). What is the Right Organization Design? <i>Organizational Dynamics</i>, 36(4), 329-344.
18	Organizational Culture	<ul style="list-style-type: none"> • Robbins et al Chapter 16 • Case: Keeping Google “Googley”
19 & 20	Industry Expert Sessions on Current Trends	

VPMS: COURSE TEACHING PLAN

Assurance of Learning AOL-Specific

Course Code	MBF 201							
Course Title	Business Environment							
Course Instructors								
Credit Value	MBA (BANKING & FINANCE) 3 CREDITS							
Programme & Trimester	Trimester II (2024-2025)							
Pre-requisite	Readiness to Learn							
Course Learning Objectives	<p>CLOs – (in bracket state the PLOs to map)</p> <ol style="list-style-type: none"> CLO1 – To understand the environment within which a business operates and how it interacts and transacts its activities within its environment (PLO4) CLO2 – To examine the role of Socio-cultural and economic environment of a business (PLO5). CLO3 – To examine relationship between Globalisation and business, International business and also, the relationship between business, society, (PLO2). CLO4 – To understand the role of Political, regulatory and natural and technological environment for a business PLO1) 							
Course Outcomes (Must be connected to Learning Objectives)	<ol style="list-style-type: none"> CO1- Understanding the basics of the economic and non-economic environment of business. CO2- Understanding the role of Socio-cultural and economic Environment of a business. CO3- Understanding the relationship between Political environment, globalisation and International Business Environment for a business. CO4- Understanding the interrelationship between business and society, business-society interaction CO5- Understanding the role of Legal, regulatory, natural and technological environment of a business. 							
Evaluation Pattern	Specific assessment methods	1.5 Credit	AOL Instruments (*)	CLO 1	CLO 2	CLO 3	CLO 4	
	Mid-term	20	Embedded Questions	10		10		

	Class Participation/ Quiz/Presentation	20	Embedded Questions/ Rubric		10		10	
	Final Exam	60	Embedded Questions	15	15	15	15	
	Total	100		25	25	25	25	
Evaluation Pattern	<p>*AOL Assessment Instruments:</p> <ul style="list-style-type: none"> Embedded Questions: Quiz, Class Test, Midterm Examination, Final Examination Rubrics: Case and article Discussion, Group Projects & viva, Case Problem analysis, Oral and written communication presentations, Group Presentation etc. 							
Sessions	Topics / Sub-topics Learning Outcome if provided session-wise	Chapter detail / Article Reference / Case Studies			Details of pedagogy adopted for class engagement - Class Exercises etc.			
1	Introduction to Business Environment	Read Business Environment, by Shaikh Saleem, Chapter 1, page 24-25			<p>Lecture and Class Discussion</p> <p>LO: After this session, students will be able to understand</p> <ul style="list-style-type: none"> ‘Business environment’ and the importance of its study Different factors of business environment How a business organization is influenced by its environment Forces that shape the business environment 			

			<ul style="list-style-type: none"> • PESTLE
2	Socio Cultural Environment	China and Its Guanxi, International Business, Charles Hill, G Tomas Hult, Chapter 4, Page 111	Lecture and Class Discussion LO: After these sessions, students will be able to understand <ul style="list-style-type: none"> • Demographic Environment • Culture: Cultural Elements- Language, Religion, Family, Aesthetics, Education, etc. • Nature and Impact of Culture on Business
3	Economic Environment	Read Chapter 5, page 127-147 <u>Case Study</u> Business Environment, by Shaikh Saleem, Chapter 1, page 24-25	Lecture and Class Discussion LO: After these sessions, students will be able to understand <ul style="list-style-type: none"> • Nature of Economy, • Elements of Economic Environment
4	Introduction to Political Environment	Business Environment, by Shaikh Saleem, Chapter 18, page 529-530	Lecture and Class Discussion LO: After this session, students will be able to understand

			<ul style="list-style-type: none"> • Political environment and the importance of its study • Different elements of Political environment • Political Institutions- Legislature, Executive, Judiciary, • How a business organization is influenced by its Political environment
5	<p>Globalization</p>	<p>Business Environment, by Shaikh Saleem, Chapter 20, page 555-586</p> <p><u>Case Study</u></p> <p>Business Environment, by Shaikh Saleem, Chapter 20, page 586</p>	<p>Lecture and Class Discussion</p> <p>LO: After this session, students will be able to understand</p> <ul style="list-style-type: none"> • Meaning of globalization • Features of globalization • Impact of globalization on the Indian industry • Benefits and Threats of globalization for the Indian economy

6	International Business Environment	Read Chapter 25, page 726-762 <u>Case Study</u> Business Environment, by Shaikh Saleem, Chapter 25, page 760-761	Lecture and Class Discussion LO: After these sessions, students will be able to understand <ul style="list-style-type: none"> • Meaning of international business environment • Different factors that favour an international business environment • GATT/ WTO/ IMF
7	Business and Society	Read Chapter 11, page 11.1-11.11 <u>Case Study</u> Business Environment, by Shaikh Saleem, Chapter 17, page 495-496	Lecture and Class Discussion LO: After this session, students will be able to understand <ul style="list-style-type: none"> • Stakeholder model of business • Socio-economic objectives of business • Positive and negative aspects of business activities • Concept of Corporate Social Responsibility • Role of business in promoting the

			<p>welfare of the society</p> <ul style="list-style-type: none"> • Measures of good governance • Sustainable Business
8	<p>Legal and Regulatory Environment</p>	<p>Read Chapter 2, 3 & 4, page 66-126</p> <p>Case Study Business Environment, by Shaikh Saleem, Chapter 4, page 123</p>	<p>Lecture and Class Discussion</p> <p>LO: After this session, students will be able to understand</p> <ul style="list-style-type: none"> • Regulatory Environment • Legal Environment: Major regulations pertaining to Business • Elements of a good regulatory Environment
9	<p>Natural and Technological Environment</p>	<p>Natural Environmental Factors That Affect Business, https://smallbusiness.chron.com/natural-environmental-factors-affect-business-13235.html, By Fred Decker , 2019</p>	<p>Lecture and Class Discussion</p> <p>LO: After this session, students will be able to understand</p> <ul style="list-style-type: none"> • Elements of Natural Environments • Nexus between Natural environment and Business
10	<p>Review and Students Presentation</p>		<p>Review and Students Project presentations</p>

Reading List and References <i>(along with details of the year of Publication)</i>	Reading List and References (along with details of the year of Publication) Textbook Fernando's Business Environment, Second Edition @2022 by Agra Fernandez, Pearson References Business Environment, Fourth Edition @2020 by Shaikh Saleem, Pearson 1. Business, Institutions, Environment, First Edition @ 2017 by Runa Sarkar, OUP India
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Prepared by Faculty

Approved by program chair

Approved by IQAC

Approved by Dean/Director

VPSM: COURSE TEACHING PLAN

Course Code	MBF 202		
Course Title	Operations Management		
Course Instructors			
Credit Value	3 Credits (100 marks paper)		
Programme & Trimester	FT MBA 1 st Year Trim 2		
Pre-requisite			
Course Learning Objectives	<p>CLOs</p> <ol style="list-style-type: none"> 1. CLO1 – To understand Operations Management, Competitiveness ,productivity and functions involved in Operations Management 2. CLO2 – To understand strategic Importance of Process Selection .Layout , Supply Chain Management and Quality Management in Operations Management 3. CLO3 – 4. CLO4 – 		
Course Outcomes	<ol style="list-style-type: none"> 1. CO1 – Understanding Operations Management, Functions, Operations & Providing Services. Understanding why Productivity is important to an Organization 2. CO2 – Understanding factors affecting process selection. layout selection. Understand Supply Chain and its key aspects, Procurement and Quality Management 3. CO3 – 4. CO4 – 		
Method of Assessment	Course work -50% (class participation /assignment/Project) Examination 50%		
	SECTION A		
Sessions	Topics / Sub-topics Learning Outcome if provided session-wise	Chapter detail / Article Reference / Case Studies	Details of pedagogy adopted for class engagement - Class Exercises etc.
1	Introduction to Operations Management	<u>Cases: Narayan Hospitals /Hazel Production of Goods, services (Conversion of Inputs into Outputs) Operations Interfaces with Other Functions</u> Read Page nos.3 to 12 ,13 to 17	<ol style="list-style-type: none"> 1. Class Discussion and Conceptual understanding is arrived at through the Narayan Hospitals case /Hazel Case, which enables the students to perform the Role of Operations Manager 2. How do Operations, Finance & Marketing Interrelate?

			<u>LO</u> : Understanding Operations & its significance?
2	<p>Introduction to Operations Management</p> <p>What are the differences between Production and Services?</p>	<p>Operations Concept. Value Addition concept, Scope of Operations Management in Manufacturing and Services</p> <p>Read Page 13 to 17</p>	<p>1 Discussion on key aspects of products and services</p> <p>3. Key issues for Today's Business Operations</p> <p><u>LO</u>: Understanding similarities & differences between production & services operations</p>
3	<p>Competitiveness, Strategy and Productivity</p> <p>Productivity Measures in Manufacturing</p> <p>Competitiveness, Strategy and Productivity Measure & Manage Productivity in the Service Sector</p>	<p>Productivity Concepts, single-factor, multi-factor and total productivity</p> <p>Related Numerical examples</p> <p>Methods of Improving Productivity</p> <p>Read Page 42 to 59, 56 to 62</p>	<ol style="list-style-type: none"> 1. Case let -Starbucks and Collins 2. Productivity Calculations discussions 3. Discussion on why productivity is important for organizations 4. What are the Implications of Organization Strategy for Operations Management? What are the important Operations Strategies? <p><u>LO</u>: Understanding Competitiveness, Mission, Strategies</p>
4	<p>Process Selection</p> <p>Product – Process Matrix for Manufacturing & Service</p> <p>Comparison of Process Types</p>	<p>Introduction to Process Selection</p> <p>Job Shop, Batch Shop, Repetitive Process, Continuous Process</p> <p>Characteristics of Process Types.</p> <p>Mass Customisation Technology in process</p> <p>Read page 242 to 250</p>	<p>Morton Salt Case</p> <p>Case let- Mass customisation, RFID</p> <ol style="list-style-type: none"> 1. Discussion on the strategic importance of process types 2. Three primary questions that influence process selection. <p><u>LO</u>: Understanding Process Types</p>
5	<p>Facility Layout for Product & Service</p> <p>Definition of Plant Layout.</p>	<p>Type of Layout: Line or Product Layout, Functional or Process Layout, Fixed Position</p>	<ol style="list-style-type: none"> 1. Discussion with few diverse examples. Mc Donalds 2. Discuss Layout Problems as fundamental to every type of Organization

