

# **BBA (Hons.) PROGRAMME**

**2016 – 2019**



## MESSEGE FROM THE VICE DEAN ACADEMIC AFFAIRS JINDAL GLOBAL BUSINESS SCHOOL (JGBS)



It gives me great pleasure, on behalf of Jindal Global Business School (JGBS), to welcome you wholeheartedly. Feel at home; feel free. Use the newly-discovered freedom - freedom of expression and association, responsibly. Freedom comes with obligations and responsibilities. Now that you have reached adulthood, you will have to make a number of decisions and it is important that you know the consequences of those decisions. This Academic handbook is intended to provide you with basic information, facts, and figures as well as opinions which will guide you as a student of JGBS in exploring and navigating the seas and oceans of academic freedom and pursuit of knowledge and excellence. It defines your role, rights, privileges, obligations and other parameters which you are going to handle and experience as a student of this great institution. Your freedom should not be in collision with your colleagues' freedom. In your everyday dealings, you must ensure that you try to create a win-win situation without hurting others and yourself. Therefore, it is to your advantage to read carefully this handbook, and understand clearly its contents as part of your orientation programme. This handbook forms the platform upon which all other activities in the University are pegged. Needless to say, the rules and regulations published in this manual are under continuous review by the University Administration. Rest assured that any changes and amendments shall be communicated to you as soon as possible.

It is hoped that you will take advantage of the excellent and conducive environment and atmosphere, as well as facilities, to enable you to reach your maximum potential. Besides pursuing academic learning, you are also encouraged to take an active part in games and sports and other socio-political activities. You will be meeting fellow students, academic and administrative staff, from all corners of the world. This is an opportune time for you to turn this rare and rich diversity into an asset for your future success and happiness.

Wishing you a pleasant and rewarding stay at Jindal Global Business School (JGBS), Jindal Global University.

**Professor (Dr. Krishan K. Pandey)**

**1 August, 2016**

## **About Jindal Global Business School (JGBS)**

Jindal Global Business School (JGBS) offers a multidisciplinary global business education to foster academic excellence, industry partnerships and global collaborations. Our goal is to positively influence the practice of business, to compete fairly, and to collaborate closely on a global scale and scope. We aim to create new knowledge and value in the profession of management through fundamental and applied research, and through free discussion in the classroom with global business practitioners and scholars alike. Our academics have a range of skills and interests which means that, unlike some business schools, our research is both academic and applied. Our work appears in leading academic journals and makes a measurable difference to professionals, practitioners and policymakers.

With innovative pedagogy transcending education beyond four walls of classroom, students and executives are exposed to dynamic learning environment that challenges them, demands that they dissect their own practice and prepares them for leadership. JGBS has acquired a strong reputation for providing sound education in management with a view to creating opportunities for young entrepreneurs and developing business leaders. We continue to make headways in promoting entrepreneurial interests among the students with quarter of our graduates since the beginning of the school proceeding to start their own ventures in areas such as trading, realty, construction and agricultural food processing.

## **About the Bachelors of Business Administration (Honours) Programme**

The three-year fully residential BBA Degree programme is designed to give you a global business management perspective through a unique pedagogy of learning and interaction among peers. Today's global economy rewards people who can traverse borders, understand cultures and operate in international context. With industry focus, this programme aims to make you proficient in using software tools, processes and best practices that they will need to get jobs in the industry. The design and delivery of your program is innovative and unique. It carries a good mix of Foundation, Core, Specialization, Skill-based and Elective Courses.

**Foundation Courses-** A strong foundation is provided through liberal arts/ social science courses with emphasis on creating the right attitude. Endeavour is to build a broad foundation and critical skillset necessary to succeed in business environment.

**Core Courses-** Your BBA has industry relevant, function specific core courses making sure you hit the ground running from 1 day of your career. With heavy focus on business management research, industry personnel interaction with students and faculty and Harvard Business Case study method, we aim to bring experiential learning to the classroom.

**Specialization Courses-** Vocational focus of business concentration during II and III year allow you to concentrate in the area of choice, such as Entrepreneurship and Family Business, Hospitality Management, Banking and Insurance. The minimum credit requirement for any specialization is 15 credits.

