



VRINDAWAN UNIVERSITY

EMBA
(Executive Master of
Business
Administration)

Faculty of Management

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EMBA (Executive Master of Business Administration)

Faculty of Management

Amrita Vishwa Vidyapeetham offers a higher educational postgraduate for Hightech Professionals at Bangalore. The program was launched in June 2007. The eleventh batch for the year 2017-2018 is set to commence in the month of October at the Amrita Campus in Bangalore.

Both the degrees are designed for professionals to grow into management positions and become effective leaders in the high-tech industry. This innovative programme would enable students to complete both the degree requirements in 24 months in a significantly cost-effective and time-effective manner.

The above clear focus would build outstanding corporate professionals who would contribute enormously to the productivity of high tech firms. Further, our emphasis on functional, technical, process and soft skills would also develop employees into entrepreneurs in their own areas, besides giving them a significant career advantage through the two advanced degrees.

Programme Outcomes

The courses are specially designed to focus on the following fundamental skills required of working professionals: Functional, Technical and Process skills for effective management of organizations and Soft skills. The Functional, Technical and Process skills are focused on the following:

1. Develop a strategic perspective on high tech industry
2. Acquire leadership skills
3. Learn to deal with business partners
4. Learn to manage projects and teams
5. Acquire the foundational skills needed in the functional areas
6. Learn how high tech enabled services are designed and implemented
7. Acquire the necessary technical skills needed in high tech industry
8. Learn to leverage technologies, business processes and organizations

The focus on soft skills is as follows:

1. Learn the art of communication
2. Develop a sensitivity to cross-cultural issues
3. Learn to work in teams
4. Cross psychological barriers
5. Develop a balance between Work and Life

We believe that the proposed post-graduate dual-degree executive management program with the above clear focus would build outstanding professionals who would contribute enormously to the productivity of their firms. Further, the emphasis on the above set of skills would also develop executives into entrepreneurs in their own areas, besides giving them a significant career advantage through the two advanced degrees.

Programme Outcome	Program Specific Outcome
Critical and Integrative Thinking	Students will be able to identify issue
	Students will be able to collect required information
	Students will be able to identify and define to understand the various perspectives of the issue
	Students will be able to solve the problem
	Students will be able to generate accurate solutions
Environmental and Societal awareness	Students will have adequate knowledge of the 'Founding principles of sustainable development'.
	Students will have adequate knowledge of the 'Environment: Trends and key figures of global/local issues'.
	Students will have adequate knowledge of the 'Social: Trends and key figures of global/local issues'.
	Students will have adequate knowledge of the 'Economy: Trends and key figures of global/local issues'
	Students will have adequate knowledge of 'Organizational governance'.
	Students will have adequate knowledge of 'Human rights & Community involvement and development'
	Students will have adequate knowledge of the Environment Students will have adequate knowledge of 'Fair operating practices & Labour practices & Consumer issues'.
	Students will have adequate knowledge of the 'Founding principles of sustainable development'.
	Students would engage with a community
	Students would develop an understanding of the ground realities
Effective oral and written communication	Students demonstrate written communication skills
	Students demonstrate oral communication/presentation skills
Ethical Reasoning	Students will be able to Identify the ethical issue/s in a given situation or case
	Students will be able to identify the relevant stakeholders and their stakes
	Students will be able to apply appropriate theories/tools effectively to analyze the given situation/case
	Students will be able to analyze decision alternatives and their consequences well
	Students will be able to choose an appropriate action
Leadership Skills	Students are aware of the surroundings
	Students are open-minded and respectful
	Students are reflective
	Students are organized
	Students are respectful while interacting with others
	Students are effective communicators

LIST OF CURRICULAM

Course Code	Course Name	Credits
AUE567	Managerial Economics	4
AUE552	Business Analytics	4
AUH564	Human Resource Management	4
AUF551	Financial Accounting	4
SY623C	Software Project & Change Management	4
AUF553	Cost Management	4
AUS558	Global Marketing	4
AUM554	Strategic Marketing	4
AUS561C	Analysis, Modelling & Design	4
AUS556	Enterprise Models	4
AUS565	Strategy & Policy	4
AUS556C	Principles of Operations Management	4
AUS560C	Contracts Relationship and Management	4
AUF552	Financial Management	4
AUH563	Organisational Behaviour & Leadership	4
AUS555	Information Assurance	4
AUB555	International Business Law & IP management	4
AUB563	Work Life Balance Seminar	4
	Total Credits	72

**Please Note that the evaluation scheme is depicted under each course and Grading pattern is detailed in the final section*

Course Name : Organizational Behaviour and Leadership

Course Code: AUH563

Course Objectives

This course introduces major concepts and tools used in managing self and others. It introduces students to various concepts of people management and self-awareness. Successful completion of the course will empower the students, even if one does not plan to work in human resources, to be able to improve just about any process in any area of the business. At the end of the course, the students will be able to:

1. To provide basic knowledge of the key concepts and theories relating to organizational behavior.
2. To develop an understanding about one's and others behavior in organizational settings.
3. To help students to think critically about their own and others behaviors in organizational settings, and thus to act more consciously.
4. To apply relevant theoretical perspectives and concepts in developing an understanding of various internal (organizational) and external (environmental and cultural) factors that influence human behavior in organizations.
5. To develop an interest in, an appreciation of, and a positive attitude toward the field of management, especially organizational behavior.

Learning Outcome

1. Understand your own management style as it relates to influencing and managing behavior in the organization systems.
2. Critically evaluate the potential effects of important developments in the external environment (such as globalization and advances in technology) on organizational behavior.
3. Analyze organizational behavioral issues in the context of organizational behavior theories, models and concepts
4. Enhance critical thinking and analysis skills through the use of management case studies, personal application papers and small group exercises.

Alignment of course objectives (CO) with learning goals (LG) of Assurance of Learning

Derived from its mission, ASB has adopted five learning goals, (apart from the discipline competency) - the management-specific attributes, knowledge and skills that its graduates are expected to possess when they complete the programme. The six outcomes of this course are mapped to the '*Critical and integrative Thinking*' learning goal. The assessments, written report for the field visit and the writing exercise would reinforce the second learning goal, '*Effective written and oral communication*'.

