

**COEP Technological University  
(COEP TECH)**

A Unitary Public University of Government of Maharashtra w.e.f. 21<sup>st</sup> June 2022  
(Formerly College of Engineering Pune)

**Department of Applied Science  
Curriculum Structure & Detailed Syllabus  
(MBA Program – Second year)**

(Effective from: A.Y. 2023-24)

### **Program Educational Objectives**

1. To produce individuals who will demonstrate strong leadership skills by possessing good ethical and humane values and capability of managing and working in a team with synergy in the business environment.
2. To create Managers with critical and analytical thinking ability to demonstrate creativity and innovation in the process of decision making.
3. To build leaders with powerful written and spoken communication skills to effectively influence stakeholders across different businesses.
4. To create Managers who are aware of their Social Responsibility and have a sustainable attitude.
5. To develop Professionals who will remain competent and consistent by upgrading skills and knowledge to catalyze change in a technology-driven business environment.
6. To churn out entrepreneurs who have the ability to identify ideate and use the entrepreneurial skills to build sustainable solutions.

### **Program Outcomes**

**At the end of the program, the graduates will be able to**

1. Apply the knowledge and theories of management to real life business scenarios.
2. Find and analyze a business issue comprehensively.
3. Exhibit improved entrepreneurial skills to solve business and social problems by applying the principles of creativity & innovation.
4. Develop cohesive work culture and lead the team towards accomplishment of organizational goals.
5. Develop the ability to adapt and progress in the dynamic business environment by unlearning and re-learning the newest skills.
6. Apply the advanced information systems and analytical tools and techniques along with different frameworks and theories related to management and decision making.
7. Analyze & implement the environmental, global, social, political, technological, environmental, health, safety, sustainability, ethical and legal context of business.
8. Design reporting documents and present and propagate information effectively.

### Correlation between the PEOs and the POs

PEOs Pos	1	2	3	4	5	6
1						
2		√				
3		√				√
4	√					
5					√	
6		√			√	
7				√		
8			√			

**List of Abbreviations**

<b><u>Abbreviation</u></b>	<b><u>Title</u></b>	<b><u>No. of Courses</u></b>	<b><u>Credits</u></b>	<b><u>% of Credits</u></b>
PCC	Program Core Course	25	47	55.29
PSBC	Program Specific Bridge Course	2	4	4.71
IOC	Interdisciplinary Open Course	1	2	2.35
MLC	Mandatory Learning Course	2	4	4.71
LLC	Liberal Learning Course	1	1	1.18
SLC	Self-Learning Course	1	1	1.18
DEC	Departmental Elective Course	8	16	18.82
LC	Laboratory Course	2	2	2.35
SBC	Specific Bridge Course	4	8	9.41
Audit	Audit Course	3	0	0

**Semester: III**

No	Course Type	Course Code	Course Name	Teaching Scheme			Credits
				L	T	P	
1	PCC		Strategic Management	2	0	0	2
2	PCC		Business Analytics & Business Intelligence	1	0	4	3
3	PCC		Introduction to Start ups	2	0	0	2
4	PCC		Business and Commercial Law	2	0	0	1
5	DEC		Elective I Finance / Entrepreneurship	8	0	0	8
6	PCC		Project Management	1	0	0	1
7	Audit		Case Study Writing and Analysis Methods	0	1	0	0
8	SLC		Internship Project Report	0	0	2	1
9	SBC		Dissertation I	0	0	4	2
			Total credits	19	0	12	20

**Elective I: Finance**

No	Course Type	Course Code	Course name	Teaching Scheme			Credits
				L	T	P	
1	DEC		International Markets and Financial Services	2	0	0	2
2	DEC		Managing Banks and Financial Institutions	2	0	0	2
3	DEC		Taxation	2	0	0	2
4	DEC		Corporate Finance	2	0	0	2
5	DEC		Financial Derivatives	2	0	0	2
6	DEC		Mergers & Acquisitions	2	0	0	2
			Total Credits	8	0	0	8

**Elective I: Entrepreneurship**

No	Course Type	Course Code	Course name	Teaching Scheme			Credits
				L	T	P	
1	DEC		Market Research	2	0	0	2
2	DEC		Business Modeling India & International	2	0	0	2
3	DEC		Venture Valuations and Techniques	2	0	0	2
4	DEC		Mergers and Acquisitions	2	0	0	2
5	DEC		Customer Relationship Management	2	0	0	2
6	DEC		Service Management	2	0	0	2
			Total Credits	8	0	0	8

**Semester IV**

No	Course Type	Course Code	Course Name	Teaching Scheme			Credits
				L	T	P	
1	PCC		Conflict and Negotiation	2	0	0	2
2	PCC		Sales and Distribution	2	0	0	2
3	PCC		Advance analytics	2	0	0	2
4	DEC		Elective II Finance / Entrepreneurship	8	0	0	8
5	SBC		Dissertation II (max 15000 words)	0	0	4	2
			Total Credits	14	0	4	16

**Elective II: Finance**

No	Course Type	Course Code	Course name	Teaching Scheme			Credits
				L	T	P	
5	DEC		Investment Banking	2	0	0	2
6	DEC		Financial Modeling and Derivative Markets	0	0	2	2
7	DEC		Financial Risk Management	2	0	0	2
8	DEC		Behavioural Finance	2	0	0	2
9	DEC		Corporate Valuations	2	0	0	2
			Total Credits	8	0	0	8

**Elective II: Entrepreneurship**

No	Course Type	Course Code	Course name	Teaching Scheme			Credits
				L	T	P	
5	DEC		Business Analysis and requirements Engineering	2	0	0	2
6	DEC		Entrepreneurial Marketing	2	0	0	2
7	DEC		Innovation Technology Management	2	0	0	2
8	DEC		Social Entrepreneurship	2	0	0	2
			Total Credits	8	0	0	8

**Total Credits for the Course: 85**

**Core Courses Total Credits 69 + Specialization Credits 16 + Non-Core Credits**

**-[PCC] MBA- STRATEGIC MANAGEMENT**

**Teaching Learning Scheme**

Lectures: 2 hrs /week

**Examination Scheme**

Internal Assessment: T1 20 Marks

Internal Assessment: T2 20 Marks

Case/Project/Presentation: 20 marks

End Semester Assessment: 40 Marks

**Course Outcomes:**

Students will be able to

- Understand principles and practices of strategic management
- Apply their learning into financial strategy formulation for entrepreneurial projects
- Analyse strategic decisions and implement effectively in businesses
- Evaluate strategies for a successful entrepreneurial projects

**Unit: 1**

**[6 Hrs]**

Introduction to Strategy; Identifying opportunities in the External Environment; Leveraging Resources & Core Competencies; Strategy Formulation for Competitive Advantage; Impact of Financial Decisions on Strategy

**Unit: 2**

**[6 Hrs]**

Strategic Analysis; Functional Business and corporate strategy formulation; Managing Global/International Business strategies; Tools and frameworks of strategy implementation; Innovation driven value creation

**Unit: 3**

**[8 hrs]**

Entrepreneurial strategy; Strategy implementation; Effective organization design; Implementing innovation and fostering corporate Entrepreneurship; Strategic leadership - styles and communication

**Unit: 4**

**[8 Hrs]**

Sustainable development; Digital Transformation strategies; Strategies for Emerging technologies; Business Simulation; Advanced Contemporary Themes and Project Module

**Textbook:**

1. Strategic Management, Richard Lynch, Pearson ISBN: 978-1-292-06466-6 (print) 978-1-292-06468-0 (PDF) 978-0-292-06470-3 (eText)

**Reference Books:**

2. The Principles of Scientific Management, Taylor, F.W.
3. Strategy for a Networked World Ramirez, R., & Mannervik,
4. The Social License: How to Keep Your Organization Legitimate, J. Morrison
5. Strategy Without Design: The Silent Efficacy of Indirect Action, Chia, R.C.H., & Holt, R

**[PCC] MBA- PROJECT MANAGEMENT**

**Teaching Learning Scheme**

Lectures: 2 hrs /week

**Examination Scheme**

Internal Assessment: T1 20 Marks

Internal Assessment: T2 20 Marks

Case/Project/Presentation: 20 marks

End Semester Assessment: 40 Marks

**Course Outcomes:**

Students will be able to

- Understand concepts of project management, importance and its philosophy in business
- Apply their learning in creating Projects
- Evaluate projects for quality and performance
- Create innovative projects for technology enabled businesses



**Unit: 1** **[6 hrs]**

Introduction to Project management; Philosophy, principles, need for and knowledge areas and processes; Project Process and life cycle;

**Unit: 2** **[6 hrs]**

Project identification and selection and planning; NPV, Feasibility Report, DPR, Organisational structure and issues; CPM and PERT, Project Crashing.