**Skill Based Courses-** Your program lays a lot of emphasis on skill based courses to equip you with the knowledge and skills necessary to effectively handle issues commonly encountered in day to day work life, and compete successfully.

**Elective Courses-** The uniqueness of your program lies in the amalgamation of business education with law, public policy and international affairs, in addition to your specialization-specific elective. You have the opportunity of opting for a variety of subjects from other schools- a flexibility which only a few universities in India offer. The various schools of JGU offer cross listed courses which are open to all students of the university. These are called the cross registered courses. The list of cross registered courses and descriptions are shared with the respective school offices before the start of the semester. Similarly JGBS office receives the details of courses from different schools of JGU and shares it with the students of the respective programmes. Students should read all the related information to the courses and make an informed choice and send in their

choices of courses within the stipulated time to the office. After the deadline is over the office will share the information with the respective schools and depending on the availability of seats in the courses, seats will be allocated to students. A student can drop the elective after the first week of class if they are not willing to continue with it and should duly inform the school office regarding the same. The minimum credits requirement for the semester cannot be affected or changed by dropping of the elective. Therefore students should plan carefully while opting and/or dropping an elective.

**Foreign Language-** You have the opportunity to learn, over a three-year period, a non-English foreign language like Arabic, Mandarin, Spanish and French.

**Global Exposure:** You can experience best global practices in business management through immersion and exchange programmes starting from 2 year. Your School has collaborative partnership arrangements with a number of globally reputed universities. This includes University of Texas, Dallas, and Suffolk University (US); Carleton University (Canada); Queen Mary University of London and Queens University of Belfast (UK), European Business School and Goethe University (Germany) and many more. The partnerships provide for global immersion and exchange program.

**BBA COURSE CURRICULUM MIX**

<b>FOUNDATION</b>	<b>CORE</b>	<b>SPECIALIZATION- CORE</b>	<b>SKILL BASED</b>	<b>ELECTIVES</b>
Philosophy	Business Maths	<b>Entrepreneurship and Family Business</b>	Business Communication I	<b>Entrepreneurship and Family Business</b>
Business History	Principles of Management	Principles of Entrepreneurship	Business Communication II	<b>Entrepreneurship and Family Business</b>
Psychology	Micro Economics	Essentials of Entrepreneurship	Introduction to Spreadsheet	Impact Entrepreneurship
Sociology	Macro Economics	User and Customer Centric Innovations	Critical Thinking and Analysis	Structured Decision Making
Business Environment	Introduction to Accounting	Creativity and Opportunity Scouting	Business Etiquette and Soft Skills	Business Planning- Intrapreneurship
Ethics	Accounting for Decision Making	Venture Financing	Negotiating Skills	Business Planning- Entrepreneurship
Maths - I	Business Statistics	Managing Transitions		<b>Banking and Insurance</b>
	Introduction to Financial Management	<b>Banking and Insurance</b>		Life Insurance
	Introduction to Marketing	Introduction to B and I - I		General Insurance
	Introduction to Operations Management	Introduction to B and I - II		Corporate Valuation
	Organizational Behavior	Risk Management in Insurance Industry		Derivatives and Risk Management
	Business Research Method	Insurance Marketing		<b>Hospitality Management</b>
	Financial Systems	Investment		Allied Services- Issues and Strategies
	Customer Relationship Management	Credit Appraisal and Financing		International Hospitality
	Supply Chain Management	<b>Hospitality Management</b>		Operations Management
	People Management	Introduction to Hospitality Management I		Hospitality Entrepreneurship
	Strategic Management	Introduction to Hospitality Management II		Strategic Analysis of Hospitality
	Information Technology for Business	Event Planning and Management		From Business School
	Legal Aspects of Business	Public Relations for Hospitality		From Other Schools
	International Business	Hospitality Technologies		Foreign Languages
		Service Operations Management		