LG	Critical and integrative	Effective written and oral	Societal and Environmen	Ethical Reasoning	Leadership
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	Thinking				
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CO		communication	tal Awareness		
CO1	3	2	2	2	0
CO2	3	0	0	0	0
CO3	3	1	0	0	2
CO4	3	0	0	0	0

Syllabus

Organizations and organizational theories • Organizational structure and behavior • individuals in the organization • • Organizational tasks, discipline, motivation, morale and productivity

Course Name : Managerial Economics

Course Code : AUE567

Course Objective

The objectives of the Course are:

1. To provide economic principles and economic theory that is useful for *understanding* economic events.
2. To *apply* these economic principles and economic theory decision making at to personal, firm and government level.
3. To *understand* rational agent model of economics and its limitations and *design* incentives for use of resources in various markets to *create* value for the firm
4. To *learn* technical tools and develop economic intuition and *applying* them
5. To identify and define the problem and also ability *to collect* the data and *analyse* and use it for managerial and personal decision making.

The above course objectives support the MBA learning goal of *Critical and Integrative Thinking*

Learning Outcomes

Upon completion of this course, students will be able to:

- Able to identify goals and constraints faced by managers.
- Differentiate accounting costs from economic costs and be able to understand the implicit costs while doing project evaluations
- Recognize the time value of money.
- Use demand and supply analysis to explain price determination

- Measure elasticity of different commodities and services and its impact on revenues, prices and units sold.
 - Understand the different stages of production function in the long run behaviour of the firm.
 - Calculate a cost function from a production function.
 - Arrive at profit maximising price and outputs for the firm given its revenue and cost functions.
 - Understand the nature of markets for different commodities and pricing and output decisions under different market structures.
 - Evaluate the efficiency of competitive markets and inefficiencies under monopoly.
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- Describe the principal-agent problem
 - Apply game theory to maximise firm value in an oligopolistic market
 - Identify and manage risk and uncertainties
 - Identify and mitigate moral hazard and adverse selection

Alignment of course objectives (CO) with learning goals (LG) of Assurance of Learning

Derived from its mission, ASB has adopted five learning goals, (apart from the discipline competency) - the management-specific attributes, knowledge and skills that its graduates are expected to possess when they complete the programme. The five objectives of this course are mapped to the '*Critical and integrative Thinking*' learning goal. The evaluation components, class participation and group presentation would reinforce Oral communication part of the second learning goal, '*Effective written and oral communication*'.

LG CO	Critical and integrative Thinking	Effective written and oral communication	Societal and Environmental Awareness	Ethical Reasoning	Leadership
CO1	3	0	0	0	0
CO2	3	0	0	0	0
CO3	3	0	0	0	0
CO4	3	0	0	0	0
CO5	3	0	0	0	0

Evaluation Criteria

Components and Weights

Components	Weightage (%)
Class participation	20
Group Presentation	20
Mid term	30
End term	30
Total	100%

Syllabus

Nature and objectives of the firm -Demand analysis - Demand forecasting - Production analysis - Cost analysis - Pricing- Economics and Life Specialization and Exchange Markets- Elasticity - Consumer Behavior- Behavioral Economics -Game Theory—Information- The Cost of Production -The perfect Competition -Monopoly- Monopolistic Competition and oligopoly

Course Name : Financial Accounting

Course code : AUF551

Financial accounting is the process of recording, classifying and summarizing transactions resulting in the preparation of financial statements for external and internal stakeholders. Good financial accounting provides the owners, managers and other business stakeholders with information required for decision making and keeps the business under control.

The course helps the students understand the conceptual and legal framework of accounting, with focus on accounting for Indian companies, and imbibes in them the required skills for understanding financial statements.

The course also helps students understand how corporate decisions impact accounting and the importance of correct accounting.

The course is designed to provide an understanding of the role and relevance of accounting function in an organization and also the basic concepts, techniques and methodologies relevant to accounting function. Course coverage includes: Preparation and understanding of financial

statements including Cash Flow statements of Corporate Organizations including Understanding of Published Annual Report. Current Developments like Schedule III has been incorporated in the course structure.

Course Objectives

The objective of the course is to enable the students to:

1. understand the concepts and language of accounting and its role in business
2. understand the process of accounting
3. understand the statutory requirements pertaining to financial statements
4. prepare financial statements from given information
5. read and interpret information in financial statements and other information like notes and reports
6. appreciate the use of financial information for decision making

Learning Outcome

- Understanding the financial terms: Resume, Interview (*for written communication practice*)
- Understanding the transactions involved in a business and how they are recorded is impertinent for a business management course and is expected to be covered for an MBA graduate to be suitable candidate for the recruiters
- This course is a grounding for courses in next terms like Financial Management

Alignment of course objectives (CO) with learning goals (LG) of Assurance of Learning

Derived from its mission, ASB has adopted five learning goals, (apart from the discipline competency) - the management-specific attributes, knowledge and skills that its graduates are expected to possess when they complete the programme. The six outcomes of this course are mapped to the ‘*Critical and integrative Thinking*’ learning goal and *Societal and Environmental Awareness*.

LG CO	Critical and integrative Thinking	Effective written and oral communication	Societal and Environmental Awareness	Ethical Reasoning	Leadership
CO1	3	0	3	0	0

CO2	3	0	3	0	0
CO3	3	0	3	0	0
CO4	3	0	3	0	0
CO5	3	0	3	0	0
CO6	3	0	3	0	0

Key: 3 – Highly relevant; 2 –Moderately relevant; 1 – Low relevance; 0- No relevance

Syllabus

Conceptual framework of financial accounting • Accounting concepts and conventions. • Accounting records – Classification of accounts, Double-Entry system, Recording transactions in Journal, Ledger, Preparation of Trial Balance • Theory and practice of measurement of Business income • Financial statements, construction, closure and adjusting process • Internal Control systems- Cash, Receivables, Inventories • Fixed assets and depreciation, Liabilities • Sources of funds - equity and debts. • Statement of Cash flow • Financial Statement analysis.