**Unit: 3** **[8 hrs]**

Project risk management; PMIS; Purchasing and contracting for projects; Project performance measurement and evaluation

**Unit: 4** **[8 hrs]**

Project Execution, control, close-out, termination and follow up; Project management software; Case study discussion; Live projects

**Textbook:**

1. A Guide to the Project Management Body of Knowledge (6th edition) Author: The Project Management Institute (PMI) Published date: 2017 (6th edition)

**Reference Books:**

1. Project Management for Humans: Helping People Get Things Done, Author: Brett Harned, Published date: 2017
2. Making Things Happen: Mastering Project Management, Author: Scott Berkun, Published date: 2008 (revised edition)
3. Project Management for the Unofficial Project Manager, Author: Kory Kogon, Published date: 2015

## **CASE STUDY WRITING & ANALYSIS METHODS**

**Teaching Learning Scheme**

Practical: 2 hrs /week

**Examination Scheme**

Internal Assessment: T1 20 Marks

Internal Assessment: T2 20 Marks

Case/Project/Presentation: 20 marks

End Semester Assessment: 40 Marks

**Course Outcomes:**

Students will be able to

- Understand the basic theories of case study analysis methods
- Apply learning into practice by working on live business cases
- Evaluate cases and analyse them for better and innovative solutions
- Solve cases and make able business decisions

**Unit: 1**

**[4 hrs]**

What is a case study? Various types and understanding the methodology of studying a case.

**Unit: 2**

**[4 hrs]**

Data collection methods and various qualitative and quantitative methods of data analysis; validity and reliability of cases and methods

**Unit: 3**

**[4 hrs]**

Case study: Prepare a case, drafting, reporting and presenting the case

**Textbook:**

1. Case Study Methodology in Business Research; 13 September 2007 by Jan Dul (Author), Tony Hak (Author)

**Reference books:**

1. Case Study Research and Applications, Design and Methods; SIXTH EDITION Robert K. Yin - COSMOS Corporation; SAGR Publications
2. Teaching and Writing Case Studies: A practical guide by John Heath published by The Case Centre ISBN: 978-0-907815-04-4
3. Teaching and the Case Method Third edition by Louis B. Barnes, C. Roland Chistensen and Abby J. Hansen published by Harvard Business School Press ISBN: 0-87584-403-0
4. The Case Study Companion: Teaching, Learning and Writing Business Case Studies by Scott Andrews published and distributed by Routledge ISBN: 9780367426965

**[PCC] MBA- BUSINESS & COMMERCIAL LAW**

**Teaching Learning Scheme**

**Examination Scheme**

Lectures: 1 hrs /week

Internal Assessment: T1 20 Marks

Internal Assessment: T2 20 Marks

Case/Project/Presentation: 20 marks

End Semester Assessment: 40 Marks

### **Course Outcomes:**

Students will be able to:

- Get brief idea about the frame work of Indian Business Laws.
- Orient themselves, with the legal aspects of business.
- Gain Understanding of basic legal terms and concepts used in law pertaining to management of Business.
- Comprehend applicability of legal principles to situations in business by referring to few cases / case lets.
- Bestow confidence to deal with situations involving legal issues in Commercial Transactions.

#### Unit 1 [5hrs]

1. The Contract Act, 1872: Essential Elements of Valid Contract, Essential elements of Valid Contracts, Contracts of Indemnity & Guarantee, Contingent Contract, Quasi Contract, Discharge of contract, Breach of contract-Meaning & remedies, Agency - Creation of Agency – Agent and Principal (Relationship/rights), Types of agency. E-Contracts

#### Unit 2

The Companies (Amendment) Act, 2015: Company – Definition, Meaning, Features and Types, One Person Company, Incorporation of Company – Memorandum of Association (MOA), Articles of Association (AOA), Share capital & Debentures, Acceptance of deposits, Appointment of director including woman Director. [5hrs]

#### Unit 3

Sale of Goods Act, 1930: Contract of sale of goods, Conditions & warranties, Transfer of property or ownership, Performance of the Contract of Sale, Rights of unpaid seller, Sale by Auction. [4hrs]

#### Unit 4

Negotiable instruments Act 1881,

Negotiable Instruments – Meaning, Characteristics, Types. Parties, Holder and holder in due course, Negotiation and Types of Endorsements, Dishonor of Negotiable Instrument – Noting and Protest [4hrs]

## Unit 5

Other Laws -The Consumer Protection Act, 1986, Unfair & Restrictive Trade Practices, Dispute Redressal Forums – District, State & National Forum, Composition, Jurisdiction, Powers, Appellate Authority. Introduction of Information Technology Act, 2000. Intellectual Property Laws – Understanding of concepts of patents, copyrights, trademarks and designs

### **Text Books:**

- Business and Commercial Laws - Sen and Mitra
- Business Laws - S.D.Geet and M.S.Patil

### **Reference Books:**

- Legal Aspects of Business by Akhileshwar Pathak: Tata McGraw-Hill 2007
- Business Law for Managers by P K Goel : Biztantra-Dreamtech Press 2006

**[PCC] MBA- BUSINESS ANALYTICS & BUSINESS INTELLIGENCE**

### **Teaching Learning Scheme**

Lectures: 1 hrs /week

Practical : 4 hrs/week

### **Examination Scheme**

Internal Assessment: T1 20 Marks

Internal Assessment: T2 20 Marks

Case/Project/Presentation: 20 marks

End Semester Assessment: 40 Marks

### **Course Outcomes :**

Students will be able to

- Understand the concepts of business analytics.
- Apply business analytics in real life scenarios for gaining customer insights
- Prepare data for applying business analytics, building models, using various data analytics tools and techniques
- Interpret the analytical findings

#### **Unit 1**

**[6 hrs]**

Basics of Business Analytics, making decisions through analytics, applications and technologies for gathering, storing, analyzing & providing access to data to help enterprise users make better business decisions.

Organizing data for analytics & data-driven decision making

#### **Unit 2**

**[8 hrs]**

Data mining basics, Knowledge Discovery Process, Data mining Models, Data mining techniques, Clustering & Association Rules, Outlier – trend analysis, Data mining issues

#### **Unit 3**

**[6 hrs]**

Introduction to Business Intelligence, BI Architecture and its components, BI Platforms, Business Reports – Types & Structure, Applications of Business Intelligence, OLAP – types and their applications

#### **Unit 4**

**[8 hrs]**

Verification driven analysis techniques, descriptive analysis techniques, predictive analysis techniques, investigative techniques, Data visualization, applications of data

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visualization.

### **Textbooks**

1. Business Intelligence and Analytics: Systems for Decision Support, Authors: Efraim Turban, Ramesh Sharda, Dursun Delen, Pearson Publication

### **Reference Books**

1. Business Intelligence, Analytics, and Data Science: A Managerial Perspective | Fourth Edition | By Pearson Authors: Ramesh Sharda / Dursun Delen / Efraim Turban, David King
2. Business Analytics for Managers: Taking Business Intelligence Beyond Reporting (Wiley and SAS Business Series), 2<sup>nd</sup> Edition

## **[PCC] MBA- INTRODUCTION TO START-UPS**

### **Teaching Learning Scheme**

Lectures: 2 hrs /week

### **Examination Scheme**

Internal Assessment: T1 20 Marks

Internal Assessment: T2 20 Marks

Case/Project/Presentation: 20 marks

End Semester Assessment: 40 Marks

### **Course Outcomes :**

Students will be able to

- Understand the working of a startup
- Understand and Analyze different sources of funding for startups
- Learn the valuation of startup
- Understand and evaluate different Business Models for a startup

### **Unit 1**

**[6hrs]**

Introduction – What is a startup and how they work, Foundation of a successful start-up, Innovation.

### **Unit 2**

**[8 hrs]**

Start-up funding, Stages of funding, sources of funding, Investors, Valuation & Financial Analysis for Startups, Start-up valuation methods, startup valuation methods, understand financial statements, investment decisions

**Unit 3**

**[6 hrs]**

Business Model Innovation, Distinctive parts & methods of BMI

**Unit 4**

**[4 hrs]**

Start-ups in open innovation – models of closed & open innovations, digital technologies as an open innovation environment, the organization & management of open innovation project, start-up environment.