Electives from JGBS				
Finance	Human Capital Management	Business Analytics	Operations Management	Others
Banking Law and Operations	Compensation and Benefits	Statistical Programming – R	Information Technology Business	Business Communication and Etiquette
Corporate Valuation	Competency Mapping	Data base and query Language	Procurement Supply Chain	Business Consulting Project
Derivatives and Risk Management	Strategic Human Resources Management	Spreadsheet modeling	Logistics Management	Independent Project
Credit Appraisal and Financing 1	Organizational Change and Transformation	Time series analysis	Operation Management through Simulation	Cyber security
Credit Appraisal and Financing 2	Diversity and Indusion Management	Introduction to Python Programming	Information Technology Project Management	Gandhi's Leadership
Fixed Income Securities	International HRM	Applied Econometrics	Service Operations Management	
International Banking and Finance	Employee Engagement	Data Visualization	Project Management	
Strategic Corporate Finance	Industrial and Labor Relations	Big data Analytics	Quality Management	
Treasury and Risk Management		Supply Chain Analytics	Global Operation Management	
Financial Modeling using VBA		Social and Web Analytics		
Computational Finance		Data Mining for Business Intelligence		
Quantitative Finance		Financial Risk and Fraud Analytics		
Credit Risk Modeling and Credit Derivatives				

## Course Architecture:

<b>BBA Course Structure</b>			
<b>Sem I</b>	<b>Credits</b>	<b>Sem II</b>	<b>Credits</b>
Business Communication I	3	Business Communications II	3
Maths	3	Business Maths	3
Business History	1.5	Introduction to Spreadsheets	3
Micro Economics	3	Macro Economics	3
Introduction to Accounting	3	Accounting for Decision Making	3
Principles of Management	3	Ethics	1.5
Philosophy	1.5	Psychology	1.5
Foreign Language		Foreign Language	
Total	<b>18</b>	Total	<b>18</b>
<b>Semester III</b>			
<b>Semester III</b>	<b>Credits</b>	<b>Semester IV</b>	<b>Credits</b>
Business Statistics	3	Business Research Methods	3
Specialization Course	1.5	Specialization Course	1.5
Introduction to Financial Management	3	Financial Systems	3
Introduction to Marketing	3	Customer Relationship Management	3
Introduction to Operations Management	3	Supply Chain Management	3
Organizational Behavior	3	People Management	3
Sociology	1.5	Critical Thinking and Analysis	3
Electives	3	Electives	3
Total	<b>21</b>	Total	<b>22.5</b>
<b>International Exposure: One Semester Abroad in Semester 3/4 (Optional)</b>		<b>Summer Internship</b>	<b>2</b>
<b>Semester V</b>	<b>Credits</b>	<b>Semester VI</b>	<b>Credits</b>
Strategic Management	3	International Business	3
Specialization Course	3	Specialization Course	3
Specialization Course	3	Specialization Course	3
Information Technology for Business	3	Negotiating Skills	3
Legal Aspects of Business	3	Environmental Studies	3
Business Etiquette and Soft Skills	1.5		
Electives	6	Electives	6
Total	<b>22.5</b>	Total	<b>21</b>

## Course Overview

### Course- Business Communication I

#### Credits- 3

**Description-** This course aims at boosting the English language capability of students so that any deficiency that might be there should be removed at this stage. It is to ensure that the future management professionals are competent enough to express themselves effectively and correctly through spoken as well as written word. For that purpose, this short course provides the students' knowledge of grammatical elements. Moreover, even though the course is titled 'Reading and Writing Skills', it does aim at making students aware of the niceties of correct pronunciation through knowledge of basic phonetics.

#### Course Outline-

- Vocabulary: General words/phrases in common use, Business Terminology, Collocation, Confusing Words, Homophones, etc.
- Grammar: Punctuation, Articles, Modals, Prepositions, Voice, Narration, Conditional Sentences, Common Mistakes.
- Pronunciation: Phonetic Transcription, Syllable, Stress
- Composition: Analytical and evaluative writing on topics of current interest
- Writing With Style Overall Tone And Readability
- Effective Writing
- Inter Office Communication
- Letter and Report Writing

### Course- Maths

#### Credits- 3

**Description-** This course is intended for students majoring in business or social science discipline. This course is designed to cover the full spectrum of basic algebra and preliminary statistics, placing every concept with generic applications. The course continues to implement theoretical foundation with real life applications from business, economics, life sciences and social sciences. Excel spreadsheets are integrated as support technology to enhance students skills.