	Common reasons for the redesign of layouts.	(Stationery) Layout, Combination Layout Page 257 to 269	3. Why Layout decisions are important?
6	Management of Quality for Products & Services Product Quality	Definition of Quality, Defect, Inspection, Quality Control, Quality Assurance Page 372 to 386	1. Case let discussion <u>LO</u> : Understanding Quality as it relates to product and services
7	Management of Quality for Products & Services Service Quality Costs of Quality TQM	Service Quality Costs of Quality Total Quality management Page 390 to 396, 416 to 423	<u>LO</u> : Understanding Quality Costs and Total Quality Management
8	Supply Chain Management Supply Chain – Flow, Facilities, Functions and Activities.	<u>Asynchronous Reading</u> : At 3M, a long road became a shorter road Introduction to Supply Chain Trends in Supply Chain Basics of Logistics & Warehouse (Layout) Read Chapter 15, page 655 to 662	1. Class discussion on the need to manage the supply chain. 2. Discussion on at 3M, a long road became shorter. Airbus and BMW discussion <u>LO</u> : Understanding the need to manage the Global Supply Chains
9	Supply Chain Management Supplier Management Procurement	Procurement Management Read Chapter 15, page 662 to 671	1. Discussion on Reverse Logistics 2. Discussion on Delayed Differentiation and disintermediation. 3. Discussion on challenges in creating an effective supply chain <u>LO</u> : Understanding Importance of Procurement
10	Location and Capacity Analysis	<u>As per ppt</u>	CONCOR
11	Facility Decisions - Layout	<u>As per ppt</u>	Walmarts / Walgreens

12	Inventory Management	<u>As per ppt</u>	Mother dairy/Chitale Bandhu
13	JIT and JIS Concepts	<u>As per ppt</u>	Toyota / TSMC
14	Scheduling	<u>As per ppt</u>	Maersk Logistics
15	Forecasting	<u>As per ppt</u>	Apple Inc
16			
17			
18			

Reading List and References <i>(along with details of the year of Publication)</i>	Textbook Operations Management, 12/e @ 2015 by William J. Stevenson, McGraw Hill Education. References Operations Management, Jay Heizer ,Render ,Chuck Munson ,Amit Sachan
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Prepared by Faculty

Approved by program chair

Approved by IQAC

Approved by Dean/Director

VPSM: COURSE TEACHING PLAN

Course Code	MBF 203																																	
Course Title	MARKETING RESEARCH																																	
Course Instructors																																		
Credit Value	3 Credits (100 marks paper)																																	
Programme & Trimester	FT MBA (Banking & Finance) I Yr. Trimester II (2024-2025)																																	
Pre-requisite																																		
Course Objectives	<p>COs – (in bracket state the PLOs to map)</p> <p>1. CLO1 – To understand theory of marketing research & (PLO1b)</p> <p>2. CLO2 – To understand the application of marketing research in marketing (PLO2a)</p>																																	
Course Outcomes <i>(Must be connected to Learning Objectives)</i>	<p>1. CO1 – Students must be able to do problem-identification research</p> <p>2. CO2 – Accomplishment of problem-solving approach</p>																																	
Evaluation Pattern	<table border="1"> <thead> <tr> <th>Specific assessment methods</th> <th>3 Credit</th> <th>AOL Instruments (*)</th> <th>CLO 1</th> <th>CLO 2</th> </tr> </thead> <tbody> <tr> <td>Quiz (1 quiz)</td> <td>20</td> <td>Embedded Questions</td> <td></td> <td></td> </tr> <tr> <td>Attendance</td> <td>10</td> <td>Rubric</td> <td></td> <td></td> </tr> <tr> <td>Class Participation +Assignments</td> <td>10</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Final Exam</td> <td>60</td> <td>Embedded Questions</td> <td>✓ (30)</td> <td>✓ (30)</td> </tr> <tr> <td>Total</td> <td>100</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>				Specific assessment methods	3 Credit	AOL Instruments (*)	CLO 1	CLO 2	Quiz (1 quiz)	20	Embedded Questions			Attendance	10	Rubric			Class Participation +Assignments	10				Final Exam	60	Embedded Questions	✓ (30)	✓ (30)	Total	100			
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Sessions	Topics / Sub -topics	Chapter detail / Article Reference / Case Studies	Details of pedagogy adopted for class engagement - Class Exercises etc.																															

	Learning Outcome if provided session wise		
1	Introduction to research	<ul style="list-style-type: none"> • Types of research • Introduction to Marketing research • Scope of Marketing research • Need importance of research • Marketing Research and social media • Ethics in marketing research 	<p>Class Teaching and discussion on stages of marketing research</p> <p><u>CO</u>: Understanding when marketing research should be done and its limitations</p>
2	Introduction to research	<ul style="list-style-type: none"> • Marketing research in the internet era • Online research services and big data • Big data • Data warehousing and data mining 	<p>1. Class discussion on the significance of research in marketing</p> <p><u>CO</u>: Understanding similarities & differences between offline and online marketing research</p>
3	The marketing research process	<ul style="list-style-type: none"> • Identification of research Problem • Components of research problem • Defining the research problem • Defining research objectives 	<p>1. Stages of research</p> <p><u>LO</u>: Understanding the components of research</p>

4	The marketing research process	<ul style="list-style-type: none"> • Concept of research design • Research design process • Types of research design • Errors in research design • Designing the research methodology • Hypothesis • Types of hypotheses • Formulating the research hypothesis 	<p><u>CO</u>: Understanding the way research design is different for each type of research</p> <p>Getting research design for their topic of research done</p>
5	Research methods and designs	<ul style="list-style-type: none"> • Sources of secondary data • Advantages and disadvantages of secondary data • Exploratory and conclusive research • Qualitative research techniques • Depth interview • Focus group • Projective techniques 	<p>1. Discussion based on case study</p> <p><u>LO</u>: Understanding the blueprint of research. Qualitative and Quantitative</p>
6	The marketing research process	<p>Qualitative research Methods</p> <ul style="list-style-type: none"> • Content analysis • Observation • Discourse Analysis 	<ol style="list-style-type: none"> 1. Discussion on why location decisions are important 2. Relative importance of location factors in the Type of facilities 3. Applying techniques to problems for evaluating location alternatives

			<u>CO: Understanding Factors influencing Location Decisions</u>
7	Designing of the questionnaire	<p>Designing questionnaire for market research</p> <ul style="list-style-type: none"> • Types of questions • Language • Difficulty level • Social desirability bias • Sequencing of questions • Biased and leading questions <p>Scales of measurement</p> <ul style="list-style-type: none"> • Nominal scale • Ordinal scale • Interval scale • Ratio scale 	<p>Questionnaire Design case</p> <p>Leading Questions (HBS Case):</p> <p>Questionnaire Techniques Development of Questionnaire</p> <p><u>CO: Understanding using Questionnaire design case, errors in questionnaire</u></p>
8	Sampling methods	<p>Population</p> <p>Sample</p> <p>Concepts of sampling</p> <p>The sampling design process</p> <p>Sampling techniques</p> <p>Non probability method</p> <p>Convenience sampling</p> <p>Judgemental sampling</p> <p>Quota sampling</p> <p>Snow ball sampling</p>	<p><u>Class discussion</u></p> <p><u>CO: Understanding Sampling Research</u></p>
9	Sampling methods	<p>Probability sampling technique</p> <p>Simple random sampling</p> <p>Systematic sampling</p> <p>Stratified sampling</p> <p>Cluster sampling</p> <p>Multi stage sampling</p> <p>Choosing non-probability vs probability sampling</p>	<p>Class Discussion on probability and non-probability sampling techniques</p>

		Marketing research in social media	
10	Ethics in marketing research	Importance, aspects of ethical marketing research	Class Discussion
11	Data collection	Field work/ data collection process Primary methods Secondary methods	1. Case problem for new product introduction
12	Data analysis	Editing of data Coding of data Classification of data Data cleaning Transcribing Tabulation	Class Discussion
13	Data analysis	Editing of data Coding of data Classification of data Data cleaning Transcribing Tabulation	<u>Class Teaching</u> <u>CO</u> : Understanding Qualitative Data Analysis
14	Data analysis	Frequency distribution <ul style="list-style-type: none"> • Measures of central tendencies Mean, median, mode <ul style="list-style-type: none"> • Measures of variability range Variance and standard deviation	Leading Questions (Ivey Case):

15	Hypothesis testing	<p>Step1 formulating the hypothesis</p> <p>Step2Selecting an Appropriate test</p> <p>Step3 Choosing level of significance</p> <p>Step 4 data collection</p> <p>Step 5 determining the probability</p> <p>Step 6 comparing the probability and making the decision</p>	<p><u>Class Teaching</u></p> <p><u>CO:</u> Understanding the analysis of quantitative data</p>
16	Statistics associated with cross tabulation	<p>Chi square test</p> <p>Z test, t Test</p>	<p>1. Problem solving</p> <p>2. The Chi-squared test for cross-tabulation</p> <p><u>CO:</u> Understanding the usage of the test for various sample sets</p>
17	Hypothesis testing related to differences	<p>One sample test</p> <p>Two sample test</p> <p>Paired sample test</p> <p>Regression</p> <p>Correlation</p>	Case study
18	Cluster Analysis		<p>Primary concept and scope of cluster analysis and its importance in marketing research.</p> <p>Discuss the statistics associated with cluster analysis.</p>
19	Conjoint Analysis	<p>Types of report</p> <p>Report Format</p> <p>Report writing</p> <p>Guidelines for graphs</p>	<p>1. What are the various types of report to be made depending on the type of research</p> <p>2. How to prepare report for thesis and black book presentation</p>

			<u>LO</u> : Understanding the report format for various types of research
20	Revision Class including the application of Marketing research concepts in international context		1. <u>CO</u> : Understanding how international and industrial marketing research is done.