**Unit 5**

**[4 hrs]**

Government Schemes & Support Policies for Start-ups, Case studies of successful Indian Startups

**Textbooks:**

1. The Startup Owner's Manual: The Step-By-Step Guide for Building a Great Company, Wiley Publications | Authors: Steve Blank & Bob Dorf

**Reference Books:**

1. Before you Startup | Author : Pankaj Goyal
2. The Lean Start-up | Author : Eric Ries
3. Traction : How any Start-up can achieve explosive customer growth | Author : Gabriel Weinberg & Justin Mares

**[PCC] MBA- INTERNATIONAL MARKETS AND FINANCIAL SERVICES**

**Teaching Learning Scheme**

Lectures: 2 hrs /week

**Examination Scheme**

Internal Assessment: T1 20 Marks

Internal Assessment: T2 20 Marks

Case/Project/Presentation: 20 marks

End Semester Assessment: 40 Marks

**Course Outcomes:**

Students will be able to

- develop an understanding of major issues related to international marketing
- develop skills in researching and analysing trends in global markets
- able to assess an organization's ability to enter and compete in international markets
- understand types of financial services and the regulatory environment

**Unit 1:**

**[6 hrs]**

Introduction to International Market, International Marketing Environment, International Trade Environment, International Market Entry Strategy, International Marketing Research



**Unit 2:** **[8 hrs]**

Product Policy and Planning, Pricing Strategy, Distribution and Logistics Planning, Foreign Markets and Export Marketing, Foreign Trade Policy and International Financial Institutions, Legal and Ethical Issues

**Unit 3:** **[8 hrs]**

Financial Instruments and Financial Markets, Corporate Finance

**Unit 4:** **[6 hrs]**

Securities Analysis and Portfolio Management, Portfolio Valuation and Risk Measurement, Modern Portfolio Theory, Optimization Model, Portfolio Selection Model

**Textbooks:**

1. *International Marketing*, 18th Edition by Philip Cateora and John Graham and Mary Gilly and Bruce Money

**Reference Books:**

1. *Financial Services and Markets* by Punithavathy Pandian

**[PCC] MBA- MANAGING BANKS AND FINANCIAL INSTITUTIONS**

**Teaching Learning Scheme**

Lectures: 2 hrs /week

**Examination Scheme**

Internal Assessment: T1 20 Marks

Internal Assessment: T2 20 Marks

Case/Project/Presentation: 20 marks

End Semester Assessment: 40 Marks

**Course Outcomes:**

Students will be able to

- Explain Banking and Financial Institutions principles
- Summarize impact of Interest Rates on Economy
- Assess the impact of financial intermediaries on the Economy
- Understand Banking and Monetary Policies, Financial Institutions and Financial Risks
- Develop an understanding about delinquent assets and its recovery process

**Unit 1**

**[6 hrs]**

Indian Banks Structure, Bank Management – Asset and Liability Management; Liquidity Management; Capital Management, Basel Accord I, II & III

**Unit 2**

**[7 hrs]**

Types of NBFCs, IFCI, SIDBI, EXIM Bank, SFCs, Role of INFRA Bank, NABARD, NHB, DICGC, IFTAS and NPCI, Payment and Settlement System, Cards, Digital Banking

**Unit 3**

**[5 hrs]**

Monetary Policy, Specialised Bank Licences (Payment and Small Finance Banks), Financial Inclusion, Social Banking, Human Resources in Banking

**Unit 4**

**[6 hrs]**

Fund and Non-fund-based finances, Managing Credit Risk, Managing Interest Rate Risk, Prudential Accounting Norms, NPA Management, ARCs, DRT, Marketing of Banking products

**Unit 5:**

**(5 Hours)**

Types of Customers & KYC, Retail banking & Retail Loans, Credit appraisal & services offered by Banks, Cash & Clearing operations of the bank, Compliance & Ethics in Banking

**Textbooks:**

1. Management of Banking and Financial Institutions by P M Rao and T K Jain

**Reference Books:**

1. Banking and Indian Financial System by Dr B Charumathi

**[PCC] MBA- TAXATION**

**Teaching Learning Scheme**

Lectures: 2 hrs /week

**Examination Scheme**

Internal Assessment: T1 20 Marks

Internal Assessment: T2 20 Marks

Case/Project/Presentation: 20 marks

End Semester Assessment: 40 Marks

**Course Outcome:**

Students will be able to

- Build tax mitigation plans; minimize possible consequences of violation and options for settlement; creation of tax strategy for global clients; defend corporations in tax matters and their commercial priorities
- Identify the technical terms related to direct taxation; Compute income and determine tax liability; understand deductions available under various sections
- Understand various terms related to Goods and Service tax (GST); determine the time, place and value of supply; compute CGST, SGST and IGST payable after considering the eligible input tax credit (ITC).

**Unit 1**

**[6 hrs]**

Corporate and Allied Laws, Objectives of Taxation, Public Finance, Public Revenue, Corporate Tax Planning and Management

**Unit 2**

**[6 hrs]**

Financial Auditing and Taxation, Tax Disputes and Resolution, Overview of International Taxation

**Unit 3**

**[8 hrs]**

Direct Tax laws, Adam Smith's Canons of Taxation, Income Tax, Capital Gains Tax, Gift Tax, Economic Environment of Business, Administrative Procedures and ICDS

**Unit 4**

**[8 hrs]** Indirect

Tax Laws, GST and Customs Laws, Information Systems Control and Auditing

**Textbooks:**

1. Corporate Taxation by O P Yadav, Lexis Nexis

**Reference books:**

1. Direct Taxes Law and Practice by Girish Ahuja and Ravi Gupta
2. Indirect Taxes Law and Practice by V S Datey

**[PCC] MBA - CORPORATE FINANCE**

**Teaching Learning Scheme**

**Examination Scheme**

Lectures: 2 hrs /week

Internal Assessment: T1 20 Marks

Internal Assessment: T2 20 Marks

Case/Project/Presentation: 20 marks

End Semester Assessment: 40 Marks

### **Course Outcomes:**

Students will be able to

- Enumerate and illustrate the key terms associated with corporate finance.
- Identify the cost of capital and analyse its relationship with risk and return.
- Interpret the impact of Financing and Dividend decisions on value of the enterprise
- Create and forecast the cash flows considering liquidity and financing flexibility.

### **Unit 1:** (5 Hours)

Corporate Finance, Importance of Cash Flows, The Goal of Financial Management, Role of Financial Management in Strategic Decision Making, The agency problem, and control of the corporation

### **Unit 2:** (8 Hours)

The cost of capital, Estimating the cost of equity capital with CAPM, Estimation of Beta, Determinants of Beta, Cost of capital for divisions, projects and fixed income securities, The Weighted Average Cost of Capital (WACC), Relationship between Risk and Expected return (CAPM).

### **Unit 3:** (8 Hours)

Capital Structure: Financing decisions and impact on Value, Efficient capital markets, types of efficiency, Financial Leverage and firm value, MM approach, Pecking-Order theory.

Dividend Policy: Dividend pay-outs, relevance of dividend policy, the clientele effect.

### **Unit 4:** (7 Hours)

Current Asset Management: Cash Management, Credit and Inventory Management, Short-term financing

Capital Investment: Incremental Cash Flows, Discounted cash flow analysis

### **Textbooks:**

Khan, M.Y & Jain, P.K.: Financial Management; Tata McGraw Hill, New Delhi

Chandra, Prasanna: Financial Management; Tata McGraw Hill, New Delhi

Rustagi R.P; Advanced Financial Management Theory, Concepts and Problems, Taxmann Publication Pvt. Ltd.

**Reference Books:**

Kishore Ravi, M: Financial Management; Taxmann Publications.

Ross, Westerfield, Kakani: Corporate Finance; Mc Graw Hill Publications.

**[PCC] MBA – FINANCIAL DERIVATIVES**

**Teaching Learning Scheme**

Lectures: 2 hrs /week

**Examination Scheme**

Internal Assessment: T1 20 Marks

Internal Assessment: T2 20 Marks

Case/Project/Presentation: 20 marks

End Semester Assessment: 40 Marks

**Course Outcomes:**

Students will be able to

- Describe and explain the basic concepts related to derivatives and its products.
- Understand Futures and options payoffs as well as pricing.
- Analyse and offer the optimum solutions for risk management through hedging.
- Evaluate the various strategies for Futures and options and implementation in different situations.

**Unit 1:**

(4 Hours)

Basics of Derivatives, Participants in Derivative Market, Significance of participants in Derivative Market, Indian Derivatives Market, Structure of Derivative Market, Risks faced in Derivatives Market.