#### Course Outline

- Theory of Sets – Meaning, elements, types, presentation and equality of sets; union, intersection, compliment and difference of sets; Venn diagrams; Cartesian product of two sets; applications of set theory
- Indices and logarithms, arithmetic and geometric progressions and their business applications; sum of first n natural numbers, sum of squares and cubes of first n natural numbers
- Linear and Quadratic equation; permutations, combinations and binomial theorem (positive index), Basic Coordinate geometry including equation and slope of a line.
- Matrices – Types, properties, addition, multiplication, transpose and inverse of matrix; properties of determinants, solution of simultaneous Linear Equations; business applications of matrices.



## Course- Business History

### Credits- 1.5

**Description-** This course seeks to introduce students to the broad outlines of the economic and business histories of Europe. It begins by looking at European economy prior to the emergence of capitalism. It then seeks to identify the factors that enabled Europe to emerge from the constrictions of feudal productive relations and make the transition to capitalism. Thence the course moves on to the two broad phases in the history of European capitalism and business – mercantile and industrial. This section ends by evaluating the linkages between the colonial endeavors of the European countries and their business and commercial interests in the non-western world. After having done the course, students are expected to be able to identify the historical specificity of the capitalist mode of production and exchange in the European context as well as distinguish between its main forms – mercantile and industrial.

### Course Outline

- Outlines of the economy of feudal Europe. 1300-1400
- Transition from feudalism to capitalism. The three models. 1400-1600
- Mercantile capitalism. 1600-1750
- Industrial capitalism. 1750-1850
- European business in the age of imperial expansion and retreat. 1850-1950

## Course- Micro Economics

### Credits- 3

**Description-** The main objective of the course is to introduce students to the fundamentals of microeconomics: individual (Consumer) choice and preferences, firm behavior (production and cost functions), market structure, market structure with incomplete information, government policies affecting market structure. On completion of the course, students will have understanding of the subject matter, its basic principles, implications and perspectives, supply, demand and equilibrium price, market demand and individual demand, firm behavior, market structure, market structure with incomplete information, government policies affecting market structure, game theory and concepts of information economics, interrelationships of microeconomics with other disciplines like Marketing, Finance, Operation Research

### Course Outline

- Basic introduction, supply, demand and market equilibrium (I)
- Supply, demand and market equilibrium (II)
- Elasticity and its application
- Consumer preferences and law of demand
- Market demand
- Supply, Demand and Government policies (I)
- Production Theory
- Cost concept
- Perfect competition, Monopoly and monopsony, Monopolistic competition and oligopoly
- Economic Pricing
- Introduction to Game Theory
- Externalities and Public Goods
- Market with Asymmetric Information

## Course- Introduction to Accounting

### Credits- 3

**Description-** This course is an introduction to accounting. This course aims to help students: 1) understand key principles and concepts of financial accounting, 2) learn the accounting cycle in the business operations, 3) develop the skills for financial statements analysis, and 4) know how to use financial data and information in decision-making. After completion of the course, students should be able to understand the processes of accounting cycle process, prepare the journal entries to record accounting events and transactions, know how to understand and analyze financial statements, apply basic accounting concepts and determine appropriate accounting treatment for transactions or events, comprehend key components of a company's annual report

### Course Outline

- Accounting principles; financial reporting components; accounting conventions; users of financial statements
- Accounting cycle; analyze transactions; journal entry posting; ledger; trial balance; closing entries; preparation of financial statements
- Balance sheet structure; current and non-current assets; current and non-current liabilities; shareholders' funds
- Profit and loss structure; income accounts; revenues; expense accounts; general ledger and trial balance
- Cash, internal control, report and analyze inventory
- Report and analyze fixed Assets
- Liabilities, Stockholder equity
- Financial statement analysis, statement of cash flow: direct vs indirect; analysis of operating activities, investing activities and financial activities; non-cash transactions, Annual Report

## Course- Principles of Management

### Credits- 3

**Description-** An organization is made of people, processes and practices. There are certain principles and values that guide it. It is ensconced within an environment that keeps changing on a daily basis whether political, social, economic or legal. Everyone is a part of the organization and when working inside a system it is imperative that one has an understanding of it. Managers need to understand an organization not only as managers but also as members of that organization. Once the working, the mechanisms and people manning these behemoth organic systems are clear to a manager the task of handling its various issues becomes much easier. She should be able to grasp the intricate workings quickly and also have a business sense to observe and understand the structure and processes a particular industry, sector or business requires. This course is designed to give the students a complete overview of working of an organization, within a changing environment, the management principles that govern it how to resolve problems that arise during the life of an organization.