Reading List and References <i>(along with details of year of Publication)</i>	Text book Essentials of Marketing Research – A Hands-on Orientation by Naresh K Malhotra – 6 th Edition References 1. Marketing Research – An Applied Orientation
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<i>Prepared by Faculty</i> Kumar Shreshtha	<i>Approved by program chair</i>
<i>Approved by IQAC</i>	<i>Approved by Dean/Director</i>

VPSM: COURSE TEACHING PLAN

Assurance of Learning (AOL) Specific

Course Code	MBF 204
Course Title	Strategic Management
Course Instructors	
Credit Value	3 Credits
Programme & Trimester	MBA (BANKING & FINANCE) , Trim. II
Pre-requisite	None
Learning Objectives	<p>CLO1. To develop capacity to think strategically about a company, its present business position, its long-term direction, its resources and competitive capabilities, the caliber of its strategy, and its opportunities for gaining sustainable competitive advantage globally. (PLO1a)</p> <p>CLO2. To build skills in conducting strategic analysis and evaluating strategic options in a variety of industries and competitive situations and, especially, to provide a stronger understanding of the competitive challenges of a global market environment. (PLO2b)</p> <p>CLO3. To enable understanding of overall organizational strategy in different firms across industries. (PLO3a)</p>
Learning Outcomes (Must be connected to Learning Objectives)	<p>The student should be able to</p> <ol style="list-style-type: none">1. Evaluate the internal business environment of an organization and comment on the strategic directions2. Develop an understanding of the factors contributing to survival, growth and competitive advantage of the firm locally and globally.3. Develop specific skills on strategic choices made by companies and decision-making capabilities.4. Evaluate the role of leadership in managing the tradeoffs between short term survival and long-term success in marketplace
Course Description	<p>Strategic Management provides holistic perspective of the firm, cutting across different spectrums of business and management. The locus of strategic management connects the industry and competitive environment within which a firm operates, the resources, capabilities, and competencies it possesses, and its prospects for obtaining sustainable competitive advantage.</p> <p>The objective of the course is to explore basic concepts and tools of strategic analysis, role of strategic management in achieving superior business performance, and to drill in the methods of crafting strategy. Participants in this course will experience how various pieces of the business puzzle fit together and why the different parts of a business need to be managed in strategic harmony for the organization to operate in winning fashion.</p>

Evaluation Pattern	Specific assessment methods	3 Credits	AOL Instruments (*)	CLO 1	CLO 2	CLO 3
	Case Analysis	15	Rubric 1	5	10	
	Article Discussion	10	Rubric 2	5		5
	Class Activities	20	Rubric 3		10	10
	Group Project	15	Rubric 4	5	5	5
	Final Exam	40	Embedded questions	15	10	15
	Total	100		30	35	35
*AOL Assessment Instruments:						
<ul style="list-style-type: none"> • Embedded Questions: Final Examination • Rubrics: Case Analysis, Article Discussion, Class Activities, Group Project Presentation & Viva 						

Session Plans

Session	Topics	Textbook pages / Articles / Case Studies	Details of pedagogy & Learning outcome
Module 1 – Strategy Formulation			
1	Introduction to Strategic Management	Pre-read: <ul style="list-style-type: none"> • Textbook – pp. 44-54 Recommended reading: <ul style="list-style-type: none"> • The Theory of the Business (Drucker, 1994) 	<i>Discussion on</i> <ul style="list-style-type: none"> • Strategic intent • Mission, vision, core values • Strategic Management Theories <ul style="list-style-type: none"> ○ Transaction cost economics ○ Principal agent theory ○ Stakeholder theory <i>LO: To understand the concepts of strategic intent and classical strategic management theories</i>
2	Resources and capabilities	Pre-read: <ul style="list-style-type: none"> • Case 1: The Walt Disney Company (HBSP - MH0070) • Text book-pp.86-110. Recommended reading: <ul style="list-style-type: none"> • Resource-based theories of competitive advantage (Barney, 2001) • Dynamic 	<i>Discussion on:</i> <ul style="list-style-type: none"> • Case analysis from the perspectives of resource-based view and dynamic capability <i>LO: To identify key resources and capabilities of organizations</i>

		capabilities and strategic management (Teece, Pisano, & Shuen, 1997)	
3	Internal competencies	<p>Pre-read:</p> <ul style="list-style-type: none"> Textbook – pp. 132 - 135 <p>Recommended reading:</p> <ul style="list-style-type: none"> The Core Competence of the Corporation (Prahalad & Hamel, 1990) 	<p><i>Discussion on:</i></p> <ul style="list-style-type: none"> Core competencies Internal factor evaluation matrix <p><i>Class Activity 1:</i></p> <ul style="list-style-type: none"> Construct Internal factor evaluation matrix [Textbook pp. 141; Exercise 4D] <p><i>LO: To explore and assess internal competencies of organizations</i></p>
4	Value chain analysis	<p>Pre-read:</p> <ul style="list-style-type: none"> Textbook – pp. 129 - 132 <p>Module wrap up (pre-read):</p> <ul style="list-style-type: none"> Caset: Coffee Cabana (Textbook pp. 142-143) 	<p>Class discussion on:</p> <ul style="list-style-type: none"> Identifying the value chain activities and understand how the activities contribute to profit margins <p><i>Class Activity 2:</i></p> <ul style="list-style-type: none"> Students map the value chain activities in companies from different industries <p><i>LO: To understand how internal resources and capabilities yield organic growth when combined in a value chain</i></p>
Module 2: Types of Strategy			
5	Strategic choices	<ul style="list-style-type: none"> Textbook – pp. 151 - 163 	<p><i>Discussion on:</i></p> <ul style="list-style-type: none"> Integration strategies Intensive strategies Diversification strategies Defensive strategies Functional Level strategies <p><i>LO: Understanding different types of strategic choices, including exit strategies</i></p>
6	Business level strategy	<p>Pre-read:</p> <ul style="list-style-type: none"> Textbook – pp. 163-167 	<p><i>Discussion on:</i></p> <ul style="list-style-type: none"> Generic strategies <ul style="list-style-type: none"> Cost leadership Differentiation Focus <p><i>LO: Understand the different strategic positions organizations can adopt to gain and sustain competitive advantage</i></p>

7	Corporate level strategy	<p>Pre-read:</p> <ul style="list-style-type: none"> Textbook – pp. 194 - 211 	<p><i>Discussion on:</i></p> <ul style="list-style-type: none"> BCG matrix GE-McKinsey matrix SPACE matrix IE matrix Grand Strategy matrix QSPM matrix <p><i>LO: To be able to evaluate and propose strategic directions to organizations</i></p>
8	Mergers and Acquisitions	<p>Pre-read:</p> <ul style="list-style-type: none"> Case 2: Newell Co.: Acquisition Strategy (HBSP - 794066) 	<p><i>Discussion on:</i></p> <ul style="list-style-type: none"> How value is created through mergers and acquisitions <p><i>LO: Importance of synergy in inorganic growth</i></p>
9	Strategic alliances	<p>Pre-read:</p> <ul style="list-style-type: none"> Textbook – pp. 167 - 172 <p>Module wrap up (post-read):</p> <ul style="list-style-type: none"> When to Ally and When to Acquire (R0407H) 	<p><i>Discussion on:</i></p> <ul style="list-style-type: none"> How value is created through cooperation in strategic alliances <p><i>LO: Importance of complementarity in strategic alliance</i></p>
Module 3 – Innovation Management			
10	Product and process innovations	<p>Pre-read:</p> <ul style="list-style-type: none"> Innovation Product Process Business model 	<p><i>Discussion on:</i></p> <ul style="list-style-type: none"> The theory of disruptive innovation – applications and limitations Examples of product and process innovations <p><i>LO: Understanding principles and patterns of disruptive innovation</i></p>
11	Value innovation	<p>Pre-read:</p> <ul style="list-style-type: none"> Website: https://www.blueoc 	<p><i>Discussion on:</i></p> <ul style="list-style-type: none"> Blue Ocean Strategy ERRC Grid <p>Class Activity 3:</p> <ul style="list-style-type: none"> Student groups to apply ERRC Grid in different industries

		eanstrategy.com/	<i>LO: Creating value using blue ocean strategy</i>
12	Business model innovation	Pre-read: Module wrap up (activity): <ul style="list-style-type: none"> Using Business Model Canvas App 	<i>Discussion on:</i> <ul style="list-style-type: none"> Types of business models Innovations in business models <i>LO: Identify scopes for business model innovation using business model canvas</i>
Module 4 – Contemporary trends in strategy			
13	Global expansion strategies	Pre-read: <ul style="list-style-type: none"> Textbook – pp. 372 - 380 	<i>Discussion on</i> <ul style="list-style-type: none"> Foreign market entry modes Local responsiveness vs standardization <i>LO: Analyzing opportunities and challenges for global expansion</i>
14	Emerging markets	Pre-read: <ul style="list-style-type: none"> Case 3: Urban Company (HBSP - 121041) Textbook – pp. 384 - 391 	<i>Discussion on</i> <ul style="list-style-type: none"> Bottom of the pyramid Market responsiveness <i>LO: Analyzing growth opportunity and profitability in emerging economies</i>
15	Digital economy	Pre-read: <ul style="list-style-type: none"> Article 2: Managing Our Hub Economy (HBSP - R1705F) Module wrap up (post-read): <ul style="list-style-type: none"> Report: India's Trillion Dollar Digital Opportunity (2019) – by MeitY, Govt. of India 	<i>Discussion on</i> <ul style="list-style-type: none"> Sharing economy / platform economy Hub economy Connected ecosystems <i>Class Activity 4:</i> <ul style="list-style-type: none"> Student groups analyse network effects for different companies championing in the digital economy <i>LO: Managing digitalized business models</i>
16 - 17	Group presentations		<i>LO: To be able to effectively apply the concepts of this course</i>

Module 5 – Business Level Strategy			
18	Strategy maps	Pre-read: <ul style="list-style-type: none"> • Article 3: The Strategy Map as a Visual Representation of Organizational Strategy (HBSP - 1574BC) • Textbook – pp. 231 - 234 	<i>Discussion on</i> <ul style="list-style-type: none"> • Tangible and intangible asset pool • Sustainable value creation <i>LO: Aligning assets to firm strategy using strategy maps</i>
19	Strategy implementation	Pre-read: <ul style="list-style-type: none"> • Article 4: The Execution Trap (HBSP - R1007D) • Textbook – pp. 244 - 254 	<i>Discussion on</i> <ul style="list-style-type: none"> • High-level idea to operational success <i>LO: Addressing strategy-execution challenges</i>
20	Control systems	Pre-read: <ul style="list-style-type: none"> • Article 5: Using Information for Performance Measurement and Control (HBSP - 117103) • Textbook – pp. 315 - 321 	<i>Discussion on</i> <ul style="list-style-type: none"> • How information is used by managers for decision making, control, signaling, education, and for external communication. <i>LO: Understanding how various parts of business processes are measured to ensure the right kind of control necessary to implement the strategy of the business</i>

<p>Reading List and References</p> <p><i>(along with details of year of Publication)</i></p>	<p>Text Book:</p> <p>David, F. R. & David, F. R., (2019). Strategic management: concepts: A competitive advantage approach. 16E. Pearson.</p> <p>Reference books:</p> <ol style="list-style-type: none"> 1. Hill, C.W.L., Schilling, M.A., & Jones, G.R. (2017). Strategic Management: An Integrated Approach: Theory & Cases, 12E. Cengage. 2. Thompson, A., Peteraf, M., Gamble, J., Strickland III, A. J., & Joseph, T. (2020). Crafting & Executing Strategy 21/e: The Quest for Competitive Advantage: Concepts and Cases. McGraw-Hill Education. 3. Hitt, M. A., Ireland, R. D., Hoskisson, R. E., & Manikuttu, S. (2016). Strategic Management A South Asian Perspective. Cengage 4. Rothaermel, F. T. (2017). Strategic Management. New York, NY: McGraw-Hill Education.
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Group project
(15 marks)

Each group is assigned with a conglomerate, as follows:

Group no.	Conglomerate	Presentation day
Group 1	Tata Group	Session 16
Group 2	Aditya Birla Group	
Group 3	Mahindra group	
Group 4	Godrej Group	
Group 5	ITC Limited	
Group 6	L&T India	Session 17
Group 7	Bharti enterprises	
Group 8	Reliance Industries Limited	
Group 9	RP-Sanjiv Goenka Group	
Group 10	Adani group	

Each group is required to present the following for the assigned conglomerate:

1. Introduction to the conglomerate, and its profile of strategic business units (SBUs) in different sectors.
 2. Analyze the portfolio of SBUs with respect to industry attractiveness and the competitive strength
 3. Identify the business level strategy(-ies) pursued in last 5 years by a SBU of your choice
- Number of slides: Maximum 10
 - Timeslot: 10 minutes for presentation + 5 minutes for Questions and Answers
 - Evaluation criteria: refer to Rubric 4

Prepared by Faculty Team

Area & Program chairpersons

Faculty Chair IQAC

Approved by Director-VPSM

Rubric 1: For Case Analysis (15 marks)

In a session where a case is listed as a pre-read, each student must come prepared to discuss the case. However, only Group no. N will be invited to present an analysis of the Nth case. For instance, Group no. 1 will present the analysis of Case 1: *The Walt Disney Company*. The presenting group must submit the PPT to be used in their presentation by 11.59 PM of the previous day of which the concerned session is to be held.