**Unit 2:**

(8 Hours)

Forwards, Future and Option contracts, Pay off charts for future and Option contracts, Futures and Options Contract Specifications, Underlying Asset, Contract Size, and Delivery Specifications. Mark to Market using Margin Accounts, Interest rate and currency swaps.

**Unit 3:** (8 Hours)

Futures Pricing: Pricing by Arbitrage: Relationship between Futures and Spot Price (cost of carry and reverse cost of carry)

Option Pricing: Option Payoffs, Black-Scholes formula for Option Pricing, Determinants of option prices, Option Greeks.

**Unit 4:** (8 Hours)

Hedging Strategies using Futures: Long hedge, short hedge, Hedge Ratio.

Options Trading Strategies: Naked positions, Hedge positions, Spread Positions, Combinations, Put-Call Parity.

**Textbooks:**

S S Kumar, Financial Derivatives, PHI Publications.

S Janakiraman, Derivatives and Risk Management, Pearson Publications.

**Reference Books:**

John C Hull, Basu: Options, Futures and Other Derivatives, Pearson Publications

ND Vohra, BR Bagri, Futures & Options, Mc Graw Hill Publications.

**[PCC] MBA-**

## **MARKET RESEARCH**

### **Teaching Learning Scheme**

Lectures: 2 hrs /week

### **Examination Scheme**

Internal Assessment: T1 20 Marks

Internal Assessment: T2 20 Marks

Case/Project/Presentation: 20 marks

End Semester Assessment: 40 Marks

### **Course Outcomes:**

Students will be able to

- Understand various research methodologies
- Learn research technical aspects and how can these be leveraged in various situations
- Define samples, hypothesis and outcomes of each research activity
- Learn report writing techniques

### **Unit: 1**

**[4 Hrs]**

Market Research - Types of research - Research Process - Characteristics of good research - research problem – concepts, constructs and theoretical framework.

### **Unit: 2**

**[6 Hrs]**

Hypothesis:- meaning - sources - Types - formulation Research design - Types - case study - features of good design - measurement – Sampling Techniques in market research - Types of scales - scale construction techniques.

### **Unit: 3**

**[10 hrs]**

Probability and non-probability samples. Data collection:- Types, sources and Tools for data, Pilot study, Questionnaire for Primary data, tabulation of data - Data analysis.

Test of Significance: Chi Square Test, Assumptions about parametric and non-parametric tests. Parametric Test - T test, F Test and Z test - Non Parametric Tests. (NO Problems).

**Unit: 4**

**[8 Hrs]**

Interpretation of Data Analysis, Report writing, Types of reports - Oral presentation - executive summary - Precautions for writing report.

**Textbooks:**

1. Donald R.Cooper and Pamela S.Schindler - Business Research Methods - Tata McGraw Hill.

**Reference Books:**

1. Rao K.V.Research methods for management and commerce - sterling
2. Zikmund, Business Research Methods
3. Kothari C.R.- Research methodology
4. Uma Sekaran, Research Methods for Business, Wiley Publications.

**[PCC] MBA- BUSINESS MODELLING INDIA & INTERNATIONAL**

**Teaching Learning Scheme**

Lectures: 2 hrs /week

**Examination Scheme**

Internal Assessment: T1 20 Marks

Internal Assessment: T2 20 Marks

Case/Project/Presentation: 20 marks

End Semester Assessment: 40 Marks

**Course Outcomes:**

Students will be able to

- To examine the complex dynamics of the principal economic institutions, viz., firms & markets.
- To examine the systemic forces which influence the drive towards globalization.
- To reckon the newer challenges and prospects for the management profession
- Simulation of mathematical models.



**Unit: 1** **[6 Hrs]**

**Introduction**

- The importance of domain insights, pattern cognition, and logic.
- The principal institutions in a market economy, with firms at the core.

**Unit: 2** **[6 Hrs]**

Visualizing the principal economic institutions through a quasi-mathematical model.

- Positive feedback with system configuration change (PFSCC);
- Industrial Revolution visualized through the PFSCC framework.
- The centrality of the firm, and especially of a critical set of firms, in a market economy.

**Unit: 3** **[8 hrs]**

Simulation using Excel

- Different Statistical Distributions used in Simulation
- Generating Random Numbers that follow a particular distribution
- Building Models in Finance using Simulation

Simulation of inventory systems, simulation of stock market, Introduction to Markov processes and simulation of consumer behavior, advertising and promotion.

**Unit: 4** **[8 Hrs]**

- The precursors to the present pattern of globalization.
- The special case of the emerging economies.
- A changing world order

### Changing models of strategy

- Strategy-Making under Uncertainty
- Application of Complexity/Chaos Theory to Strategy

### Textbook:

1. U K Srivastava, G V Shenoy and S C Sharma – Decisions New Age International, New Delhi

### Reference Books:

1. Multidisciplinary Mathematical Modelling applications in real world Francesc Font, Time Myers
2. Simulation Modeling Methods Harrington, H James / Tumay, Kerim. McGrawHill. New York - 2000.

## **[PCC] MBA- VENTURE VALUATIONS AND TECHNIQUES**

### Teaching Learning Scheme

Lectures: 2 hrs /week

### Examination Scheme

Internal Assessment: T1 20 Marks

Internal Assessment: T2 20 Marks

Case/Project/Presentation: 20 marks

End Semester Assessment: 40 Marks

### Course Outcomes:

Students will be able to

- Understand how capital valuations works
- Know and implement various valuation techniques

### Unit: 1

[6 Hrs]

**Valuation Benchmarks of Value;** Valuation approaches- Discounted Cash Flow Valuation- Valuing relative Contribution – Valuing Comparables- Valuation of the Target's Equity- Precedent Acquisition; Valuing Operating and Financial Synergy

### Unit: 2

[8 Hrs]

**Enterprise DCF Model**-Analysing historical performance-Estimating the cost of Capital-Forecasting performance-Estimating the continuing value-Calculating and interpreting the results-Other DCF models: Equity DCF Model: Dividend discount model, free cash flow to Equity (FCFE) model

**Unit: 3**

**[8 hrs]**

**Relative valuation**-Steps involved in Relative valuation-Equity valuation multiples-Enterprise valuation multiples-Choice of multiple-Best practices using multiples-Assessment of relative valuation. Other Non DCF Approaches-Book Value approach-

**Unit: 4**

**[6 Hrs]**

**Advanced issues in valuation**-Valuation of companies of different kinds-valuation in different contexts-Loose ends of valuation-Valuation of intangible assets: Patents, trademarks, copyrights and licenses; Franchises; Brands

**Value Based Management**- Methods and Key premises of VBM-Marakon approach-Alcar approach-Mc kinsey approach-Stern Stewart approach-BCG approach.

**Textbooks:**

1. Technology Transfer and Joint Ventures Abroad-R.R.Azad, Deep& deep Publications, New Delhi

**Reference Books:**

1. Mergers, Acquisitions, and Corporate Restructurings, 7th Edition (2017), Patrick A. Gaughan, Wiley Finance
2. The Art of M&A, Fourth Edition: A Merger Acquisition Buyout Guide Hardcover – (Imported) 2007 ed. by Stanley Foster Reed , Alexandra Reed Lajoux, H. Peter Nesvold
3. Mergers, Acquisitions, and Other Restructuring Activities,8th Edition (2016), Donald DePamphilis, Academic Press, Elsevier India.
4. Mergers and Acquisitions from A to Z (Hardcover) – 16 Dec 2010 by Andrew J. Sherman, AMACOM

**[PCC] MBA- MERGERS & ACQUISITIONS**

**Teaching Learning Scheme**

**Examination Scheme**

Lectures: 2 hrs /week

Internal Assessment: T1 20 Marks

Internal Assessment: T2 20 Marks

Case/Project/Presentation: 20 marks

End Semester Assessment: 40 Marks

### **Course Outcomes:**

Students will be able to

- To deal with the most current happenings in the mergers & acquisitions space
- To inter-link the subject of finance with the major strategic decisions of a proactive firm.
- Understand how mergers and acquisitions work and what aspects are covered during a merger and/or acquisition

### **Unit: 1**

**[8 Hrs]**

#### **Overview of Mergers**

Mergers & Acquisitions – Definitions, Concepts, Comparison and Conditions, Types And Characteristics; Operating, Financial and Managerial Synergy of Mergers & acquisitions; Value Creation through Mergers; Agents Contributing to Mergers and Acquisition Activities, Difference between Merger, Amalgamation, Absorption, Reconstruction and Takeover.