### Course Outline

- History of Management
- Introduction to Management
- Environment for Management
- Planning and Decision Making
- Innovation
- Leading
- Controlling
- Behavioral Dynamics

## **Course- Philosophy**

### **Credits- 3**

**Description-** How should human beings live? That is one of the most basic questions in philosophy. In other words, what is that greatest good which we can collectively aim for? Should we all seek for equality or happiness? Or is that there are such irreconcilable differences between one being and another such that peaceful coexistence is not possible at all and any social order can only be imposed through authority? In the course, students will have an opportunity to look at the different theories that have tried to define the greatest collective good for society. All these ethical and political philosophies are built upon underlying notions of what humanity is and what selfhood is. Of all the relations that exist between things within the world, the most interesting relation philosophically is the relation between human beings

### **Course Outline**

- Why Philosophy in Business studies? (Introduction to the course)
- Nature and Goal of any good society (Plato, Aristotle)
- Can happiness lead to a good society? (J.S Mill)
- Justice as Equality (Rawls, Marx)
- Critique of Money (Sandel, Simmel)
- Leadership Morals and Business (Kautilya, Gandhi, Ambedkar, / Machievelli, Weber)
- Indian Philosophy (Vivekananda, S. Radhakrishnan)

## **Course- Business Communication II**

### **Credits- 3**

**Description-** Communication competencies are vital for achieving success in every field of human endeavor. It is the foundation on which the edifice of interpersonal relationship rests. Success of business too, depends on effective communication because it is a major and essential part of the work of business. The prime objective of this course is to introduce a vivid picture of the world of business communication on the job and to inspire students to improve communication skills as a key ingredient in career success. The course aims at helping students to get acquainted with business communication, speak and listen for effectiveness, learn techniques for overcoming communication barriers and become assertive and empathetic while communicating

### **Course Outline**

- Process of Communication
- Organizational Communication
- Verbal Communication
- Public Speaking and Presentation Skills
- Non-Verbal Communication
- Interviewing Skills

## **Course- Business Maths**

### **Credits- 3**

**Description-** This course covers the full spectrum of calculus in the applied context such as business or social science. It is virtually impossible to learn mathematics without actively taking part in the learning. Discussions have been incorporated to enable the student's to understand the mathematical concepts more easily. No one is born knowing how to play the cricket, fly an airplane or being a leader. Many of us never acquire these skills

but most of us realize we could acquire these skills if and only if we are willing to put in the work required to learn them. This course is not aiming to discover a new mathematical theory, but everyone can potentially learn to use mathematical tools with confidence. If you apply these skills thoroughly, you should be able to complete your math class successfully, with relatively little pain, and maybe even learn to apply mathematical concepts in business scenarios.

### **Course Outline**

- Calculus: Differentiation and integration of standard algebraic functions; business applications of differentiation and integration.
- Linear Inequalities, Graphing Linear Inequalities in Two Variables, Linear Programming: The Graphical Method, Applications of Linear Programming in Business.
- Probability: The sample space (discrete and continuous), Events, Axioms of probability, mutually exclusive and independence concept, Additive and multiplicative rules, conditional probability; Law of total probability and Bayes' theorem
- Basic concepts of Trigonometry

### **Course- Introduction to Spreadsheets**

#### **Credits- 3**

**Description-** Microsoft (MS) Excel is a powerful tool to use for numeric computations and analysis using a grid of cells arranged in numbered rows and letter-named columns to organize data manipulations like arithmetic operations. It is a program that allows you to use data to forecast, manage, predict, and present information. Excel contains an extensive list of spreadsheet functions that can be useful to advanced users and financial analysts. It's easy to change different fields in the program that correspond to different aspects of the operation of a business and have it then instantly update the totals. This is a complete lab based course where students will learn a fundamental understanding of Microsoft (MS) Excel.