Course Code : Global Marketing

Course code : AUS558

Course Objectives

- (1) to develop an understanding and appreciation for the complexities, problems and contributions of marketing from a managerial perspective;
- (2) to present information to integrate marketing with the field of interest;
- (3) to learn the "language" to enable improved communication with marketers and,
- (4) to foster an ethical perspective in dealing with marketing problems.

Learning Outcome

- Identify core concepts of marketing and the role of marketing in business and society.
- Knowledge of social, legal, ethical and technological forces on marketing decision-making.
- Appreciation for the global nature of marketing and appropriate measures to operate effectively in international settings.
- Ability to develop marketing strategies based on product, price, place and promotion objectives.

Alignment of course objectives (CO) with learning goals (LG) of Assurance of Learning

Derived from its mission, ASB has adopted five learning goals, (apart from the discipline competency) - the management-specific attributes, knowledge and skills that its graduates are expected to possess when they complete the programme. The six outcomes of this course are mapped to the '*Critical and Integrative Thinking*' learning goal. The assessments, written report for the field visit and the writing exercise would reinforce the second learning goal, '*Effective written and oral communication*'.

<div> <div>LG</div> <div>CO</div> </div>	Critical and Integrative Thinking	Effective written and oral communication	Societal and Environmental Awareness	Ethical Reasoning	Leadership
CO1	3	0	2	2	0
CO2	3	0	0	0	0
CO3	3	1	0	0	0
CO4	3	0	0	0	0

Key: 3 – Highly relevant; 2 –Moderately relevant; 1 – Low relevance; 0- No relevance

Syllabus

Marketing strategy in the context of corporate and business strategy • Marketing analysis – The 5 C's: company, customer, collaborator, competition, and context; Consumer behavior and market trends • Marketing planning – Segmentation, targeting, and positioning; The marketing mix – product, price, place, and promotion • Market implementation – the marketing plan.

Course Name : Financial Management

Course code : AUF552

Course Description

This course builds on the main concepts taught in the Financial Accounting course in the 1st trimester. The course helps the students understand the basic framework of financial management. The focus of the course is to help the finance manager in making management decisions for maximising shareholders' wealth.

Course Objectives

The course intends to:

1. Introduce the broad framework of financial decision-making in a business unit.
2. Discuss the capital budgeting process and techniques.

3. Provide an overview of cost of capital, leverage on capital structure, dividend policies and
4. Describe the components of working capital.
5. The knowledge, readings, exercises and assignments for the course make explicit contributions to success during the placement process.

- Company report: Resume, Interview (*for written communication practice*)
- Quizzes & Discussion: Interview, Group Discussion (*for Domain knowledge ready reference*)
- Critical thinking Q & A : Group Discussion, Interview (*as critical thinking practice*)
- Entry level finance positions and JD for these positions mapped with course objectives and discussed

Learning Outcomes

Knowledge: This course on Financial Management introduces the concepts, tools and applications of Finance in today's corporates. It intends to enable students beginning their study of Finance to get a feel of the subject, appreciate it, and understand its application in various decision making situations. The student is expected to have a strong foundation in the principles of Finance at the end of the course.

Skill Sets: The students are expected to develop the required analytical skill sets related to financial decision making, making use of financial mathematics and models. The students will also develop presentation and writing skills

Attitude: Students should appreciate the fact that this is the basic course which prepares them for all subsequent courses in the area of Finance. As such, they are expected to acquire an above average understanding of the topics covered, which calls for a lot of SYSTEMATIC and dedicated effort. In order to aid this, students should come prepared to class after a thorough reading of the material indicated in the session wise plan.

Alignment of course objectives (CO) with learning goals (LG) of Assurance of Learning

Derived from its mission, ASB has adopted five learning goals, (apart from the discipline competency) - the management-specific attributes, knowledge and skills that its graduates are expected to possess when they complete the programme. The four outcomes of this course are mapped to the '*Critical and integrative Thinking*' learning goal. The assessments and written report of the chosen company would reinforce the second learning goal, '*Effective written and oral communication*'.

LG	Critical and integrative Thinking	Effective written and oral	Societal and Environmen	Ethical Reasoning	Leadership
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CO		communication	tal Awareness		
CO1	3	1	0	0	0
CO2	3	0	0	0	0
CO3	3	0	0	0	0

Syllabus

The basic principles of finance • Analytical methods for varied problems in financial management • Concepts in valuation, financial statement analysis, financial forecasting, cost of capital and capital expenditure decisions • An overview of working capital management.

Course Name : Business Analytics

Course code : AUE552

Course Description

The wide spread adoption and use of Information Technology tools in organizations have not only created new opportunities, but are also posing new challenges. A major challenge for managers is no longer the collection of data but analysis of the vast amounts of data that are available. The volume, velocity and variety of data have increased manifold. Success lies in how quickly and how best the organisation can make use of the available data to make better decisions. The organizations that have this capability stand to gain and prosper. The demand for managers with such skills is also very high.

Course Objectives

This course aims to introduce you to business analytics (BA) as an important part of your business education. By the end of the course, the student will be able to gain an understanding of:

1. What is Business Analytics
2. Why is BA becoming increasingly relevant
3. What are the various classifications of BA
4. What are the different domains in which BA has been applied
5. What are the trends in the adoption and usage of BA
6. What are the implementation issues in BA
7. What are the various common tools used for BA and their comparison

Examples of many organisations that have implemented BA and reaped rich dividends will also be discussed through the various sessions.

Each student will make 3 oral presentations each during the course. For the presentations, students will be guided by Dr. Lynnea Erickson. So the students will get multiple exposures to:

8. Integrate learnings from multiple journal articles and make a coherent presentation

Due to the placement of this course in Trimester 2, and because of the exclusive reliance on journal articles, and as a result of the pedagogy used, the students will be exposed to:

9. The various methods of searching for relevant articles in various resource bases, and also to some of the various methods applied by researchers in their work.

This will help the students in their course Business Research Methods, and in their Business Research Project. The program level Assurance of Learning (AoL) goals that this course seeks to contribute to is Critical and Integrative thinking, and Effective written and oral communication.