### **Unit: 2**

**[4 Hrs]**

#### **Mergers and Acquisition Process**

Process of Merger Integration- Process of Merger Integration- Organisational and Human aspects; Managerial challenges of Mergers and Acquisition. Strategic fit and the M & A decision

### **Unit: 3**

**[8 hrs]**

#### **Corporate Restructuring**

Method of Restructuring- Joint Ventures, Sell-Off And Spin Off- Equity Carve-Outs, Leveraged Buy Outs (LBO)- Management Buy Outs- Master Limited Partnerships- Employees Stock Option Plans(ESOP)

### **Unit: 4**

**[8 Hrs]**

#### **Defensive Strategies in Restructuring**

Accounting for Amalgamation- Polling Interest Method- Purchase Method; Procedure Laid down under Indian Companies Act of 1956, Accounting Standard and SEBI Guidelines, Takeover Defenses- Types and Techniques of Raid; Advance Preventive Measures

Pacman's Strategy- Golden Parachute- Poison Pills Strategy – Coercive Offers and Defense-Financial Defensive Measures- Anti takeover Amendments.

**Textbook:**

1. Kevin K. Boeh and Paul W. Beamish (2007). Mergers and Acquisitions: Text and Cases. Sage Publications', New Delhi.

**Reference Books:**

1. Weston. F, Chung. K, and Hoag, S. (2008). Mergers, Restructuring, and Corporate Control, Prentice-Hall of Indian Pvt. Ltd., New Delhi.
2. Patrick A. Gaughan(2007). Mergers, Acquisitions and Corporate Restructurings, 4/e Wiley India, New Delhi.
3. Narayanan, P. and Vikram, Nanda(2003), Finance For Strategic Decision Making- What nonFinancial managers Need to Know, Jossey- Bass, Wiley India.
4. Reuvid Jonathan, (2005). Mergers and Acquisitions, Kogan Page.
5. Robert Brown(2007), Applied Mergers and Acquisitions, John Willey and Sons.
6. Mergers, Acquisitions, and Corporate Restructurings, 7th Edition (2017), Patrick A. Gaughan, Wiley Finance
7. Mergers, Acquisitions, and Other Restructuring Activities,8th Edition (2016), Donald DePamphilis, Academic Press, Elsevier India.
8. Mergers and Acquisitions from A to Z (Hardcover) – 16 Dec 2010 by Andrew J. Sherman, AMACOM
9. The Art of M&A, Fourth Edition: A Merger Acquisition Buyout Guide Hardcover – (Imported) 2007 ed. by Stanley Foster Reed , Alexandra Reed Lajoux, H. Peter Nesvold

## **CUSTOMER RELATIONSHIP MANAGEMENT**

**Teaching Learning Scheme**

**Examination Scheme**

Lectures: 2 hrs /week

Internal Assessment: T1 20 Marks

Internal Assessment: T2 20 Marks

Case/Project/Presentation: 20 Marks

End Semester Assessment: 40 Marks

**Course Outcomes:**

Students will be able to:

- Create a strong understanding of Strategic CRM solutions and their application
- Understand how business value is generated over the CRM lifecycle
- Understand people & change management issues as success factors of CRM initiatives
- Prepare for CRM and IT solutions consulting career options

**Unit 1** [6 hours]

Core Concepts of CRM

- Role of CRM in organizations
- Building blocks of CRM
- Business processes for CRM
- Organizational modelling for CRM

**Unit 2** [6 hours]

Strategic Dimensions of CRM

- CRM and business strategy
- Defining value proposition for customer segments
- Channel management
- Managing customer relationships

**Unit 3** [4 hours]

CRM Solution Capabilities

- Internet / e-Channels
- Interaction management
- Business partner management
- Trade promotions

**Unit 4** [8 hours]

CRM Solutions Lifecycle

- Contributing partners in CRM
- CRM Selection
- CRM Implementation
- CRM Optimization
- Change management for CRM

**Reference Books**

1. Customer Relationship Management: Modern Trends and Perspectives - by S. Shanmugasundaram (Author) - Prentice Hall India Learning Private Limited
2. Customer Relationship Management: An India Perspective - by Mukesh Chaturvedi (Author), Abhinav Chaturvedi (Author) - Excel Books

3. Customer Relationship Management: Concepts and Cases Paperback – by Rai Alok Kumar (Author) - Prentice Hall India Learning Private Limited

## **SERVICES MANAGEMENT**

### **Teaching scheme**

Lectures: 2 hrs/week

### **Evaluation scheme**

Internal Assessment: T1 20 Marks

Internal Assessment: T2 20 Marks

Case/Project/Presentation: 20 marks

End Semester Assessment: 40 Marks

### **Course Objectives:**

1. Analyze and apply the knowledge of Service Marketing concepts, and growing importance of Service Industry.
2. Compare, discuss and ably utilize the tools and techniques used in services marketing.
3. Analyze and apply services marketing concepts to business situations.

Units/Contents:

No. of Credits: 2

### **UNIT- I:**

(6 Hours)

Foundations of Services Management

Nature, Scope and Importance of the service sector, Introduction of services concept; Elements of Services Mix, Difference between goods and services, Classification of Services, The Growth in Services: Global & Indian Scenarios

### **UNIT- II:**

(6 Hours)

Customer Focus

Customer satisfaction –Service quality models-Handling complaints effectively - Service Failure – Recovery-Moments of truth- Service encounters

### **UNIT- III:**

(6 Hours)

Service Design and Delivery

Service Delivery Process – Service Blueprints – Service Mapping – Physical evidence and Services-cape, Role of employee in services delivery- Role of customer in services delivery.

### **UNIT- IV:**

(6 Hours)

Role of Pricing and Promotion in Services

Advertising and Sales Promotion in Service Industry, Objectives and foundations of pricing of services, Managing Demand and Capacity in Services

### Text Books Recommended

Sr. No.	Title of the book	Author of the book	Publisher	Year of Publication
1.	Services Marketing: Integrating Customer Focus Across the Firm	Valarie A Zeithaml		
2.	Services Marketing: People, Technology & Strategy	Christopher Lovelock	Pearson	2011
3.	Services Marketing	Valarie A Zeithaml and Bitner	Tata McGraw Hill	2011

### Reference Books & Additional Reading material

1. Services Marketing - Rampal & Gupta/ Galgotia/2000/ ISBN 818-5989567
2. Essence of Services Marketing- Ardian Payne /Prentice Hall /1993/ISBN-13: 978-0132848527/ISBN-10: 013284852X
3. Services Marketing, Helen Woodruff /Financial Times/ Prentice Hall/1998/ SBN-10: 0273634216; ISBN-13: 978-0273634218;
4. Services Marketing Cases in Emerging Markets, Sanjit Kumar Roy, Dilip S. Mutum, Bang Nguyen, Springer International Publishing/2017/ ISBN978-3-319-32968-0/ ISBN978-3-319-32970-3
5. Journals can also be referred to gain insights into current thinking



Students will submit a report on the internship that they do after Semester II

**[SBC] DISSERTATION1**

**[48 – 56 hours]**

Students will work on their start-up ideas in groups

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**[PCC] MBA- CONFLICT & NEGOTIATION**

**Teaching Learning Scheme**

Lectures: 2 hrs /week

**Examination Scheme**

Internal Assessment: T1 20 Marks

Internal Assessment: T2 20 Marks

Case/Project/Presentation: 20 marks

End Semester Assessment: 40 Marks

**Course Outcomes:**

Students will be able to

- Understand the concepts of conflict and effectively manage and understand the fundamental principles of effective negotiation
- Analyse and solve the conflicting situations with better, creative and innovative approach in actual scenarios or situations
- Apply their understanding in social, economic, and psychological mechanisms of negotiation
- Innovate ways to deal with and hands-on experience in a range of negotiation situations, bilateral and multilateral negotiations

**Unit: 1**

**[6 hrs]**

Definition of conflict and types of conflicts; conflicting situations; Organising and evaluating decision-making processes; Dispute Resolution & Complaint Handling System, current approach

**Unit: 2**

**[8 Hrs]**

Assessing your conflict resolution - negotiation style - Self assessment; Cultures, Conflicts & Negotiations; Geopolitical conflicts; A multicultural problem-solving simulation; Conciliation and Mediation

**Unit: 3**

**[8 hrs]**

Essentials of Negotiations; Personality, Communication and Ethics in the negotiation process; The Constructive Negotiator II: The Harvard Method and The Seven Element Preparation Tool

**Unit: 4**

**[4 Hrs]**

Case studies; simulations; Presentations

**Textbook:**

1. Fisher, R., and W. Ury (1981) Getting to Yes. Negotiating Agreement Without Giving In. Ed. Penguin Group (USA) Inc. New York.