The case analyses will be evaluated using the following rubric:

Marks	Exemplary (5)	Excellent (4)	Good (3)	Satisfactory (2)	Unsatisfactory (1)
Criteria					
Conceptual clarity [CLO1]	Extraordinary research with data from trusted sources	Additional information from trusted sources relevant to the case	Sufficient information presented from the case	Barely met the requirements of the case	Incomplete information about the case
Strategic analysis [CLO2]	Data backed insights and causal linkages	Advanced application of tool(s) for strategic analysis	Basic application of tool(s) for strategic analysis	Incomplete analysis	Incorrect analysis
Strategic options [CLO2]	Solution with projected outcome(s)	Solution with rigorous research	Solution with strong supporting argument	Solution with weak supporting argument	Misdirected solution

Rubric 2: For Article Discussion (10 marks)

In a session where an article is listed as a pre-read, each student must come prepared to discuss the article. However, only Group no. (2N – 1) and Group no. 2N will be invited to present the Nth article. For instance, Group no. 3 and Group no. 4 will present a discussion on Article 2: *Managing Our Hub Economy*. The presenting groups must submit the PPTs to be used in their presentations by 11.59 PM of the previous day of which the concerned session is to be held.

The article discussion will be evaluated using the following rubric:

Marks	Exemplary (5)	Excellent (4)	Good (3)	Satisfactory (2)	Unsatisfactory (1)
Strategic thinking [CLO1]	Additional insights from rigorous research	Advanced comprehension about the concept(s) covered in the article	Clear understanding about the concept(s) covered in the article	Lack of clarity about the concept(s) covered in the article	Misdirected thinking
Comprehensive understanding [CLO3]	Extraordinary research with information from trusted sources	Additional information from trusted sources relevant to the article	Sufficient coverage of information from the article	Barely covered important information from the article	Incomplete coverage of information from the article

Rubric 3: For Class Activities (20 marks)

Each of the Sessions 3, 4, 11, and 15 includes a class activity where each group must participate. Each group must submit a PPT summarizing their findings from a class activity by the EoD on which the concerned session is held.

The class activity will be evaluated using the following rubric:

Marks	Exemplary (5)	Excellent (4)	Good (3)	Satisfactory (2)	Unsatisfactory (1)
Activity 1 (IFE matrix) [CLO2]	Additional insights about non-intuitive factors	Structured interpretation of the findings from applying the matrix	Application of the matrix with intuitive factors	Incomplete analysis	Incorrect analysis
Activity 2 (Value chain activities) [CLO2]	Data backed insights and causal linkages	Extraordinary research with data from trusted sources	Sufficient information about the company	Barely met the requirements of the activity	Incomplete information about the company
Activity 3 (ERRC Grid) [CLO3]	Additional insights about non-intuitive factors	Structured interpretation of the findings from applying the grid	Application of the grid with intuitive factors	Incomplete analysis	Incorrect analysis
Activity 4 (Network effects) [CLO3]	Data backed insights and causal linkages	Extraordinary research with data from trusted sources	Sufficient information about the company	Barely met the requirements of the activity	Incomplete information about the company

Rubric 4: For Group Projects (15 marks)

The presenting groups must submit the PPTs to be used in their presentations by 11.59 PM of the previous day of which their presentation is to be held.

The group projects will be evaluated using the following rubric:

Marks	Exemplary (5)	Excellent (4)	Good (3)	Satisfactory (2)	Unsatisfactory (1)
Criteria					
Conglomerate profile [CLO1]	Extraordinary research with data from trusted sources	Additional information from trusted sources relevant to the Conglomerate	Sufficient information about the Conglomerate	Barely met the requirements of the project	Incomplete information about the Conglomerate
Portfolio analysis [CLO2]	Additional insights about non-intuitive factors	Structured interpretation of the findings from applying a strategic tool	Application of a strategic tool with intuitive factors	Incomplete analysis	Incorrect analysis
Business level strategy [CLO3]	Additional insights about non-intuitive factors	Structured interpretation of the findings from applying a strategic tool	Application of a strategic tool with intuitive factors	Incomplete analysis	Incorrect analysis

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Disclaimer

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VPMS: COURSE TEACHING PLAN

With Assurance of Learning components

Course Code	MBF 205
Course Title	<i>Analytics and application of technologies in management (AAM) – AOL course</i>
Course Instructor/s	Mukund Prasad
Credit Value	3 Credit
Programme & Trimester	MBA (BANKING & FINANCE) 2nd Trimester, Academic year 2024-25
Pre-requisite	None
Learning Objectives	Upon completion of this course, students will be able to – 1) CLO1: demonstrate ability to identify business competitiveness in an Indian and global setting using digital aspects of information systems (PLO1b) 2) CLO2: analyze a complex (possible to assess in different ways) business situation from an IT perspective to arrive at a solution (PLO 2a)
Learning Outcomes	The learning outcome of this course is as follows: 1) To understand the importance of digital enterprise and enabling mechanisms that are applicable to business with new technologies like SMAC, IOT, AI, Industry 4.0 and their understanding with required data strategy etc. 2) To understand the complexity of digital enterprise 3) To understand the impact of the latest technologies – AI, IOT, Blockchain etc. on business
Course Description	The current day managers are required to know the effectiveness of the tools of digital transformation, and how they should be weaved into the business strategy so as to catapult the organization beyond competition Technology is handholding society beyond uncharted frontiers, and there are several aspects of cutting-edge technology that businesses are experimenting with: AI, IOT, Blockchain etc.

	This course aims to prepare the budding managers with a thorough understanding of the digital paradigm, while allowing a glimpse of the latest technologies				
Evaluation Pattern	Specific assessment methods / tasks	% weightage	Marks	AOL Instruments	Intend ended CLOs to be assessed
					CLO1 CLO2
	Group Projects Discussion & Viva	30%	15	Rubric	No Yes (15)
	Quiz	20%	10	Embedded Questions (MCQ)	No No
	Class Participation, Case presentations	10%	5	NA	No No
	End Term Exam	40%	20	Embedded questions	Yes (10) Yes (10)
		100%	50		
Sessions	Topics	Chapter /article reference <i>Pre-reads/ Articles/ Chapters</i>		Cases / remarks	
1	Information Systems in global business today a) Emerging of Digital Firm b) IT Strategy	Pre read: Chapter 1 from Management Information Systems by Laudon and Laudon page 3 – 35, 43-79 Additional Recommended Readings:		Case study: TVS motors	

		<p>A) Chapter 1, from MIS by Rahul De 2nd Edition of Wiley (Page nos. 3 – 22)</p> <p>B) Chapter 1 from information technology for Management by Turban, Volonino and Wood adopted by O P Wali</p>	
2	Basic understanding of technology architecture and explaining the project work, setting expectations	<p>Additional Recommended Readings:</p> <p>C) Chapter 1, from MIS by Rahul De 2nd Edition of Wiley (Page nos. 3 – 22)</p> <p>Chapter 1 from information technology for Management by Turban, Volonino and Wood adopted by O P Wali</p>	<p>For Self-Study Case let: the dominos pulse system case study (#38 – 40 Laudon and Laudon)</p> <p>Leading Questions:</p> <p>a) How does dominoes pulse system help manage customer’s orders?</p> <p>b) how does pulse help managers to segregate areas of customer’s orders</p> <p>c) How does VoIP help dominoes serve its customers in efficient manner?</p>
3.	Defining a data strategy	<p>How to define a landscape for data strategy.</p> <p>Merging business with technology</p>	<p>Basic understanding of outcome driven business and the role of technology.</p>
4.	<p>Digital Business: Social Media</p> <p>a) Business Strategy development, engagement</p>	<p>Chapter 10 from Management Information Systems by Laudon and Laudon page 406-453</p>	<p>Understand the nuances of the proliferation of what essentially started off as individualistic technology platforms, in</p>

	b) Metrics, Analytics		furthering strategic business interests.
5.	Social Media and Analytics and the concepts of its integration with business. What are the opportunities and gaps w.r.t social media for improving business performance	Understand the variety of data generated on the Facebook platform, and the different marketing initiatives that are made possible by the analysis of that data. Existing and future technologies for social media.	Additional Reading: https://www.wired.co.uk/article/apple-ios14-facebook Understanding of social media strategy. HBS Case: Facebook Leading Question: a) What are the motivations of people using social media platforms? b) What are the options of monetizing social media?
After session# 5, a preliminary review to be discussed with the faculty members			
6.	Digital Business: Mobile a) Mobile ecosystem b) Organizational challenges, mobility-oriented	Recommended Readings: Chapter 7 (Social Networking, Engagement, and Social Metrics: page no. 221 to 263) from Information Technology for	How mobility can create new business models and integrating social media with business.

	solutions c) Elements of Enterprise mobility strategy	Management) by Turban, Volonino, Wood	
7.	Enterprise Mobility Strategy	Understand new age business models that seek to obliterate the hurdles in dissemination of information in society that is made possible by advances in the technology of mobility.	<p>HBS Case: Uber and Stakeholders: Managing a New Way of Riding Leading Questions: a) What are the opportunities created by increasing smartphone usage and advanced data connectivity? b) How could the growth of business better handled so as to avoid controversies</p> <p>Mobile Marketing Ecosystem Report 2020, India (Pg. 6 – 35) Mobile Landscape; Emerging Trends https://bestmediainfo.in/mailler/nl/nl/MMER-2020-Report.pdf Pages</p>
8.	Digital Business: Analytics a) Enhancing decision making using analytics	Chapter 12 – Laudon & Laudon (Pages 500 – 526)	Understand the different aspects of an essentially technology phenomenon that is the cloud, its significance in industry in shortening