#### Course Outline

- The excel environment
- Working with data
- Increasing spreadsheet readability
- Excel Formulas and Functions
- Charts

### **Course- Macro Economics**

#### **Credits- 3**

**Description-** This course is aimed at providing an overview of the basic principles of Macroeconomics. Macroeconomics is the study of an economy at the aggregate level. A sound knowledge of this subject would enable one to interpret major economic problems and macroeconomic issues of the global economy. This is relevant not just for business decision making but even to understand the economic events intertwined with our day to day lives. The key takeaways of this course are to (i) understand how an economy works in the aggregate; (ii) the interlinkages of different macroeconomic variables; (iii) significance of key macroeconomic indicators; and (iv) the implications of various macroeconomic policies.

#### Course Outline

- Introduction to Macroeconomics

- Macroeconomic Indicators and National Income Accounting
- Goods Market, Asset Market, Money Market
- Savings, Investments
- Inflation, Unemployment
- Government Budget
- Open Economy Macroeconomics
- Economic Growth

### **Course- Accounting for Decision Making**

#### **Credits- 3**

**Description-** The goal of this course is to help you understand the role and application of accounting information in business and learn how to use external and internal accounting information. This course aims to provide an overview of key principles and concepts in cost accounting and managerial accounting. Specific topics include: product costing; cost-volume-profit analysis; and budgeting.

### **Course- Ethics**

#### **Credits- 1.5**

**Description-** Business culture, goals, and practices often conflict with the individual and social moral values and beliefs, which harms the well beings of individuals and society at large. Such business activities are viewed as unethical and they not only harm the well beings of individuals and society, also cause damage to the business, employees, and other stakeholders of such organization in due course. Today's highly competitive and turbulent business environment the importance of ethical business practices is of much greater important than ever. Therefore, it has become highly critical for today's managers and the aspiring mangers to understand and appreciate the challenges of ethics in business and make their organization successful without compromising with the moral principles including social values, fairness, and equity. This course will offer a closure look pertaining to the common business situations involving the tradeoff between profitability and the moral values including fairness, equity, and altruism, and consequent decision making process in the organization. This course will examine the conflicting situations involving the moral aspects that the organizations typically encounters in treating employees, even the employees to their employers, their customers, other stakeholders, society, and importantly, the environment. To make students learn why human beings are ethical and why are not, understand business ethics within confine of ethics, learn how the stakeholders interests are associated with business interest and get an broader understanding of implications of ethical or unethical business practices on each stakeholders, get insights of different natures of ethical conflicts that business encounters and why some organizations successfully deal with it and some fails, learn the ethical aspects of treating people at workplace in terms of dignity of human being including diversity and applying such knowledge to uphold human values and rights, gain knowledge of the key aspects of environmental degradation and sensitize them of corporate social responsibilities as a trustee of environmental protection, and gain skills of making ethical decision effectively and decisively

#### **Course Outline**

1. Introduction: Ethical and Unethical Behavior of Human Being. Definition And Theories of Ethics
2. Building Ethics At Individual Level: Moral Awareness, Moral Judgment, Moral Disagreement And Biases
3. Conflicts And Ethical Dilemmas
4. Business Ethics: What It Is? Doctrines, Dogmas, And Business Ethics

5. Decision Making: Moral Reasoning and Its Application
6. Stakeholders Perspectives Of Business Ethics
7. Strategic Leadership and Business Ethics
8. Organizational Climate and Ethical Culture
9. Principles Of Environmental Ethics

## **Course- Psychology**

### **Credits- 1.5**

**Description-** Psychology is “the study of the mind and behavior” and the aim of the course is to familiarize Students with a wide range of theories and research investigating human behavior. The course examines both theoretical and practical aspects of psychology. Core areas of study introduce you to the scientific bases of psychology including social and developmental psychology, research methods, physiology, perception and cognition. The course has been developed to be as interesting and challenging as possible. The objective is to explore how psychology has contributed to an understanding of individual, social and cultural diversity.

#### Course Outline

- Introduction to Psychology
- Perception
- Intelligence
- Social Psychology

## **Course- Business Statistics**

### **Credits- 3**

**Description-** This course aims to provide an appreciation for the breadth of statistical applications in business and economics. Students will learn how to construct and interpret summarization procedures for qualitative and quantitative data. This course will enable students understand the theoretical and practical aspects of descriptive and inferential statistics, understand the importance of sampling and how results from samples can be used to provide estimates of population characteristics such as the population mean, the population standard deviation and / or the population proportion, learn how to formulate and test hypotheses about a population mean and/or a population proportion and understand how regression analysis can be used to develop an equation that estimates mathematically how two variables are related.