**Reference Books:**

1. Fisher, R. and S. Brown, Getting Together. Building Relationships As We Negotiate. New York 1988
2. Fisher, R., E. Kopelman, A. Kupfer Schneider, Beyond Machiavelly. Tools for coping with conflict. New York 1996.
3. Thompson, L. (2013). The Truth About Negotiations, 2nd edition. Upper Saddle River: Pearson- Prentice Hall.
4. Stone, D., B. Patton, S. Heen, Difficult conversations. How to discuss what matters most. New York 1999

**[PCC] MBA- SALES & DISTRIBUTION**

**Teaching Learning Scheme**

Lectures: 2 hrs /week

**Examination Scheme**

Internal Assessment: T1 20 Marks

Internal Assessment: T2 20 Marks

Case/Project/Presentation: 20 marks

End Semester Assessment: 40 Marks

**Course Outcomes:**

Students will be able to

- understand & appreciate the diverse variables affecting the sales & distribution functions
- Develop and devise innovative sales policies
- Innovate strategies for the products/ services to link with other marketing variables
- Synthesize and apply learning into business practices

**Unit: 1**

**[6 hrs]**

The Sales Management - Introduction to sales management and sales organization, Sales function & policies, Personal selling - nature, scope & objectives, Formulating Personal selling strategy.

**Unit: 2**

**[6 hrs]**

Planning the Sales Effort - Sales planning and Budgeting, Estimating Market Potential and Sales forecasting, Setting the sales territory & quotas, Sales and cost Analysis.

**Unit: 3**

**[6 hrs]**

Organizing and Directing the sales Force - Recurring and training sales personnel, Designing & compensating sales Personnel, Motivating and Leading the sales force, Evaluating sales force performance.

**Unit: 4**

**[10 hrs]**

Distribution Management - Managing marketing logistics & channels, Channel Integration - VMS, HMS, Channel Management, and Marketing channel Policies & legal issue. Managing & Evaluating Channel Performance Case & future trends in sales & distribution management

**Textbook:**

1. Havaladar, K. K. & Cavale, V. M. (2007). Sales and Distribution Management: Text and Cases. New Delhi: Tata-McGraw-Hill

**Reference books:**

1. Venugopal, P. (2005). Marketing Channel Management: A Customer-Centric Approach. New Delhi: Response Books
2. Kapoor, R. (2005). Fundamentals of Sales Management. Delhi: Macmillan India
3. Still, R. R., Cundiff, E. W., & Govoni, N. A. P. (1988). Sales Management: Decisions, Strategies and Cases. (5th edition). New Delhi: Prentice-Hall of India
4. Panda, T. K. & Sahadev, S. S. (2005). Sales and Distribution Management. New Delhi: Oxford University Press

**[PCC] MBA- ADVANCED ANALYTICS**

**Teaching Learning Scheme**

Lectures: 2 hrs /week

**Examination Scheme**

Internal Assessment: T1 20 Marks

Internal Assessment: T2 20 Marks

Case/Project/Presentation: 20 marks

End Semester Assessment: 40 Marks

**Course Outcomes :** At the end of the course students will be able to

- Interpret data for better decision-making

- Drive strategy and innovation with core data analysis skills
- Understand emerging technologies like Blockchain, Neural Networks and AI
- Learn by applying taught concepts in real-time

**Unit 1** **[4 hrs]**

Introduction, The Data Ecosystem, Data Summarization & Visualization

**Unit 2** **[6 hrs]**

Linear & non- linear Regression, Logistic Regression, Clustering, Decision Trees

**Unit 3** **[4 hrs]**

Descriptive Statistics, Inferential Statistics, Regression & ANOVA, prescriptive Analysis, Machine Learning, Supervised Learning with regression & classification techniques

**Unit 4**

**[6 hrs]**

Big Data Analytics, Blockchain, Neural Networks, Data Analytics with R  
Unsupervised learning

**Unit 5**

**[8 hrs]**

Applications of Data Analytics in different Sectors – Fintech, Marketing Analytics, Supply Chain Analytics, Social Media Analytics, User Generated Content (UGC)

**Textbooks:**

1. Data Science for Business: What You Need to Know About Data Mining and Data Analytic Thinking | Authors : Foster Provost & Tom Fawcett

**Reference Books:**

1. R for Everyone: Advanced Analytics and Graphics | Author : Jared P. Lander
2. Data Analytics made accessible by Dr. Anil Maheshwari

**[PCC] MBA- INVESTMENT BANKING**

**Teaching Learning Scheme**

Lectures: 2 hrs /week

**Examination Scheme**

Internal Assessment: T1 20 Marks

Internal Assessment: T2 20 Marks

Case/Project/Presentation: 20 marks

End Semester Assessment: 40 Marks

**Course Outcomes:**

Students will be able to

- Interact about trends that affects IB Industry and assess implications
- Gain knowledge about major IB Products and Services
- Understand internal procedures and decision making to deliver IB products and services
- Achieve skills in evaluation of target companies and deals' value
- Demonstrate innovative financial decisions in mergers and acquisition

**Unit 1:** **[4 hrs]**

Investment Banking History, Regulations and Market Dynamics, Type of Securities Offered, Difference between Commercial Banking and Investment Banking

**Unit 2:** **[8 hrs]**

Capital Markets, IPOs, SEOs, Private Placement, Bond Issuance, Advisory Services, Loan Syndication, Trading, Asset Management Vehicles and Securitisation

**Unit 3:** **[8 hrs]**

Mergers and Acquisitions, Strategic Evaluation of M & A Opportunities, Strategy and Structuring M & A, Synergy and Value Creation in Mergers, Demergers, International M & A, Accounting Amalgamation, Legal & Regulatory Framework of M & A

**Unit 4:** **[8 hrs]**

Corporate Restructuring, LBOs, MBOs, MLPs, ESOPs, Venture Capitals, Angel Investors, Private Equity and Indian Market Practices

**Textbooks:**

1. Investment Banking by Subramanyam, Tata McGraw Hill Publication

**Reference Books:**

1. Barbarians at the Gate: by Bryan Burrough and John Helyar

**[PCC] MBA- FINANCIAL MODELING AND DERIVATIVE  
MARKETS**

**Teaching Learning Scheme**

Lectures: 2 hrs /week

**Examination Scheme**

Internal Assessment: T1 20 Marks

Internal Assessment: T2 20 Marks

Case/Project/Presentation: 20 marks

End Semester Assessment: 40 Marks

**Course Outcomes:**

Students will be able to

- Master Microsoft excel and many of its advanced features
- Build financial statements from the raw data extraction; valuation models from scratch, and depict advanced charts & graphs
- Learn about derivatives instruments, including options, futures and swaps; derivatives to manage debt, equity, currency and commodity risks
- Apply derivatives in managing risk, trading and product construction; Analyze different trading techniques using options and futures and use derivatives to create structured products

**Unit 1**

**[6 hrs]**

Introduction to Spreadsheets and Models, Structuring and designing a model, Industry best practices, Sector specific working of income and expenditure, Budgeting & forecasting, Capital allocation, Modeling risks and realities

**Unit 2**

**[8 hrs]**

Preparation of supporting schedules of financial statements, Tax calculation, Building-macros, Integration of financial statements to depict cohesive output, Different approaches to valuation & its application

**Unit 3**

**[6 hrs]**

Derivatives Introduction, Understanding equity, debt, currency and commodity markets, Forward contracts; Futures basics and Futures trading, Futures insights, Futures pricing & arbitrage

**Unit 4**

**[8 hrs]**

Options basics, Options trading, Options strategies, Options pricing, Swaps; OTC derivatives, Advanced trading techniques, Advanced risk management and product structuring techniques using derivatives

**Textbooks:**



1. Financial Modeling by Simon Benninga, 4<sup>th</sup>/5<sup>th</sup> Edition
2. Derivative Markets in India by Alok Dixit, Surendra S Yadav and P K Jain

**Reference Books:**

1. Integrated Risk Management by Neil A Doherty
2. Derivatives Demystified by Andrew M Chisholm

**[PCC] MBA- Financial Risk Management for Cyber Security**

**Teaching Learning Scheme**

Lectures: 2 hrs /week

**Examination Scheme**

Internal Assessment: T1 20 Marks

Internal Assessment: T2 20 Marks

Case/Project/Presentation: 20 marks

End Semester Assessment: 40 Marks

**Course Outcomes:**

Students will be able to

- Understand the fundamental concepts of information and cyber security in the context of financial systems and markets.
- Lay the foundation for the study of the unique threats and vulnerabilities associated with financial systems and markets.
- Discover various approaches used to identify and evaluate technology and process risks in financial systems and explain regulatory guidance related to managing risks in financial systems environments.
- Have knowledge of actual information and system breach events that have impacted financial systems and identify and formulate risk treatment options in response to identified financial systems risks.