Alignment of course objectives (CO) with learning goals (LG) of Assurance of Learning

Derived from its mission, ASB has adopted five learning goals, (apart from the discipline competency) - the management-specific attributes, knowledge and skills that its graduates are expected to possess when they complete the programme.

LG CO	Critical and integrative Thinking	Effective written and oral communication	Societal and Environmental Awareness	Ethical Reasoning	Leadership
CO1	3	0	0	0	0
CO2	3	0	0	0	0
CO3	3	0	0	0	0
CO4	3	0	0	0	0
CO5	3	0	0	0	0
CO6	3	0	2	2	2
CO7	3	0	0	0	0
CO8	3	3	0	0	0
CO9	3	1	0	0	0

Key: 3 – Highly relevant; 2 –Moderately relevant; 1 – Low relevance; 0- No relevance

Syllabus

Overview of business analytics-Importance of business analytics-Evolution of analytics & greater acceptance for analytics-Unified framework for BA-Different kinds of analytics-Big data-Organizational requirements-Implementation issues-Review & Synthesis of topics covered so far-Brief introduction to various BA domains - Web Analytics-Software Analytics-Crisis Analytics-Knowledge Analytics -Marketing Analytics-Customer Analytics-Human Resource Analytics-Service Analytics- Software used in analytics, Latest trends

Course Name : Production and Operations Management

Course Code: AUS556

Course Objectives

This course introduces major concepts and tools used in the design, control and improvement of the business processes. It introduces Production/Operations Management and the role the function plays in a value-creating organization. Emphasis is given both to familiarization of various production processes and service systems, and to quantitative analysis of problems/ issues arising in the management of operations. Successful completion of the course will empower the students, even if one does not plan to work in Operations, to be able to improve just about any process in any area of the business. At the end of the course, the students will be able to:

1. Appreciate how operations management contribute to a firm's business strategy
2. Make process choices to fit the business model strategically
3. Map processes to identify bottlenecks and resolve them using process improvement tools for productivity gains
4. Assess capacity and manage it to match the demand in the short and long terms
5. Recommend appropriate demand forecasting methods for a business
6. Identify the supply chain of a business and the metrics to measure its performance

Learning Outcomes

On successful completion of this course students should have improved these skills:

- Application of theory to practice in the field of operations management;
- Analysis of operational issues;
- Critical thinking in relation to the effectiveness of operations;

- Synthesis of data, which should be enhanced through the evaluation processes

Alignment of course objectives (CO) with learning goals (LG) of Assurance of Learning

Derived from its mission, ASB has adopted five learning goals, (apart from the discipline competency) - the management-specific attributes, knowledge and skills that its graduates are expected to possess when they complete the programme. The six outcomes of this course are mapped to the '*Critical and integrative Thinking*' learning goal. The assessments, written report for the field visit and the writing exercise would reinforce the second learning goal, '*Effective written and oral communication*'.

LG \ CO	Critical and integrative Thinking	Effective written and oral communication	Societal and Environmental Awareness	Ethical Reasoning	Leadership
CO1	3	0	2	2	0
CO2	3	0	0	0	0
CO3	3	1	0	0	0
CO4	3	0	0	0	0
CO5	3	2	2	0	0
CO6	2	0	0	0	0

Course Name : Cost Management

Course Code: AUF553

Course Objectives

The course intends to:

1. Provide a basic understanding of Cost concepts and terms
2. Provide a basic understanding of various Costing Methods
3. Provide a basic understanding of the Planning Control and decision making as well as help in the development of adequate analytical and decision making skills on various issues related to the above.
4. The knowledge, readings, exercises and assignments for the course make explicit contributions to success during the placement process.

- Exams & Discussion: Interview, Group Discussion (*for Domain knowledge ready reference*)
- Financial Analyst positions and JD for these positions are mapped with course objectives and discussed

Alignment of course objectives (CO) with learning goals (LG) of Assurance of Learning

Derived from its mission, ASB has adopted five learning goals, (apart from the discipline competency) - the management-specific attributes, knowledge and skills that its graduates are expected to possess when they complete the programme. The three outcomes of this course are mapped to the 'Critical and integrative Thinking' learning goal. Fulfillment of this learning goal is evidenced by assignments and tests.

LG \ CO	Critical and integrative Thinking	Effective written and oral communication	Societal and Environmental Awareness	Ethical Reasoning	Leadership
CO1	3	0	0	0	0
CO2	3	0	0	0	0
CO3	3	0	0	0	0

Course Name : Human Resource Management

Course code: AUH564

Course Objectives

Human Resource Management belongs in all organizations. It is an active constituent of all strategic processes of organizations to make their ventures successful in the global scenario, which calls for a realization that the performance of a firm's human assets must be managed, led and coached for improved effectiveness of organizations. The main objectives of the course are to help participants understand the strategic importance of human resource management activities performed in organizations and enhance participants' ability to understand the functions of HRM and energize participants' skills in the pursuit of

their own self-interests in making the organization more successful and making their quality of work life more satisfying.

1. Understand the strategic importance of human resource management activities performed in organizations
2. Enhance participants' ability to understand the functions of HRM
3. Design strategically oriented integrated and comprehensive HR functions for an organization
4. Analyse and deal with HR scenarios and solve issues keeping in mind strategic and legal connotations of the same

Learning outcome

- Understanding of the major operational aspects of HRM
- Appreciation of the strategic orientation and role of HRM in an organization
- Comprehension of how HRM links with the other managerial functions
- Application of concepts learned in problem solving

Alignment of course objectives (CO) with learning goals (LG) of Assurance of Learning

Derived from its mission, ASB has adopted five learning goals, (apart from the discipline competency) - the management-specific attributes, knowledge and skills that its graduates are expected to possess when they complete the programme. The six outcomes of this course are mapped to the '*Critical and integrative Thinking*', 'Societal and Environmental Awareness' and 'Ethical reasoning' learning goals.