	<p>b) Managerial issues</p> <p>Digital Business: Cloud</p> <p>a) Cloud Computing: Services Offered</p> <p>b) Cloud Computing Pros and Cons with Future Outlook</p> <p>c) Economic Rationale for Cloud Computing</p>	<p>Chapter 5 - Laudon & Laudon (Pages 178 – 217)</p> <p>Additional Recommended readings: Chapter 3 (data management, big data analytics, and records management: page no. 70 to 109) from information technology for management - digital strategies for insight, action, and sustainable performance (10th edition – Wiley) by Efraim turban, Linda Volonino, Gregory R. Wood</p> <p>Chapter 2: (page number 48 – 60) Cloud strategy from information technology for Management by Turban, Volonino and Wood adopted by OP Wali</p>	<p>the implementation turnaround time, and further advance our journey into the realms of analytics.</p> <p>Appreciation of the fact that the usage of SMAC in tandem provides more bang for the corporate buck, rather than using the digital technologies in isolation.</p>
<p>9.</p>	<p>Enhancing decision making using analytics</p>	<p>Experience the transformative steps made possible by the usage of technology (in the form of analytics) that has the potential to replace tasks that were traditionally considered to be in the domain of creativity.</p>	<p>HBS Case: Predicting Consumer Tastes with Big Data at Gap</p> <p>Leading Questions:</p> <p>a) What are the different business opportunities provided by the rising availability of analytical tools?</p>

			b) How does business assess and value data as a strategic asset?
10	Enterprise Cloud Computing	Awareness of the possibilities generated by the overhauling of an established business by utilizing the power of cloud technology-based services, and the manner in which the stakeholders' concerns are addressed.	HBS Case: Reinventing Adobe Leading Question: a) How do companies adapt to new technologies like the cloud? b) What are the different business decisions that are associated with the movement to the cloud?
11.	AI: <ul style="list-style-type: none"> • Technology Brief • Business applications • Future landscape 	Understand the various facets of AI	Articles: How AI could augment the Vaccination Process Transforming Retail with AI, VR and AR
12.	AI: How AI can be used in business.	Application of AI in business e.g. Generative AI With text analytics and the case discussions	AI-Case study Group of students to look for work done in AI in the Google scholar and present them in the class for a discussion.
13	Industry 4.0 & Blockchain Case discussion: Understand the significance of the technology aspects and business applications across domains	Understand the emerging technology trends	Article: The Future of Life Sciences and Healthcare Logistics (A DHL perspective) Leading Question: What are the technology innovations that are transforming business?

			Blockchain The India Strategy Part I - NITI Aayog Pages 8 – 25 Blockchain: The New Trust Paradigm; The Blockchain Necessity Framework
14.	What can be the roadmap for industry 4.0 and its adoption process.	How industry 4.0 is impacting the new age business.	Industry 4.0 -Case study Group of students to look for work done in AI in the Google scholar and present them in the class for a discussion.
15	IOT and its application in business <ul style="list-style-type: none"> • Technology brief • Business applications • Future landscape 	How has IOT been impacting business.	Basic understanding of addressing the industry needs.
16.	IOT application in business	Understanding the opportunity analysis	HBS case IOT -Case study Group of students to look for work done in IOT in the Google scholar and present them in the class for a discussion
17.	Emerging Issues in integration of IT in business <ul style="list-style-type: none"> • Cyber security • Data Privacy • Regulation 	Chapter 8 – Laudon & Laudon (Pages 324 – 368) Chapter 4 – Laudon & Laudon (Pages 130 – 165)	Ethics of Data Sharing – Accenture Personal Data Protection Bill, 2019: What Indian citizens

		To understand the importance of information security, privacy concerns and the regulations around them in today's digital world	can expect India's Personal Data Protection Bill, 2019 HBR: How GDPR will transform Digital Marketing HBR: Cyber Security is every executive's job GDPR Anti-Patterns
18.	Guest session by an industry leader		
19&20	Project presentations by groups	evaluation	
List of Books	References a) Management Information Systems – Managing the Digital firm, 16 th edition by Laudon and Laudon (2020) b) Information Technology for Management by Turban & Volonino 7th Edition of Wiley (ISBN: 9788126558711)		

Project Guidelines	Identify a business domain and analyze it in terms of the following: <ul style="list-style-type: none"> Identify the pre-existing issues/ inefficiencies Application of Digital technologies while overcoming technical and other hurdles to resolve the issues for all stakeholders Approach to pre-empt challenges in addressing evolving regulatory requirements 		
	Prepared by Faculty Team	Recommended by Area Chairperson	Recommended by Program Chairperson
	Mukund Prasad	Mukund Prasad	Stuti Shani
Approved by Director-in-charge, VPSM			

Course Code	MBF 206
Course Name:	Management Accounting
Programme	MBA (BANKING & FINANCE)
Academic Year	2024-25, Trimester II
Core/ Elective:	Core
Credits	1.5
Session Hours	15
Course Instructor:	Dr Jyoti Singhal
email:	Jyoti.singhal@dypatil.edu
Meeting hours:	
Room(s):	FC A 201
Pre-requisite:	Financial Accounting
Learning objective	<ul style="list-style-type: none"> • CLO1: Provide a conceptual understanding of Management Accounting principles and practices relevant to business analysis and decision-making. (PLO1a) • CLO2: Provide an understanding of the measurement of cost and trace the costs to products and customers' environment. (PLO2b) • CLO3: To enable understanding of overall organizational strategy in different firms. Develop the ability to understand, analyze, and use cost information in day-to-day business functioning. (PLO3a) • CLO4: To explain the role of relevant costs in decision-making and developing better strategies.
Learning Outcomes:	<p>On completion of the course, the student would be able to:</p> <ol style="list-style-type: none"> a) Prepare a Cost Sheet and apply Cost Concepts b) Understand and apply the principles of various Costing methods viz.,) Method, Job, and Process Costing Methods. c) Analyze and Apply the marginal costing concept and relevant cost concept in decision-making. d) Evaluate and analyze Cost-Volume-Profit (CVP) Analysis in business decision-making. e) Analyze Cost Variances for cost control and use budgetary control techniques to perform managerial functions.
Course Description	<p>Managers rely substantially on accounting information for decision-making. Financial Accounting provides information for both internal and external users. As such it does not contain enough detail for internal users. Management Accounting, with its tools and techniques, enables managers to get granular information about the cost of individual products or services of a company, empowering them to break those costs into smaller components. It is primarily useful for strategic decision-making, facilitating profit maximization, organizational planning and cost control. Implementation of responsible Accounting and techniques like Activity-based Costing (ABC) help companies sustain themselves in a global scenario and expand their product and market lines. Managers are often confronted with decisions like pricing of products, dropping a product or</p>

	product line, buying new equipment to replace old equipment, evaluating the performance of managers or divisions of a company, and making or buying a part or product. Managers would be able to perform “what if” analyses and make better forecasts for the future.
Pedagogy:	<ul style="list-style-type: none"> • The course would be delivered through a fusion of lectures, exercises and solving numerical problems. • Students are encouraged to discuss in class with the faculty on various concepts of cost during the entire duration of course delivery and analysis of situations among students and faculty while analyzing problems and discussing cases.

Evaluation:

Specific assessment methods	3 Credits	AOL Instruments (*)	CLO 1	CL O 2	CL O 3
Situation Analysis	10	Rubric 1		5	5
Assignment/ Class Activities	10	Rubric 2	5	5	
Quizzes	20	Rubric 3	10	5	5
Final Exam	60	Embedded questions	20	20	20
Total	100		35	35	30

Readings:

Text Book	Managerial Accounting, Ronald W. Hilton, David E. Platt, 11 th edition, 2020, McGraw Hill Education (India) Ltd. [HP]
Reference Books	Cost Accounting: A Managerial Emphasis, 15 th edition, 2015, Charles T. Horngren, Shrikant M. Datar, Madhav V. Rajan, Pearson India Education Services Pvt. Ltd., 2015 [HDR]
websites	a. http://icmai.in b. https://www.cimaglobal.com

Session	Topic	Pedagogy
1	Introduction to Cost and Management Accounting Application of costing concepts in various disciplines	Lecture, Zomato case study Discussion
2	Understanding Cost Accounting Terms and Classification of Cost	Lecture, Discussion,
3	Cost Behavior: Variable Costs, Fixed Costs, Management Accounting terminology	Lecture, Discussion,
4	Ascertainment and determination of cost, Cost sheet	Lecture, Discussion, and numerical
5	Cost Estimation and estimated cost sheet	Lecture, Discussion, and numerical
6	Product Costing Methods, Cost Concepts, and traditional Costing Methods,	Lecture, Discussion, and numerical
7	Classification of Overheads and distribution of overheads	Lecture, Discussion, and numerical
8	2-stage Cost Allocation and apportionment	Lecture, Discussion, and numerical
9	Job Order Costing and Cost Drivers	Lecture, Discussion, and numerical
10	Understanding Process Costing Methods	Lecture, class Discussion
11	Equivalent Units in process costing	Lecture and Class Discussion
12	Break Even Point, Contribution Margin Target Profit, Margin of Safety	Lecture, Discussion, and numerical
13	Application of Cost-Volume-Profit Analysis (Sensitivity Analysis)	Discussion and case lets
14	Decision Making: Relevant Costs & Benefits	Lecture, Discussion, and case lets
15	Decision Making: Make or Buy Decisions	Discussion and case lets

16	Decision Making: Accept or Reject Special Offers	Discussion and case lets
17	Financial Planning & Analysis: mechanics of operational and financial budgeting:	Lecture, Discussion, and Case Study
18	Budgeting, Purpose, Various Types of Budgets	Lecture, Discussion
19	Master Budget, Developing Master Budget	Lecture, Discussion, and numerical
20	Cost Control and Elements of a Cost Control System	Lecture, Discussion
21	Standard cost setting	Lecture, Discussion, and numerical
22	Cost Variance Analysis	Lecture, Discussion, and numerical
23	Flexible Overhead Budget	Lecture, Discussion, and numerical
24	Responsibility Accounting	Lecture, Discussion
25	Balance Score Card (BSC)	Lecture, Discussion
26	Economic Value Added (EVA)	Lecture, Discussion, and numerical

Course Code	MBF 301
Course Name:	Introduction to Financial Markets
Programme	MBA (BANKING & FINANCE)
Academic Year & Term	AY 2024-2025
Core/ Elective:	Core course
Credits	3 Credits
Session Hours	30 sessions of 1.5 hours each
Program Coordinator:	
Course Instructor:	
email:	
Meeting hours:	At the end of class
Room	Classroom