**Unit 1: Introductions, Foundational Concepts & Threats & Vulnerabilities [6 Hrs]**

Know the Threat: The Age of the Targeted Attack, who poses a threat to cybersecurity?  
Types of biggest targets/risks, Know Your Enemy- Internal Threats and External Threats.

**Unit 2: Breach Consequences, Probability and Response [6 Hrs]**

Pre-Breach Planning, Mitigating a Breach, Communicating About a Breach

**Unit 3: Cyber Risk Treatment [8 Hrs]**

Risk Management: A Cure for the Budget-Strategy Disconnect. The NIST Framework- NIST Cybersecurity Maturity Tiers, MFRAF (Macro Financial Risk Assessment Framework), CIA triangle, ISO 27000 series and CPMI- IOSCO guidance for cyber-resilience of financial market infrastructures, Cybersecurity management adopted four risk control strategies- Risk avoidance, Risk transference, Risk mitigation, Risk acceptance, Cyber Security with new Basel III as a backdrop, Enterprise Cyber Governance

#### **Unit 4. Learning from Breach Incidents & Looking Ahead**

**[6 Hrs]**

Financial Impact of data breaches, Modern Bank Heists, Reaction of stock volatility to data breaches

#### **Reference Book:**

1. Financial Cybersecurity Risk Management:
2. Leadership Perspectives and Guidance for Systems and Institutions by Jennifer L. Bayuk and Paul Rohmeyer

### **[PCC] MBA- BEHAVIOURAL FINANCE**

#### **Teaching Learning Scheme**

Lectures: 2 hrs /week

#### **Examination Scheme**

Internal Assessment: T1 20 Marks

Internal Assessment: T2 20 Marks

Case/Project/Presentation: 20 marks

End Semester Assessment: 40 Marks

#### **Course Outcomes:**

Students will be able to

- Understand behavioural finance and how it differs from modern finance as well as its impact on financial markets
- Identify most common self-deceptive biases and its causes and likely measures to prevent them
- Evaluate cognitive and emotional biases along with their root causes
- Analyze herding bias and other social factors that affect decision-making

#### **Unit 1**

**[4 hrs]**

Behavioural Finance History, Market Anomalies, Behavioural Finance Concepts, Traditional Vs Behavioural Finance, Investing Vs Speculating

**Unit 2**

**[8 hrs]**

Behavioural Finance & Decision-making Process, Reflective vs Reflexive reasoning, Cognitive reflection task, Self-control, Self deception biases, Optimism bias, Overconfidence bias, Illusion of knowledge & control, Fear of missing out tendency, Case studies & exercises

**Unit 3**

**[6 hrs]**

Cognitive biases, Hindsight bias, Self-attribution bias, Confirmation bias, Clustering Illusion, Representative bias, Investment strategy, Status Quo bias, Anchoring-bias, Framing bias, Case studies & exercises

**Unit 4**

**[6 hrs]**

Emotional biases, Narrative fallacy, Common denominator and the endowment effect, Portfolio management case, The disposition effect, Loss aversion & prospect theory, Case studies & exercises

**Unit 5**

**[4 hrs]**

Social biases, Behavioural bias, Herding bias, Gender bias, The destructive power of social proof, Case studies & exercises

**Textbooks:**

1. Behavioural Finance by Ranjit Singh, PHI Learning Pvt Ltd

**Reference books:**

1. Behavioural Finance by Forbes William, Wiley India

**[PCC] MBA- CORPORATE VALUATIONS**

**Teaching Learning Scheme**

Lectures:2hrs /week

**Examination Scheme**

Internal Assessment:T1 20Marks

Internal Assessment:T2 20Marks  
Case/Project/Presentation:20marks  
EndSemester Assessment:40Marks

**Course Outcome:**

Students will be able to

- Gain basic understanding of company valuation
  - Understand different models to determine value of a company
  - Analyze evaluating a company with popular discounted cash flow method and free cash flow model
1. Evaluate weighted average cost of capital

**Unit 1** **[8 hrs]**

Introduction to Company Valuation, Enterprise Discounted Cash Flow (DCF) Model, Other DCF Models,

**Unit 2** **[8 hrs]**

The Cost of Capital, Relative Valuation Methods, Alternative Non-DCF Approaches, Valuation of Real Options

**Unit 3** **[8 hrs]**

Challenges in Evaluation, Intangible Assets Valuation, Residual Income Valuation, Private Company Valuation, Case Studies in Valuation

**Unit 4** **[4 hrs]**

How to write a Valuation Report, Enhancement of Value

**Textbooks:**

1. Damodaran on Valuation: Security Analysis for Investment and Corporate Finance by Aswath Damodaran

**Reference books:**

1. Valuation: Measuring and Managing the Value of Companies by McKinsey & Company INC.

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**[PCC] MBA-- BUSINESS ANALYSIS & REQUIREMENT**  
**ENGINEERING**

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**Teaching Learning Scheme**

Lectures: 2 hrs /week

**Examination Scheme**

Internal Assessment: T1 20 Marks

Internal Assessment: T2 20 Marks

Case/Project/Presentation: 20 marks

End Semester Assessment: 40 Marks

### **Course Outcomes:**

Students will be able to

- Understand concepts of reviewing a potential opportunity
- How to tie business strategy analysis, financial analysis, forecasting analysis, and valuation analysis together.
- Able to define the problem statement and requirements in detail and create a business case

### **Unit: 1**

**[4 Hrs]**

Foundational concepts

- Components of business analysis
- Business analysis competencies
- IIBA/PMI and the goals of a professional association
- Purpose for having a BA standard

### **Unit: 2**

**[8 Hrs]**

Analyzing the current state & Defining the future state

- The importance of analyzing Current State
- Understanding Business Architecture
- Techniques for analyzing Current State
- Future State description
- Assessing impacts to business architecture
- Determining Solution Scope
- Managing expectations with stakeholders, Capturing current capabilities, and How to approach acquiring capabilities

**Unit: 3**

**[8 hrs]**

Assessing risk and defining change strategy

- Identifying risks
- Risk Tolerance/Categories/risk responses
- The concept of positive risk
- Techniques for identifying risks
- Who is responsible for identifying risks? Who captures positive risks today?
- Defining change strategy
- Components of change strategy
- Solution scope, enterprise readiness and change
- Techniques for defining a change strategy

**Unit: 4**

**[8 Hrs]**

Developing a business case and defining requirements

- The purpose of a business case
- Business case components
- Building a convincing business case
- Determining the Recommended Solution
- Packaging the business case
- Reviewing the business case with stakeholders
- Evaluating project proposals and anticipating questions for the business case review
- Create a business case

**Textbook:**

1. 101 Design Methods: A Structured Approach for Driving Innovation in Your Organization by Vijay Kumar, Wiley Publication

**Reference Books:**

1. John Parnell. Strategic Management: Theory and Practice, 4th Edition. Sage. ISBN: 978-1-4522-3498-4
2. Hundred things every designer needs to know about people – Susan Weins Chenk, New Riders Publication

3. Universal principles of Design - William Lidwell, Kritina Holden, Jill Butler, Rockport Publishers

## **[PCC] MBA- ENTREPRENEURIAL MARKETING**

### **Teaching Learning Scheme**

Lectures: 2 hrs /week

### **Examination Scheme**

Internal Assessment: T1 20 Marks

Internal Assessment: T2 20 Marks

Case/Project/Presentation: 20 marks

End Semester Assessment: 40 Marks

### **Course Outcomes:**

Students will be able to

- Demonstrate knowledge and understanding of the relationship between the concepts of marketing and entrepreneurship.
- Describe the significance of creative sales and marketing for start-ups.
- Design marketing tactics appropriate to the limited resources of a new venture.
- Build an innovative marketing strategy for a new venture.