<div> <div>LG</div> <div>CO</div> </div>	Critical and integrative Thinking	Effective written and oral communication	Societal and Environmental Awareness	Ethical Reasoning	Leadership
CO1	3	2	2	3	2
CO2	3	2	2	2	1
CO3	3	2	2	2	2
CO4	3	2	2	2	2

Course Name : Strategic Marketing

Course Code : AUM554

Course Objectives

Students of the course will be able to:

1. Use their conceptual knowledge to manage organizations effectively.
2. Demonstrate decision-making skills and competence to take meaningful management decisions.
3. Respond ethically and in a socially responsible manner under any complex situation.
4. Perform effectively in a global environment.

Learning Outcomes

Conceptual understanding	<ul style="list-style-type: none">• The potential of data for gaining actionable insights that help in formulating strategies• The various possible strategic options for management practitioners• Various perspectives to be considered in strategy formulation
Intellectual and Research Skills	<ul style="list-style-type: none">• In deciding the nature of information required to gain insights into problems faced by managers• Make informed decisions on how to analyze an information and other issues involved• How to engage in intuitive thinking to examine implications of actions taken
Generic Skills	<ul style="list-style-type: none">• Manage tasks effectively in the context of individual study with a strategic approach• Understand managerial issues more critically and to apply insights in more creative manner• Helps in improving interpersonal skills of efficiently communicating conceptual aspects in a more convincing manner
Attitude	<ul style="list-style-type: none">• Better confidence in offering value-added comments in managerial discussions• Collaborative skills improvement• New orientation to thought process

Alignment of course objectives (CO) with learning goals (LG) of Assurance of Learning

Derived from its mission, ASB has adopted five learning goals, (apart from the discipline competency) - the management-specific attributes, knowledge and skills that its graduates are expected to possess when they complete the programme. The four outcomes of this course are mapped to the '*Critical and integrative Thinking*', '*Societal and Environmental Awareness*' and '*Ethical Reasoning*' learning goals.

LG CO	Critical and integrative Thinking	Effective written and oral communication	Societal and Environmental Awareness	Ethical Reasoning	Leadership
CO1	Collect Relevant Information(3)	0	0	0	0
CO2	Identify and define issues(3)	0	0	0	0
CO3	Understand multiple perspectives(3)	0	Societal awareness(3)	Identify ethical issues(3)	0
CO4	Analyse and generate solutions(3)	0	Environmental awareness(2)	0	0
Assessed with	Simulation Game and Assignment		Assignment and Class Discussion	Class Participation and Case Discussion	

Syllabus

• Introduction & Overview • Process of Crafting and Executing Strategy • Analyzing Company's External Environment • Analyzing Company's Resource and Competitive Position • Generic Competitive Strategies • Other important strategy Choices • Competing in Foreign Markets • Strategies for Specific Company and industry situations • Diversification Strategies for Managing a Group of Businesses • Strategy, Ethics & Social Responsibility • Building Resource Strength and Organizational Capabilities • Managing Internal Strategy operations • Corporate Culture).

Course Name : International Business Law and IP Management

Course Code: AUB555

Course Objective:

- (1) To introduce you to the basic theories and concepts that underlie the study of International Business
- (2) To understand firm level behavior—the practice of IB
- (3) To explore the link between the macro and the microenvironments of IB
- (4) To sensitize you to the importance of culture in IB. To improve knowledge about other countries
- (5) To make you create original quality content with relation to IB
- (6) How exchange rate fluctuations and different financial conditions introduce additional elements of risk and how to manage it?
- (7) How the different cultural backgrounds in different countries and regions add managerial complexity and how to bridge these differences?

Learning outcome

1. Expose students to the contemporary international business trends, issues and debates;
2. Analyse factors affecting the rise/ demise of international business organisations;
3. Connect economic theories to actual business / management issues;
4. □ Train students to develop their critical thinking skills and engage into business practices

Alignment of Course Objectives with Learning Goals of MBA Assurance of Learning (AoL) :

CO \	Critical and integrative Thinking	Effective written and oral communication	Societal and Environmental Awareness	Ethical Reasoning	Leadership
CO1					
CO2	2				

CO3	2		2	2	
CO4	2	3		2	

Key: 3 – Highly relevant; 2 –Moderately relevant; 1 – Low relevance; 0- No relevance

Syllabus

• Globalization • The political, legal, economic & cultural environments of nations • •The motives, benefits and costs of foreign direct investment (FDI) • International Trade Theory: traditional & modern approaches • Instruments of trade policy • Bilateral, regional and multilateral trade agreements • Balance of Payments • International monetary systems and exchange rate regimes • Exchange rate determination and exposure • Global capital markets and the international finance function • International business strategy & structure • Entering foreign markets: attractiveness, costs, and risks • Entering foreign markets: Exports • Entering foreign markets: Direct investment & collaborative strategies • Global marketing.

Course Name : Software project and Change Management

Course Code : SY623C

Coursre Objective

Most service providers in the software sector organize their services as a project rather than being department or function oriented. Work in this environment is a series of projects, which are conceived, staffed, completed, and shut down. Therefore, it is essential for professionals to know how to manage projects effectively. Consequently, this course examines the roles, responsibilities, tools, and techniques for effective project management. The course addresses project organization, project planning, project execution, and project control.

Many client firms re-engineer their business processes which often times bring about radical changes to those business processes/ organization as a whole. Therefore, specialists must also understand and be able to apply alternative ways of bringing about organization change, such as dealing with organizational politics and designing systems that are culturally compatible. This course, therefore, introduces two major and related topics into the program: project management and change management.

Learning outcome

- To provide experience in using the concepts, techniques, and decision tools available to project managers.
- To emphasize the importance of system and organizational culture to ensure an integrative project management approach.
- To enlarge a basic understanding of the importance of work breakdown structures and networks to planning, scheduling, and controlling projects.
- To identify different types of organizational structures
- To create an awareness of potential resource conflicts and their importance to meeting project cost and schedule objectives.

- To demonstrate the importance of strategy and prioritizing projects for effective resource allocation and for balancing a portfolio of projects.
- To have a holistic view of projects and their role, with detailed skills in use of project tools and systems found in practice and with sensitivity to the behavioral issues all project managers must deal with in practice.