Pre-requisite:	
Course Overview	This course aims at imparting a holistic understanding of responsible business practices, required processes, and the governance to be put in place. It shall familiarize the class with integrating ethical approach with the business value chain, the need for sustainability in achieving & maintaining the competitive advantage, and the required governance mechanism for achieving the same.
Course Objectives:	<ul style="list-style-type: none"> >> To know the various sources of finance > To understand the various uses for finance and >> To familiarize oneself with the techniques used in financial management
Learning Outcomes:	<ol style="list-style-type: none"> 1. Class shall gain multi-stakeholder appreciation & become familiar with responsible business practices 2. Students shall appreciate the sustainability imperatives and become comfortable in integrating sustainability with business strategies 3. Participants shall develop the ability to recognize deficit situations, and suggest various interventions for responsible conduct by organizations
Pedagogy:	Lectures, Class interactions, Caselet discussions, Group/Individual activities

Evaluation:

Component	Weightage	Assessment
Class Activity - Individual	20	Class contribution & Class assignments
Class presentation by Group	20	Group presentation (4 x 5) (Chosen SDG details, Indian deficit overview, Policy interventions in place, Implementation progress)
Mid-term - Group project	20	Company Presentation & Q&A (8 x 2.5) (Industry regulatory context, Industry competitive

		context, Company's business snapshot, External/Internal stakeholders, Ethical/Sustainability concerns/issues, Governance arrangement, Suggested path forward, Takeaway/Lessons)
End-term exam	40	Concept application testing written exam with five questions, each carrying eight marks
TOTAL	100	The focus is on learning. It is a very important course. Attend classes. Students may internalize that it is a continual assessment. A huge scope for peer learning exists. A lot of co-creation of value in the class happens. Come prepared for the sessions. Being prepared for the session regularly to class, and participating in sessions greatly help. Being professional in class conduct is mandatory. Assignment submissions are to be by the agreed date. Late submissions shall be discounted by half. Be serious and add value.

Reading:

Reference Books	
Web resources	Open resources

Session	Topic	Pedagogy
1	Indian financial system –	Familiarization Lecture & Expectation Sharing 1
2	Structure and constituents of the Indian financial system.	
3	Structure and constituents of Indian financial system	
4	Financial institutions	
5	Financial market	Lecture & Class Interactions <u>2,3</u>
6	Financial Instruments and Services	
7	Financial System and Economic Development.	
8	Industrial Securities Market –	
9	Organization and Structure of Stock Exchanges,	Lecture & Class Interactions <u>4, 8</u>
10	Organization and Structure of Stock Exchanges,	
11	Membership	
12	Listing, Trading, and Settlement	
13	Ordinary shares, preference shares, and Bonds.	
14	Ordinary shares, preference shares, and Bonds.	

Session	Topic	Pedagogy
15	New issue Market	
16	Issue Mechanism	
17	IPO, Rights issue, private placement – processes of Book – Building –	
18	Issue of Bonus Shares	
19	Stock Options	
20	functions of new issue market	
21	Overview of the Bond market in India.	
22	Merchant Bankers and new issue market,	Class interactions <u>10 to 23</u>
23	Lead managers, underwriters, and Bankers to an issue	
24	Registrars and Share Transfer Agents	
25	Brokers to the issue	
26	Debenture Trustees Their role and functions in the new issue market –	
27	SEBI Guidelines.	Class interactions <u>8, 10, 11, 12, 13</u>
28	Market for Futures, Options and other financial derivatives –	
29	Warrants and Convertibles.	
30	Recent trends in derivative markets in India.	

Course Code	MBF 302
Course Name:	Financial Management
Programme	MBA (BANKING & FINANCE)
Academic Year	2024-25, Trimester III
Core/ Elective:	Core
Credits	3
Session Hours	30
Course Instructor:	Dr Jyoti Singhal
email:	Jyoti.singhal@dypatil.edu
Meeting hours:	
Room(s):	FC B 306,7,8,13
Pre-requisite:	Financial Accounting
Learning objective	<ul style="list-style-type: none"> • CLO1: To Provide a conceptual understanding of Financial Management Understand the basic concepts of corporate finance and the Indian financial system . (PLO1a). • CLO2: Provide an understanding of the various sources of finance Financial Management principles and Financial management activities (PLO2b) • CLO3: To Develop the ability to understand, analyze, and use of the concepts of cost of capital, different capital structure theories, and factors affecting capital structure. To create optimal capital structure by applying the concepts of leverage analysis and cost of capital.. (PLO3a) • CLO4: Ability to evaluate working capital requirements, To create cash budget , and Understand and evaluate receivables management and Inventory management.
Learning Outcomes:	<ol style="list-style-type: none"> 1. Class will be equipped with financial management principals and concepts. 2. Students shall appreciate the sustainability imperatives and become comfortable in integrating sustainability with business strategies 3. Participants shall develop the ability to take the right financing decisions, recognize deficit situations, and suggest various interventions for financial strengthening of the organization.
Pedagogy:	<ul style="list-style-type: none"> • The course would be delivered through a fusion of lectures, exercises and solving numerical problems. • Students are encouraged to discuss in class with the faculty on various concepts of cost during the entire duration of course delivery and analysis of situations among students and faculty while analyzing problems and discussing cases.

Evaluation:

Specific assessment methods	3 Credits	AOL Instruments (*)	CLO 1	CL O 2	CL O 3
Situation Analysis	10	Rubric 1		5	5
Assignment/ Class Activities	10	Rubric 2	5	5	
Quizzes	20	Rubric 3	10	5	5
Final Exam	60	Embedded questions	20	20	20
Total	100		35	35	30

Readings:

Text Book	<ul style="list-style-type: none"> • Khan MY, Jain PK, BASIC FINANCIAL MANAGEMENT, TataMcGrawHill, Delhi , 2005. • Chandra, Prasanna,. FNANCIAL MANAGEMENT, TataMcGrawHill, Dethi. • Bhabatosh Banerjee, FUNDAMENTALS OF FINANCIAL MANAGEMENT, PHI, Delhi, 2010 Chandra Bose D,
Reference Books	<ul style="list-style-type: none"> • FUNDAMENTALS OF FINANCIAL MANAGEMENT, PHI, Delhi, 2010 Preeti Singh, • FUNDAMENTALS OF FINANCIAL MANAGEMENT, Ane, 20/1.edition, 2020, McGraw Hill Education (India) Ltd. [HP]
websites	

Session	Topic	Pedagogy
1	Financial Management —Financial goals - Profit vs. Wealth Maximization; Finance Functions — Investment, Financing and Dividend Decisions .	Lecture, Zomato case study Discussion
2	Cost of Capital —Significance of Cost of Capital — Calculation of Cost of Debt —Cost of Preference Capital	Lecture, Discussion,
3	Cost of Equity Capital (CAPM Model and Gordon's Model) and Cost of Retained Earnings — Combined Cost of Capital (weighted/Overall).	Lecture, Discussion,
4	Operating and Financial Leverage — Measurement of Leverages —Effects of Operating and Financial Leverage on Profit — Analyzing Alternate Financial Plans.	Lecture, Discussion, and numerical
5	Combined, Financial and Operating Leverage	Lecture, Discussion, and numerical
6	Capital Structure Theories - Traditional approach - M.M. Hypotheses —with Taxes.	Lecture, Discussion, and numerical
7	Capital Structure Theories - Traditional approach - M.M. Hypotheses —without Taxes	Lecture, Discussion, and numerical
8	Net Income Approach (NI) —Net Operating Income Approach (NOI)	Lecture, Discussion, and numerical
9	Determining capital structure in practice	Lecture, Discussion, and numerical
10	Dividend Policies —Issues in Dividend Decisions	Lecture, class Discussion
11	Relevance Theory —Walter's Model —Gordon's Model	Lecture and Class Discussion
12	Applica—Irrelevance Theory —M-M hypothesis - Dividend Policy in Practice	Lecture, Discussion, and numerical
13	Forms of Dividends — Stability in Dividend Policy	Discussion and case lets
14	—Corporate Dividend Behaviour.and Decision Making	Lecture, Discussion, and case lets
15	Functional area's ethical issues (1of 2) – Procurement, Supply Chain,	Discussion and case lets
16	Functional area's ethical issues (1of 2) –Project management, Manufacturing,	Discussion and case lets
17	Functional area's ethical issues (1of 2) –Marketing, HR, Finance, Technology.	Lecture, Discussion, and Case Study

18	Management of Working Capital Significance and types of Working Capital Sources of Working capital Finance Dimensions of Working Capital Management	Lecture, Discussion
19	Calculating Operating Cycle Period and Estimation of Working Capital Requirements	Lecture, Discussion, and numerical
20	Financing of Working Capital and norms of Bank Finance	Lecture, Discussion

PRINCIPLES & PRACTICES OF BANKING (PPB)

1. **Banker-Customer Relationship**
 - a. Requirements to be Called a Bank
 - b. Banker-Customer Relationship (Debtor-Creditor)
 - c. Bank as a Trustee
 - d. Bailee-Bailor Relationship (Bank-Bailee and Customer-Bailor)
 - e. Agent-Principal Relationship (Bank is Agent and Customer is Principal)
 - f. Lessor and Lessee (Bank is a Lessor and Customer is a Lessee)
 - g. Indemnifier and Indemnified (Bank is Indemnified or Indemnity Holder and Customer is Indemnifier)
 - h. Different Deposit Products or Services
 - i. Services to Customers and Investors
2. **AML KYC guidelines**
 - a. Anti-Money Laundering
 - b. Know Your Customer Policy
 - c. Reporting Obligations under Prevention of Money Laundering Act, 2002.
 - d. Operational Aspects of KYC/Customer Service (Video KYC, C-KYC, E-KYC)/Customer Service/Grievance Redressal)
3. **Banker's Special Relationship**
 - a. Mandate – Definition
 - b. Power of Attorney (POA) – Definition
 - c. Garnishee Orders
 - d. Banker's Lien
 - e. Right of Set-off
 - f. Right of Appropriation
4. **Opening Accounts of Various Types of Customers**
 - a. Personal Accounts
 - b. Accounts of Other Customer (Partnership, HUF, Ltd. Companies etc)
 - c. Nomination Facility
 - d. Legal Entity Identifier
 - e. Deregulation of Saving Bank Interest Rates
5. **Operational Aspects of Deposit Accounts**
 - a. Salient Feature of Deposit Accounts
 - b. Procedural Aspects of Opening the Accounts
 - c. Operational Instructions Related to Deposit Accounts
 - d. Operational Instructions in Joint Accounts
 - e. Opening and Operating of Accounts Under Different Categories
 - f. Nomination
 - g. Other Operational Guidelines
 - h. Attachment Orders
6. **Operational Aspects of Handling Cash/Clearing**
 - a. Cash Replenishment at ATMs
 - b. Implementation of Cheque Truncation System (CTS)
 - c. RBI Guidelines on Collection of Instruments
 - d. Operating Instructions on Cash/Clearing
 - e. Cash and its Custody
 - f. Clearing Operations