### **Unit: 1**

**[5 Hrs]**

#### **Introduction to New Venture Planning**

Sustaining competitive advantages of New ventures, five forces of industry competitiveness. Role of Marketing and its importance- feasibility tests- market feasibility tests and reports. Role of marketing innovations for entrepreneurs, cooperative marketing in rural areas.

### **Unit: 2**

**[5 Hrs]**

#### **Initial Market Planning**

Market research and its importance – research objectives & methodology, Qualitative data and quantitative data- primary & secondary data gathering- arrangement, and data analysis preparation of marketing research report. Forecasting sales of innovative product/service, Surveybased forecasting & Model- based forecasting. Rural and international market demand forecasting.

### **Unit: 3**

**[8 hrs]**

#### **Product Development & Pricing for New Venture**



Product concept development. Product Segmentation, Targeting, Positioning in new venture. Pricing in new ventures- Price determination of new innovative products-cost and value based pricing, behavioral pricing.

**Unit: 4**

**[10 Hrs]**

### **Distribution Channels for New Ventures**

Understanding Channels, Channel Options- Owned, Earned, Paid. Channel Drivers. Choosing a Channel Strategy, Three Channel Design imperatives. Formalized Channel Arrangement. Supply Chain Management.

### **Promotions for New Ventures**

Promotional strategies for new ventures using No-Money Marketing techniques. Promotional tools in New venture growth such as: Advertisement, Sales promotion, publicity, direct marketing, personal selling. Role of Integrated Marketing, Role of Digital Marketing.

### **Textbooks:**

1. Bjerke, B. and Hultman, C.M., (2002) Entrepreneurial Marketing, Edward Elgar

### **Reference Books:**

1. Holt, David, Entrepreneurship New Venture Creation Fourth Edition by PHI
2. Hisrich Peters, Entrepreneurship Fourth Edition by Tata Ma Graw Hill.
3. Lodish , Morgan and Archambeau, Marketing that works, Pearson Education.
4. Baker, M.J. (2000), Marketing Strategy and Management, 3rd Edition, Macmillan.
- Best, R.J. (2005), Market-Based Management: Strategies for Growing Customer Value and Profitability, 4th ed International Edition, Pearson Prentice Hall.
5. Brassington & Pettitt (2003), Principles of Marketing, 3rd edition,
6. Morgan , H.L., A. Kallianpur, and L.M. Lodish, “ Entrepreneurial Marketing”, lessons from Wharton’s pioneering MBA course.
7. Marketing for Entrepreneurs, 2nd Edition Frederick G. Crane 2013 Edition SAGE Publications, Inc. ISBN-13#: 978-1-4522-3004- 7.

## **[PCC] MBA- PRODUCT DESIGN AND INNOVATION TECHNOLOGY MANAGEMENT**

### Teaching Learning Scheme

Lectures: 2 hrs /week

### Examination Scheme

Internal Assessment: T1 20 Marks

Internal Assessment: T2 20 Marks

Case/Project/Presentation: 20 marks

End Semester Assessment: 40 Marks

### Course Outcomes:

Students will be able to

- Explain technology Innovation and Enterprise resource planning for sustainable enterprise
- Understand how innovation works in Product design
- Understand how technology aspects of business work – technology transfer, policies, web marketing and applications

#### Unit: 1

[5 Hrs]

Product Design Basics, Impact of Product Design on Business, Innovation: - Need - Objectives of innovation - Technology innovation - its importance - Knowledge Management- need - Business strategies related to knowledge management - Transformation of an enterprise through Knowledge Management

#### Unit: 2

[9 Hrs]

Technology Transfer and Joint Ventures -Policy, Procedure & Practices-India's Technology base and Capabilities-Preference of Indian Technology-major Constraints and problems. Operational constraints-Problems in Indian Business Environment Technology transfer Collaboration Agreements, R& D, Import Substitution, Scaling, Diagrams- Patterns and Intellectual Property rights.

#### Unit: 3

[9 hrs]

Web Marketing- Meaning- Benefits of Web Marketing-Myths and Facts in Web Marketing, Web Psychology: Understanding the Internet mind- The Internet and the Law: Copyright, Censorship, Privacy, Jurisdiction- Do's and Don'ts on Web. Web marketing Strategies

#### Unit: 4

[5 Hrs]

Enterprise Resource Planning: The E- Business backbone -Meaning- ERP decision  
Enterprise Architecture Planning- ERP Implementation- The Future of ERP  
Business Blueprint Planning.

**Textbooks:**

1. Knowledge Management for Competitive advantage-Harish chandra Chaudharaty, Excel Books Publications, New Delhi

**Reference Books:**

1. Knowledge Management for Competitive advantage-Harish chandra Chaudharaty, Excel Books Publications, New Delhi
2. Technology Transfer and Joint Ventures Abroad-R.R.Azad, Deep& deep Publications, New Delhi
3. Web Advertising and marketingthomas J Kuegler,Jr. #rd Edition-Prentice- Hall of India, New Delhi
4. e-Business Roadmap for Success- Dr.ravi Kalakota- Perason Education
5. "Frontiers of Electronic Commerce", Ravi Kalakota, Andrew B. Whinston, Addition -Wesley, 2000

**[PCC] MBA- SOCIAL ENTREPRENEURSHIP**

**Teaching Learning Scheme**

Lectures: 2 hrs /week

**Examination Scheme**

Internal Assessment: T1 20 Marks

Internal Assessment: T2 20 Marks

Case/Project/Presentation: 20 marks

End Semester Assessment: 40 Marks

**Course Outcomes:**

Students will be able to

- Understand and explain how social enterprise works
- How aspects of society and social interactions work in public, private enterprises
- Understand the challenges and possible solutions in social entrepreneurship

**Unit: 1**

**[6 Hrs]**

### **Introduction, Meaning, Definition**

Entrepreneur, Entrepreneurship. Types of Entrepreneurs –Social entrepreneur, Serial entrepreneur, Life style entrepreneur. Types of Entrepreneurship –creative entrepreneurship, inclusive entrepreneurship, knowledge entrepreneurship.

Entrepreneurial characteristics: Inspiration, creativity, direct action, courage and fortitude

### **Unit: 2**

**[8 Hrs]**

### **Social Entrepreneur, Social Entrepreneurship And Social Enterprises**

Meaning, definition: Social entrepreneur, social entrepreneurship, social enterprises. Characteristics of Social Entrepreneurship - Explicitly formulated mission to create and sustain social value and to benefit the communities, high degree of economic risk adaption and learning, decision- making power not based on capital ownership, participatory and collaborative nature involving various stake holders, limited distribution of profit and minimum amount of paid, change opportunities lying in the hands of every individual

### **Unit: 3**

**[8 hrs]**

### **The Social Entrepreneurship Process**

The Timmons Model of the Entrepreneurship Process, The PCDO (The People, Context, Deal, and opportunity)frame work, The Case Model, The Social Entrepreneurship Frame work. Sources of Social Entrepreneurship -Public Sector, Private Sector, Voluntary Sector. 7 Qualities and Skills of Social Entrepreneur -

### **Unit: 4**

**[6 Hrs]**

### **Ethical Entrepreneurship And Challenges In Social Entrepreneurship**

Ethical entrepreneurship: Meaning. Empirical ethics, eternal ethics. Entrepreneur and customer, Entrepreneur and employee, Entrepreneur and Government. Challenges in Social Entrepreneurship

**Textbooks:**

1. Robert A. Philips Margret Bonefiel Ritesh Sharma, Social entrepreneurship, the next big business opportunity Global Vision Publishing House, New Delhi, 2011

**Reference Books:**

1. S.S.Khanka, Entrepreneurship in India, perspective and practice, Akansha publishing house, New Delhi, 2009
2. Jill Kickul and Thomas S.Lyons, Routledge, Understanding social entrepreneurship, the relentless pursuit of mission in an ever changing world, New York, 2012
3. Vasanth Desai, Entrepreneurial development, Himalaya Publishing House, 2008, web resources
4. Bornstein, David, how to change the world: social entrepreneurs and the power of new ideas New York, Ny: oxford university press, 2004
5. Dees, j. Gregory, "the meaning of social entrepreneurship" center for the advancement, 2007. of social entrepreneurship dukeuniversityhttp://www.caseatduke.org/documents/dees\_sedef.pdf 7. Martin, roger and Osberg, sally, "social entrepreneurship: the case for definition", Stanford social innovation review. 2008

**[SBC] DISSERTATION2**

**[48 – 56 hours]**

Students will continue to work on their start-up ideas in groups