LG CO	Critical and integrative Thinking	Effective written and oral communication	Societal and Environmental Awareness	Ethical Reasoning	Leadership
CO1	3	2	1	0	0
CO2	3	3	1	0	1
CO3	3	2	0	0	1

Course Name: Analysis Modeling and Design

Course code: AUS561C

Course Objective

Despite the “software crisis” recognized at a NATO conference in 1967 and the clarion call to develop methods and tools to overcome this crisis, the situation is not much different than it was four decades ago. While the information systems (IS) community has developed an impressive array of technologies and methodologies since that time, information systems continue to fail, both during the project and the post-project phases, at an alarmingly high rate.

Course Outcome

It is to help participants develop some expertise in analysing, modelling, and designing “successful” information systems using state-of-the-art methods and tools. Success in this context broadly means that the new system being analysed and designed will meet organizational and user needs, both expressed and latent, and will create measurable organizational value through business process innovation and strategic business IT alignment.

The “Learning Contract”

I worked in industry and consulting for nearly 15 years (with 100% travel for an extended duration) before joining the academia as a professor. I, therefore, fully understand the stresses and the time

constraints in corporate and consulting life, especially in the IT arena, and very much applaud your motivation and decision to pursue higher education while working full time.

The learning contract for this course reflects these two realities: that the participants are all experienced individuals and that they have significant full-time work responsibilities. The course design, therefore, uses an active learning style with a significant amount of learning taking place in the classroom.

The classroom, therefore, becomes the central and most significant learning place and resource in this course. To make this resource valuable, your full participation and engagement in the classroom is crucial. I will act mostly as a coach, and will share my knowledge and experience with you. But it is you, the individual participant, who is the real player in this learning game. So come fresh and come prepared to the classroom to present, discuss, debate, and learn.

Disclaimer: For the reasons discussed above, sleeping in the classroom is not allowed! However, if your work schedule results in a lack of sleep and you do feel like using the classroom as a relatively peaceful environment (compared to your work environment) to catch up on those scarce zzzzzs, please remember that you cannot sue the instructor if you slept in the classroom and did not learn the material covered in this course (just kidding 😊). **Welcome aboard!!**

LG CO	Critical and integrative Thinking	Effective written and oral communication	Societal and Environmental Awareness	Ethical Reasoning	Leadership
CO1	3	3			3
CO2	3	3	2	1	3
CO3	2	3	1		

Syllabus :

The reasons behind the high rate of IS project failure and adaptive and customer-centric processes for systems development are covered in the course so participants can learn about the contemporary methods used for overcoming problems of IS project failure. Business IT alignment and service/process innovation are covered so participants can gain skills for creating measurable tangible and intangible organizational value through the development of new and innovative information technology (IT) applications. Substantial coverage in the course is provided to the Unified Modeling Language (UML) so students can develop some expertise in the modeling and design of information systems using state-of-the-art modeling methods and tools. Participants will also gain an understanding about the important issues of system controls and security so they can prepare systems requirements and designs that follow best practices in the systems control and security arena.

Course name : Enterprise Models

Course Code : AUS556

Course Objectives:

This course focuses on teaching students about how firm operations are organized in the service and sharing economies. The course takes an entrepreneurial approach and therefore students will be asked to think of an IT enabled business and apply the concepts they learn in class to that business. Students will learn about unique characteristics that challenge managers in these industries.

The first part of the course (Weekend # 1) offers insights on how a firm's operations (IT enabled service firms such as healthcare service providers) should be molded to meet strategic needs. The discussions are at a high level.

COURSE OUTCOME :

- Understanding the evolution of the economy from a business perspective (Chapter 1) and contrasting the characteristics of firms in the service and sharing economies.
- Classifying service firms and describing how the classification impacts the business model, market segments they serve, operations (including business processes), staffing, etc. (Chapter 2 and Chapter 3)
- New Service development life cycle (Chapter 4) and
- The role of Information Technology (Chapter 5)

The second half of the course focuses on business processes analysis and analytics for service. This segment of the course is at a technical level and is detail oriented. Specific learning objectives include:

- Service Process Optimization
- Managing Variability in Service Operations
- **Data Analytics** □ **Introduction to Analytics and Text Analytics (Customer complains, comments and reviews).**

Cases focus on issues relating to strategic management, role of IT in service (telemedicine), etc.

LG CO	Critical and integrative Thinking	Effective written and oral communication	Societal and Environmental Awareness	Ethical Reasoning	Leadership
CO1	2	0	3	2	1
CO2	3	0	3	3	1
CO3	3	2	3	2	1

CO4	2	2	3	3	2
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Evaluation

Syllabus :

Understanding Processes, Services and IT enabled Services

An effective competitive strategy is particularly important for IT enabled service firms because they compete in an environment where there are low barriers to entry. This module discusses the strategic service vision about the purpose and place of service firm in this market. Harvard Business Cases McKesson provide business contexts that requires of students to revisit some of the lessons learned in Modules 1 and Module 2.

Designing Sustainable Service Models

In Modules 3 and 4, students learn how to design sustainable service models given the challenges introduced in Module 1. Students are exposed to the process view of the firm. Students learn about balancing value creation to satisfy customer perceptions and expectations and the firm at the same time. The Harvard Business Case Intermountain Health Care case brings the lessons of this module into sharper focus.

Service Operations and Analytics for better Management

This module provides insights into questions about why managing service operations is so difficult. In an IT enabled service Management System the client often appears twice: once as a customer and once in the production environment. Customers introduce process variability in the production environment with differences in demand and unpredictability in demand. This module (Specifically Module 5) provides a systematic way to accommodate, understand and manage variability. IT also introduces students to tools used in process control. **Module 6 will focus on Introducing text analytics and how this can be used to analyze customer reviews, complaints, etc.**

The Harvard Business Cases TA Telemedicine Opportunity or Distraction? and **Tele-Monitoring at Visiting Nurse Health Systems and Quality Wireless: Call Center Performance** informs students how to analyze this data.

Applying lessons

Students apply lessons learned to Harvard Business Cases. Each case is presented by two groups with each group taking a slightly different approach.