7. Ancillary Services

- a. Remittances: Introduction
- b. Demand Drafts (DD) and Bankers' Cheque (BC)
- c. Mail Transfer (MT)
- d. Telegraphic Transfer (TT)
- e. National Electronic Funds Transfer System (NEFT)
- f. Real Time Gross Settlement System (RTGS)
- g. Electronic Benefit Transfer (EBT) Scheme
- h. Mobile Banking in India
- i. Electronic/Digital Payments
- j. Safe Deposit Lockers
- k. Portfolio Management
- l. Merchant Banking
- m. Government Business

8. Financial Inclusion & Financial Literacy

- a. Financial Inclusion by Extension of Banking Services
- b. Use of Mobiles/Tablets in Financial Inclusion Drive
- c. Financial Literacy
- d. Rural Self Employment Training Institutes (RSETI)

9. Banking Ombudsman Scheme, 2006

- a. Object of Scheme and Extent
- b. Grounds of Complaint
- c. Procedure for Filing Complaint
- d. Power to Call for Information
- e. Settlement of Complaint by Agreement
- f. Award by the Banking Ombudsman

10. Ethics, Business Ethics & Banking: An Integrated Perspective

- a. Ethics and Business Values: Myth and Reality
- b. Business Ethics – Definition, Principles and Practice
- c. An Ethical Crisis: Is Business Ethics an Oxymoron?
- d. Ethical Foundation of Banking: Finance Depends on Trust
- e. Ethical Foundations of Being a Professional
- f. Banking Ethics in Global Context: ENRON and its Lesson ENRON: Company Background
- g. Global Financial Crisis and Few Case Studies
- h. Banking Ethics in Indian Context: Satyam and its Lessons
- i. A few Indian Case Studies

7. Ethical Dimensions: Employees

- a. Obligation to Bank: Obligations of Bank
- b. Obligations to Third Parties: Fiduciary Responsibilities
- c. Abuse of Official Position: Insider Trading, Proprietary Data, Bribes, etc.
- d. Obligations to Third Parties
- e. Job Discrimination
- f. Sexual Harassment
- g. Managing Conflict of Interests
- h. Fair Accounting Practices: Related Party Transactions
- i. HRM Ethics
- j. Principles of Representation and Work Environment
- k. Employees as Ethics Ambassadors & Managers as Ethical Leaders

Trimester III: Legal & Regulatory Aspects of Financial Markets

Legal Framework of Regulation of Banks

Business of Banking; Constitution of Banks; RBI Act, 1934; Banking Regulation Act, 1949; Role of RBI; Govt. as a Regulator of Banks; Control over Cooperative Banks; Regulation by other Authorities.

Control Over the Organization of Banks

Licensing of Banking Companies; Branch Licensing; Paid up Capital and Reserves; Shareholding in Banking Companies; Subsidiaries of Banking Companies; Board of Directors; Chairman of Banking Company; Appointment of Additional Directors; Restrictions on Employment; Control over Management; Corporate Governance; Directors and Corporate Governance.

Negotiable Instruments Act, 1881

Applicability; Definition; Important Provisions

Payment and Collection of Cheques and Other Negotiable Instruments

Payment in due course Section 10, Liability of the Paying Bank: Section 31

Collection of Cheques – Duties of a Collecting Bank, Endorsement of Cheques

Crossing of Cheques, Forged Instruments, Bouncing (Dishonour) of Cheque,

Cheque Truncation System, Positive Pay System

Responsibility of Paying Bank

Negotiable Instruments Act and Paying Banks

Liability of Paying Banker when Customer's Signature on the Cheque is Forged

Payment to be in Due Course for Bank to Seek Protection

Payment in Good Faith without Negligence of an Instrument on which Alteration is not

Apparent, Payment by Bank Under Mistake Whether Recoverable, Cheque Truncation

Responsibility of Collecting Bank

Statutory Protection to Collecting Bank

Duties of the Collecting Bank

Indian Contract Act, 1872

Meaning and essentials of contract; Contract of Indemnity & Rights of Indemnity Holder; Contract of Guarantee; Contract of Bailment; Contract of Pledge; Contract of Agency

Banking Ombudsmen Scheme

Purpose; Extent; Definitions; Establishment; Powers; Procedure for Redressal Grievance

The Legal Services Authorities Act, 1987

Lok Adalats- Organisation; Jurisdiction; Disposal of Cases; Awards

The Consumer Protection Act, 1986 and CERSAI

Preamble, Extent & Definitions; Consumer Protection Councils; Consumer Disputes Redressal Agencies; Objectives and important provisions of Central Registry of Securitisation Asset Reconstruction and Security Interest of India

The Law of Limitation Definition; Computation of Limitation; Important Provisions in schedule to the Limitation Act

Tax Laws

Income Tax; Commodity Transaction Tax; Goods and Services Tax

The Companies Act, 2013

Definition, Features & Types of companies; Memorandum and Articles of Association; Doctrine of Ultra Vires, Constructive Notice, Indoor Management; Membership of Company–Acquisition, Cessation, Register, Rights & Duties of Members, Prospectus; Directors; Winding up of Companies

Foreign Exchange Management Act, 1999

Important Terms; Powers of RBI, Regulation and Management; Directorate of Enforcement

Transfer of Property Act, 1882

Sale, Mortgage of Immovable Property; Types of Mortgages; Sale with and without court intervention; Lease of Immovable Property

The Right to Information Act, 2005

Applicability; Definition; Important Provisions Right to Information and Obligation of Public Authorities Obligations; Procedure; Disposal; Appeal; Orders; Penalties

The Prevention of Money Laundering Act, 2002

Obligations; Records to be Maintained; Procedure for Maintaining & Furnishing Information; Maintenance & Verifications of Records of Identity of Clients

Information Technology Act, 2000

Definitions; Electronic Governance; Certifying Authorities; Digital Signature Certificates; Penalties; Appeal

Course Code	MBF 305
Course Name:	Retail Banking & Wealth Management
Programme	MBA (Banking & Finance)
Academic Year	2024-25 Trimester III
Core/ Elective:	Elective
Credits	3
Session Hours	30
Program Coordinator :	
Course Instructor :	
email:	
Meeting hours:	
Room(s):	
Pre-requisites:	<ul style="list-style-type: none"> • Corporate Finance, Investment Analysis & Portfolio Management • Sound knowledge of spreadsheets.
Course Overview	<p>Ever since India embarked upon its Liberalisation-Privatisation-Globalisation programme, its GDP and per capita income have been on a growth path. This has led to an increasing number of saver and investors. There is a strong growth in the number of High Net Worth Individuals (HNIs). Credit Suisse, in its Global Wealth Report, reports that India's total household wealth stood at \$5 trillion, while the country is home to 2,45,000 millionaires. The number of millionaires is expected to reach 372,000, while the total household income is likely to grow by 7.5% annually to touch \$7.1 trillion by 2022, according to the report.</p> <p>This growth in a number of millionaires requires a high number of specialized and skilled Wealth Managers in India. They need to manage client relationships to provide customized advisory services rather than confining to rudimentary brokerage activities.</p> <p>This course on Wealth Management Course intends to comprehensively deal with all aspects of Personal Finance & Wealth Management like Investment Strategies, Life Cycle Management, Inter-generational Wealth Transfer, Relationship Management, Alternative Products, Taxation, etc</p>
Course Objectives :	The course aims to help the participants to build competence to manage Wealth, by providing an understanding of the business of

	<p>wealth management, product knowledge, market conditions, competition etc. to:</p> <ol style="list-style-type: none"> a) Provide advice on Wealth Management, Financial Planning, Portfolio Management Services (PMS), Estate Planning, Investment Planning, Personal Taxation, Retirement etc; b) Provide advice on Debt, Real Estate, Mutual Funds, Alternative Investment Products, Derivative Strategies and understand the client's different behavior towards investment; c) Develop ability to manage Cross Border Investments; d) Conduct Equity Research, recommend investments and portfolio management strategies to clients e) Start catering to HNI & UHNI clients along with your existing clientele f) Develop, implement and review Wealth Plans for clients.
<p>Learning Outcomes:</p>	<ol style="list-style-type: none"> a) Understand the fundamentals of Personal Finance & Wealth Management and Relationship management b) Planning Personal Finances: ability to understand self & develop a personal goal-based financial plan c) Managing Personal Finance: Know the fundamentals of Budgeting, personal taxation d) Making Purchase Decisions, Making Borrowing Decisions: ability to evaluate & choose from various funding alternatives e) Insuring Personal Resources: ability to analyze insurance needs and select/ suggest suitable insurance products f) Investing Financial Resources: ability to evaluate different financial products, their suitability and relevance keeping the risk-return proposition in mind g) Controlling Financial Future: Estate Planning for individuals
<p>Pedagogy:</p>	<ul style="list-style-type: none"> • The course would be delivered through a combination of lectures, presentations, pre-class readings, case discussions, exercises and problem-solving. • The course requires a thorough preparation and active classroom participation by the participants • use of excel sheet for computations • Every student has to read a Financial News paper (listed below) during the currency of the course. There will be a daily discussion on news of interest.

Evaluation:

Component	Weightage	Assessment
Class Participation:	5%	
Attendance	5%	
Quizzes (2)	20%	MCQs, Short Answer Questions
In-Class Presentations	10%	Topics in the course
Individual Project	10%	IPS for self & other.
Book Project	10%	Presentations on a book on Personal Finance
End Term:	40%	
TOTAL	100%	

Readings:

Text Book	
Reference Books	<ol style="list-style-type: none"> 1. Retail Banking IIBF 2. Personal Finance Jeff Madura 3. Personal Finance, Walker & Walker 4. Personal Finance Keown 5. Investment Analysis and Portfolio Management, Bodie-Kane-Marcus 6. Investment Advisor – Level 1 & Level 2, National Institute of Securities Market (NISM) 7. Life Insurance (IC-33) and Practice of General Insurance (IC-11) of Insurance Institute of Indian publication. 8. Taxmann publication on Income tax Ready Reckoner – Latest edition 9. PPTs given by Faculty
Financial Newspapers, Magazines:	<ul style="list-style-type: none"> • Mint, Economic Times, Business Standard, Business Line, Financial Express
Individual	<ul style="list-style-type: none"> • Prepare an Investment Policy Statement (IPS) for self and another person (e.g., family member).