Course Name : Startegy and Policy

Course code: AUS565

Course Objectives

Strategic Management deals with the organization, management, and strategic positioning of the firm so as to gain long-term competitive advantage. Why are some firms more successful than others? The fundamental question of strategy is how firms can attain and sustain competitive advantage. In the course, we will analyze in depth the sources of competitive success among firms and develop skills and knowledge necessary to be an effective strategy analyst.

COURSE OUTCOME :

Strategy is often formulated in turbulent environments under great uncertainty. Throughout the course we will focus on tools and methods for making decisions under uncertainty. By the end of this course, you will develop your skills at:

<ul style="list-style-type: none">● analyzing industry structure and environmental trends to assess industry potential● understanding how firms gain and sustain competitive advantage
<ul style="list-style-type: none">● analyzing strategic business situations and formulating strategies● understanding the two primary ways to position a business strategically● developing M&A and alliance strategies to access capabilities
<ul style="list-style-type: none">● selecting the best strategy for a company
<ul style="list-style-type: none">● providing quantitative support for recommendations
<ul style="list-style-type: none">● implementing the strategy and organizing the firm for strategic success.

To accomplish these objectives, this course introduces and employs various analytical frameworks that help us to identify the sources of competitive advantage from both an industry and firm perspective. By focusing on what makes some competitive strategies strong and viable, while others remain weak and vulnerable, we shall develop the ability to consider the impact of change and other important environmental forces on the opportunities for establishing and sustaining competitive advantage. Pedagogically, this discussion-based course draws heavily on case analyses and experiential exercises to develop a deeper understanding of strategic management.

II. The Relationship of Strategic Management to Other Business Administration Courses

Most courses in business schools emphasize a specialized, functional approach to the analysis of business situations. In finance, you are concerned with understanding how capital markets work and, in turn, affect the financing of a company's on-going operations. In marketing, the focus is on how to analyze, shape, and address the needs of consumers as well as how to manage a company's marketing efforts. In operations management, you learn about how to organize the production activities of a firm so it is able to produce quality goods and services at an attractive price. Finally, courses on the management of human resources are concerned with the effective development and management of a company's human assets. All of these functional disciplines play a critical role in the success of any company, but how do they fit together? We will call upon your experience and training in finance, marketing, operations, and so forth.

In this course, we integrate these functions by taking a different perspective, that of the general manager. General Manager is responsible for setting the goals, objectives, and strategies of the organizations they

lead as well as the implementation and execution of such plans. To do this, the general manager must be capable of understanding and utilizing the knowledge from each of the organization's functional areas to develop a cohesive and effective competitive strategy. In addition, the general manager must be able to analyze competitive situations within industries in order to understand the sources of the firm's competitive advantage. In today's business environment, whether you are a new hire or the CEO of the company, you must be capable of thinking like a general manager.

By the end of this course, you will be able to identify significant external and internal factors a firm must consider, describe how a firm fits into its industry, assess firm's strategy, and present alternatives and recommendations for increased performance. You will also have sharpened your ability to concisely and persuasively present your ideas as well as respond effectively to the ideas of others. Finally, you will have gained experience working together in groups, learning how to seize the advantages and overcome the potential hurdles of such teamwork.

These skills are not just important for practicing general managers, but are also increasingly critical for a wide range of positions, including business analysts, consultants, new product managers, and new venture managers. With increasing organizational complexity and functional specialization, specialists must nonetheless understand the organization's mission, recognize the competitive environment that the organization faces, appreciate how their function affects the wider organization, and develop support for activities pursued by their functional area. By studying strategic management, you can also understand how decisions in one functional area have implications for others, and you can be more effective in your position by appreciating the issues facing your superiors. Developing skills in strategic management can also accelerate your career and a move into a senior management position.

LG CO	Critical and integrative Thinking	Effective written and oral communication	Societal and Environmental Awareness	Ethical Reasoning	Leadership
CO1	2	0	3	2	1
CO2	3	0	3	3	1
CO3	3	2	3	2	1
CO4	2	2	3	3	2

Course Name : Contract Relationship Management

Course Code: AUS560C

Course Objective :

Loyalty is the one factor that will make a customer to buy a product or service even when the competition is fierce. Loyalty is built on trust which results from a positive experience that a customer has with the firm. CRM involves using information about the customer and their interactions with the firm. With the rapid expansion of the reach and use of digital tools by customers on the *social media, online, offline and through third party channels* firms are compelled to ensure a consistent and positive total experience.

Using cases the course will introduce CRM and the underlying concepts in the context of the marketplace and a firm's overall business strategy. The course aims at presenting a synergistic approach that combines strategy, operations, technology and organizational tools for building a customer-focused organization.

It would focus on providing insights into customer portfolio management, customer lifetime value, customer retention and measuring customer profitability when the customer navigates both the offline and online marketplaces.

The course would utilize a judicious mix of lectures, case studies, and interactive discussions. A good way to appreciate the CRM concepts is through intensive self-study and classroom discussion. In addition to the text book, several background articles will be made available. Participants should view the course as a cooperative learning experience. Accordingly participants are expected to share insights gained from their work experience, come prepared to discuss the reading materials and case studies thereby contribute to the creation of a positive learning environment.

COURSE OUTCOME :

Overall, this course will provide students with:

- an appreciation for CRM and its various components.
- an understanding of how different CRM strategies and approaches involving social and traditional media and online channels can achieve maximum impact on the customer.
- learn state-of-the-art methods for calculating customer lifetime value and customer equity.
- be exposed to tools and analytics that help allocate a firms' resources across activities such as customer acquisition, development, and retention.

- be aware of the common mistakes made by firms as they attempt to create and implement CRM systems.

<div> <div>LG</div> <div>CO</div> </div>	Critical and integrative Thinking	Effective written and oral communication	Societal and Environmental Awareness	Ethical Reasoning	Leadership
CO1	2	0	3	2	1
CO2	3	0	3	3	1
CO3	3	2	3	2	1
CO4	2	2	3	3	2
CO5	2	1	3	2	3
CO6	3	2	3	2	2

Syllabus :

1. **The different forms of contract:** When is each type of contract used? What are the strengths and weaknesses of each type of contract? Who holds what type of power in each type of contract? What are the incentive issues in each type of contract?
2. **Enterprise contract management:** What is the contract life cycle? What are the challenges in the contract life cycle?
3. **Key economic principles:** How do issues such as network externality and information asymmetry affect contract management?
4. **Contract negotiation:** What are the golden principles of negotiation that lead to a better contract administration? How to set up the negotiation process to yield better outcomes for all parties?
5. **Partnership versus Competitor Paradigm:** What are the predominant types of market relationships? How does competition color each of these relationships?