Project	
Book Project	<ul style="list-style-type: none"> Each participant must read a book on Personal Finance listed below and keep presenting the key takeaways to the class on an ongoing basis

Honour Code for Students:	<ul style="list-style-type: none"> Pre-read the book chapter, prescribed readings before coming to the session. Actively participate in classroom proceedings throughout the course, solve problems when required All Case Studies to be pre-read and analysed to be presented and discussed in the classroom. Refrain from cheating or plagiarism. Unfair practices are taken seriously and would meet with appropriate disciplinary action in addition to a zero grade. Mobile to be kept in silent mode during class. Refrain from late arrivals to the class.
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Session Plan:

Session	Topic/ Session Objectives/	Pedagogy
	Introduction to Retail Banking: History and Definition, Role within the Bank Operations, Applicability of Retailing Concepts- Distinction between Retail and Corporate /Wholesale Banking.	
	Retail Banking Business: Core areas of Branch Operations such as Deposits, Advances, Cash Management, Remittances, Collections, Forex, NRI Services, Para Banking & Ancillary Services, etc., Understanding the profile & segments of customers to be catered to.	
	Customer Due Diligence: KYC & AML Compliance, Customer due diligence Money laundering, FATCA, Risk Classification, FIU Reports, Transaction Monitoring, Closing AML Alerts, Filing STR, and Various other Compliances at the Branch level, Timely Submission of Reports	
	Customer Relationship Management: Customer Service, Customer Care, Customer Delight and Moments of Truth, Handling different types of Customers, Contractual Relationship between Banker & Customer, Consumer Protection Act and Banking Ombudsman, Confidentiality of Customers' Data & Disclosures as per Regulations	

	Personal Finance Basics, Human Life Cycle - Goals, S-M-A-R-T approach for financial goalsNeed for financial advisory services, Scope of financial advisory services, Financial Planning process, etc.	Textbook Chapter 1 Notes Presentations Class Discussion
	Planning & Budgeting: Managing your money Spending Tips & Tricks Financial documents to maintain Updating and maintaining a system for personal finance documents A personal SWOT analysis	Textbook Chapter 3 Notes Presentations Class Discussion
	Government Investment Schemes: Government Bonds, State Development Bonds, Municipal Bonds, PSU Bonds, Government Savings Schemes: NSCs, KVPs, Post Office Deposits etc. Sukanya Samruddhi Yojana	Notes Presentations Class Discussion
Session	Topic/ Session Objectives/	Pedagogy
	Mutual Funds: Types of Mutual Funds: Classification Exchange Traded Funds (ETFs) Index Funds, ULIPs, AMFI, NAV	Notes Presentations Class Discussion
	Derivatives and Alternative Investments Private Equity, Venture Capital, Cryptos, Paintings etc.	Notes Presentations Class Discussion
	Gold, Precious Metals, Commodities, ForeignExchange, Real Estate, REITs, InvITs	Notes Presentations Class Discussion
	Retirement Planning Need, Steps in Retirement Planning, Defined Benefit Pension Plans (DBPPs) and Defined Contribution Pension Plans (DCPPs),EPFO National Pension Scheme (NPS) Pension, Gratuity Senior Citizens Savings Schemes (SCSS), Pradhan Mantri Vaya Vandana Yojana (PMVVY) Post Retirement Survival - Reverse Mortgage and Annuities.	Textbook Chapter Class Discussion

	Consumer Credit Needs: Credit Cards CIBIL Score Personal Loans: Overdrafts, Gold Loans, Consumer Durable Loans, Auto Loans, Education Loans, Home Loans,	Textbook Chapter 6
Session	Topic/ Session Objectives/	Pedagogy
	Insurance Planning – Meaning - Premature Death - Costs of Premature death - Financial impact on different types of families - Calculation of the amount of insurance needed – HLV (Human Life Value) Method	Textbook Chapter 7 Class Discussion
	Types of Life Insurance policies: Whole Life, Term Life, Investment Oriented Plans (Money Back Plan, Endowment Plan etc). Insurance Terminology: Copay, Riders Understanding the costs of Insurance Health & Disability Insurance. Property Insurance	Life Insurance 9 IC 33) and Practice of General Insurance (IC 11)- Chapter-4 of Insurance Institute of India Publication – Chapter – 4,5& 6 Class Discussion
	Tax Planning – Basic Terminology – Assessment Year (AY) & Financial Year (FY) – Assessee - Residential Status Basic exemptions - Heads of Income – Salaries, Income from house property, Capital gains and Income from other sources – Deductions. Gross total income and tax calculation. Tax Saving Investments (ELSS, Capital Gains Bonds etc.)	Textbook Chapter 4 Taxmann's Income tax ready reckoner for 2022-23 and 2023-24 Assessment years
	Income tax computation Filing Taxes, Income Tax Return Order Capital Gains Tax: Long Term (LTCG), Short Term (STCG) computations	Practice problems
	Asset Allocation , guiding factors for personal investment portfolio creation and constraints. Advisory Services Portfolio Management Services (PMS)	Investment Analysis and Portfolio Management Class Discussion Practice Problems
	Portfolio Evaluation – Treynor's Ratio, Sharpe's Ratio, Jensen's Measure and Fama's measure and other measures.	Investment Analysis and Portfolio Management Practice Problems

	Investment Strategies – Value Averaging Investment Plan Vs SIP Investment Styles	Investment Analysis and Portfolio Management, Class Discussion
Session	Topic/ Session Objectives/	Pedagogy
	Wealth Management – Introduction, Meaning, WhatHNIs expect? HNI’s Investment behavior, Wealth Management Services – Categories	Textbook Chapter Class Discussion
	Relationship Management Process – Segment, Profile, Expose, Strategize, Execute, Monitor andReview	Textbook Chapter Class Discussion Wealth management practices
	Estate Planning – Basics - Wills, Trusts, Mutation,etc.	Textbook Chapter Class Discussion

S. No.	Book	Author
1	Let's Talk Money, 2 nd edition	Monika Halan
2	You can be rich too	Subrahmanyam-Pattabhiraman
3	Retire Rich	P.V. Subrahmanyam
4	Value Investing & Behavioural Finance	Parag Parakh
5	Stocks to Riches	Parag Parakh
6	Master Class with Super Investors	Vishal Mittal-Saurabh Basrar
7	Coffee Can Investing	Saurabh Mukherjee
8	If God was your Financial Planner	Suresh Sadagopan
9	Financial Affairs of the Common man	Anil Lamba
10	The Psychology of Money	Morgan Housel
11	One Up on Wall Street	Peter Lynch
12	Beating the Street	Peter Lynch
13	Stocks for the Long Run	Jeremy Siegel
14	A Random Walk down Wall Street	Burton Malkiel
15	The Most Important Thing	Howard Marks
16	More than you know	Mark Mauboussin
17	Expectations Investing	Michael Mauboussin-Alfred Rappaport
18	Why does the Stock Market go up?	Brian Felodi
19	The Dhandho Investor	Mohnish Pabrai
20	Value Investing	James Montier
21	The Joys of Compounding	Gautam Baid
22	Rich Dad, Poor Dad	Robert Kiyosaki
23	One Page Financial Plan	Carl Richard
24	The Automatic Millionaire	David Bach
25	The Little Book of commonsense Investing	John Bogle
26	The Little Book that Still beats the Market	Joel Greenblatt
27	The Little Book of Valuation	Aswath Damodaran
28	A Wealth of Commonsense	Ben Carlson
29	Contrarian Investing Strategies	David Dreman
30	Value Investing	Greenwald-Kahn-Bellissimo-Cooper-Santos
31	Market Sense and Nonsense	Jack Schwager
32	Market Wizards	Jack Schwager
33	The New Market Wizards	Jack Schwager
34	Personal Finance Quick Start Guide	Morgen Rochard

Course Code	MBF 306
Course Name:	Investment Analysis & Portfolio Management (IAPM)
Programme	MBA (BANKING & FINANCE
AY & Term	AY 2024-25 and 3RD Trimester
Core/ Elective:	Core course
Credits	Full
Session Hours	30 hours, 20 sessions of 1.5 hours
Program Coordinator:	
Course Instructor	
email:	
Meeting hours:	After the class
Room	Classroom

Text Book	Fischer, D.E. & Jordan, R.J. Security Analysis & Portfolio Management, (6th edition) Pearson Education.
Reference Books	Elton and M. J. Grubber, Modern Portfolio Theory and Investment Analysis Gordon J. Alexander and William F. Sharpe, Fundamentals of Investments. Security Analysis and Portfolio Management: Prasanna Chandra Tata McGraw hill.
Websites	Useful websites to be visited for the course. Useful website of the stock exchange, commodity exchange and regulators. www.rbi.org.in, www.bseindia.com, www.nseindia.com, www.sebi.gov.in, www.ibef.org www.indiastat.com, www.amfi.com

Session	Topic	Pedagogy
1-2	Basics of risk and return, application of standard deviation, coefficient of variation, beta and alpha. Risk measurement: systematic and unsystematic risk	Chapter 1
3-4	Fundamental analysis: EIC framework, economic analysis, leading and lagging indicators, Expected direction of movement	Chapter 10

	of stock prizes with macroeconomic variables in the Indian context. Industry analysis: stages of life cycle, Porter's five forces model, SWOT analysis, company analysis	
5-6	Technical analysis: meaning, assumptions, difference between technical and fundamental analysis. Price indicators: Dow theory, advances and declines, new high and lows- circuit filters. Volume indicators- Dow theory, trends and patterns.	Chapter 15, 16
7	Efficient market hypothesis: concept of efficiency: random walk, three forms of EMH and implications for investment decisions.	Chapter 15, 16
8-9	Portfolio analysis: Portfolio risk and return. Markowitz portfolio model: risk and return for two and three asset portfolios.	Chapter 17,
10-11	Concept of efficient frontier and optimal portfolio. Construction of the same in Microsoft excel.	Chapter 17
12-13	Market model: concept of beta systematic and unsystematic risk. Investor risk and return preferences: indifference curves and efficient frontier	Chapter 17
14	Traditional portfolio management for individuals: objectives, constraints, time horizon, current wealth, tax considerations, liquidity requirements, anticipated inflation.	Chapter 18
15	Asset allocation: asset allocation pyramid, investor life cycle approach, portfolio management services: Passive- index funds, systematic investment plans. Active-market timing, style investing.	Chapter 18
16-17	CAPM, efficient frontier with a combination of risky and risk-free assets, CML, SML. Expected return, required return, overvalued and undervalued assets.	Chapter 19

Session	Topic	Pedagogy
18	Performance evaluation of a portfolio using Sharpe, Treynor and Jensen measures.	Chapter 20
19,20	Class Presentations	

Honour Code for Students:

- Pre-read the book chapter before coming to the session.
- Actively participate in class room proceeding all through the course (Classroom participation has weightage)
- Refrain from cheating or plagiarism. Unfair practices are taken seriously and would meet with appropriate disciplinary action in addition to a zero grade.