Course Name : Information Assurance
Course code : AUS555

Course Objective :

The IT security specialist was named the hottest job, according to Challenger, Gray & Christmas, a Chicago-based international outplacement firm. An IT security manager came in ninth on the list of high-paying hot jobs according to Datamation. In addition, according to the Global Knowledge's "15 Top paying Certifications for 2013" (globalknowledge.com), the average salary of Certified Information Systems Security Professionals (CISSP's) was ranked on the second highest (\$ 103,299) out of 15 professionals. And the post of chief privacy officer got the nod for the highest-paying hot job, bringing in an average salary of \$122,360. Clearly the discipline of Information Assurance (IA) is an important one and it is expected that it will become even more important in the near future. It has today, pervaded every part of every organization and become part and parcel of various disciplines such as Finance (Fraud detection/ insider threats); Accounting (Systems); HR (privacy laws and legislations) etc. etc. and all organizations need to be cognizant of IA.

COURSE OUTCOME:

This is an interdisciplinary course in Information Assurance (IA). It has two primary objectives:

1. To introduce students to fundamental concepts, terminologies, IA models and practices.
2. To view how different fields of disciplines interact in this area. The course will familiarize students with the technical, legal, socio-political, and managerial issues of IA.

Broadly, the issues that we will cover in this course include:

1. Security investigation and analysis
2. Ethical, legal, and professional aspects of Information assurance
3. Risk management
4. Implementation and maintenance of information assurance

Design

This course has been designed to integrate theoretical concepts with their practical applications so as to teach both the theory and the practice of information assurance. The emphasis on practice is important because in many areas of information systems theory lags practice. In fact, it is the attempt of this course not only to understand current practice but also to contribute to it. Teamwork is a required component of the course. (Each team will consist of six students).

There will be a variety of approaches undertaken to assist the integration process. In addition to traditional lectures there will be guest lectures, case analyses and a final project. There will be an opportunity to do some lab exercises, though this course is **not** a hand – on lab course. Note: Case preparation and what it entails are outlined in the attached **memorandum "Case Preparation Guideline."**

LG CO	Critical and integrative Thinking	Effective written and oral communication	Societal and Environmental Awareness	Ethical Reasoning	Leadership
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C01	2	0	3	2	1
C02	3	0	3	3	1
C03	3	2	3	2	1
C04	2	2	3	3	2

Syllabus :

Introduction to Information Security. Computer law, Investigation and Ethics (Laws and regulations). Computer law, Investigation and Ethics (Digital Forensics). Risk Analysis and Management. Business Continuity Planning. Physical Security. Domain 1: Access Control- Systems and Methodology. Domain 1: Access Control- Systems and Methodology. Domain2: Telecommunication and Network Security

The Grading System followed in Programme

Letter grading system based on a seven point scale is used to qualitatively evaluate the performance.

Grade	Grade Point	Course Performance Indicator
O	10	Outstanding
A+	9.5	Excellent
A	9	Very Good
B+	8	Good
B	7	Above Average
C	6	Average
P	5	Pass
F	0	Fail
AF	0	Failed due to insufficient attendance
I	0	Incomplete
W		Withheld

The Cumulative Grade Point Average is calculated using the following formula:

$$CGPA = \frac{\sum C_i X_i}{\sum C_i} \text{ where } C_i = \text{Credits applicable to course } i \text{ and}$$

$$X_i = \text{Grade Points obtained by the student in course } i.$$

The summation is done for all the courses registered by the student. CGPA may be expressed for any one trimester or for all the trimesters completed.

Only the credit courses in the MBA programme count towards CGPA. However, grades obtained in audit courses will be recorded in the official transcripts. At the end of each year, an official transcript of grades will be given to every student.

Improvement Examination

An improvement examination will be conducted in the first week of the succeeding trimester where the student can write the end course evaluation to improve grades less than C and other than AF. The grade allotted after the improvement examination will be capped at C. The I grade will be allotted if a student is not able to attend the end-course examination for genuine reasons. Such students can also write the improvement examinations to complete the course.

Revaluation

A student, who may need clarification of her /his grades, may discuss the matter with the instructor concerned within three days from the date of publication of the grades. Any grievance about grading, if not resolved with the instructor concerned, may be referred to the PGP Committee for resolution, within seven days from the date of publication of the grades. The PGP committee can order revaluation of the end-term paper through the instructor in charge of the course or any other examiner chosen by the committee. If necessary, the allotted grades can be changed by the PGP Committee.

Rules for Promotion

A minimum cumulative grade point average (CGPA) of 5.0 is required in the first year consisting of trimesters I, II and III for being eligible to be promoted to the second year and a minimum CGPA of 5.0 in the second year consisting of trimesters IV, V and VI for graduation. After the mid-term and end-term examination of every term, the PGP committee will review the performance of students and counsel students who are lagging. A warning may be issued to students who fail to improve after this.

Students having one or more F grades in term 1, after all the improvement examination results are published, will be asked to leave the programme. Students having CGPA less than 5 or having more than two F grades, at the end of trimester III, after all the improvement examinations results are published, will have the option of repeating the first year in full or leaving the programme. Students with one or two F grades in the first year, but have a CGPA greater than 5.0, will be provisionally promoted to the second year. They will have to redo the course(s) where they have scored F grade, as and when the courses are offered next. Fees as applicable will have to be paid by the students who are repeating the year or redoing the courses.

Students with F grade in any course will not be allowed to attend the placement process till they have made amends as detailed above.

For graduating, a student needs a minimum of "P" grade in every course including summer internship, BRP/CIS and Colloquium, and a CGPA of 5.0 at the end of year 2. No "F" grade is permitted in any of the courses for the final award of the degree.