#### Course Outline

- Statistics: Meaning, evolution, scope, limitations and applications; data classification; tabulation and presentation: meaning, objectives and types of classification, formation of frequency distribution, role of tabulation, parts, types and construction of tables, significance, types and construction of diagrams and graphs
- Measures of Central Tendency and Dispersion: Meaning and objectives of measures of central tendency, different measure viz. arithmetic mean, median, mode, geometric mean and harmonic mean, characteristics, applications and limitations of these measures; measure of variation viz. range, quartile deviation mean deviation and standard deviation, co-efficient of variation and skewness
- Probability Distribution: Discrete and continuous probability distributions, Binomial distribution, Poisson distribution, Normal distribution.
- Correlation and Regression: Meaning of correlation, types of correlation – positive and negative correlation, simple, partial and multiple correlation, methods of studying correlation; scatter

diagram, graphic and direct method; properties of correlation coefficient, rank correlation, coefficient of determination, lines of regression, coefficient of regression, standard error of estimate

### Course- Introduction to Financial Management

Credits- 3

Description- This is a foundation course in financial management and the main objective of this course is to understand some of the important concepts of capital market including time value of money, risk return concept, valuation of stock and bonds, portfolio, asset pricing models and derivatives. Idea here is to get accustomed with the important financial concept and terminology used in financial literature related to Capital Market. As indicated, it is a fundamental course, the course requires disciplined reading and solving lots of numerical problems. However, the special attention has been given on the class presentation and project. After attending this course, students will be able to understand the basic concepts of Capital Markets including valuation of different asset classes, risk return relationship, portfolio concepts etc. Student would be able to appreciate and critically analyze different issues raised in the capital markets

#### Course Outline

- Introduction to Financial Markets
- Time Value of Money, compounding intervals/Continuous Compounding, Futures value, Present value, Perpetuities, Annuities and other special cases
- Valuation of Stocks, the Dividend-Discount Model, Retention valuation model, P/E ratio
- Introduction to Bond Market, interest rate changes and bond prices, clean and dirty prices for coupon bonds, valuing a coupon bond using zero coupon yields, Pricing, Duration, Yield
- Introduction to Risk and Return, Portfolio Risk, Capital Asset Pricing Model, determining the risk premium, determining Beta
- Application of CAPM model, Market Risk and Portfolio Risk

### Course- Marketing

Credits- 3

**Description-** Marketing is the sum of the activities undertaken by a company to stimulate sales of its product or services with its customers. The marketing objective is to create, promote and distribute products or services, at a price and quality deemed valuable by the company's customers, in order to create value and profit for the company. Maintaining a strong and compelling value proposition and long-term relationship with the company's customers are vital for the company's continued success and require constant monitoring of market, environmental, technological and competitive forces. Marketing is therefore integral to establishing a company's strategic direction. This in turn makes marketing skills and perspective essential to the success of all business managers in any business. This course provides an in-depth exploration and practical application of basic marketing tools. These include product policy, pricing, promotion, distribution, sales management, and customer segmentation and retention.

#### Course Outline

- Defining Marketing and the Marketing Process- Creating and capturing customer value, company and marketing strategy, building customer relationships
- Understanding the marketplace and consumers-Analyzing the marketing environment, managing marketing information to gain customer insights, consumer markets and consumer behavior

- Designing a Customer- Driven Strategy and Mix-Creating value for target customers, products, services and brands, new product development and life cycle strategies, pricing and pricing strategies, marketing channels, retailing and wholesaling, integrated marketing communication strategies, advertising and public relations, personal selling and sales promotion, online marketing
- Extending Marketing- Creative competitive advantage, the global marketplace, sustainable marketing

## **Course- Introduction to Operations Management**

### **Credits- 3**

**Description-** This course provides students with concepts, techniques and tools to design, analyze, and improve operational capabilities of an organization, and apply them to a broad range of application domains and industries. It emphasizes the effect of uncertainty in decision-making, as well as the relationship between high-level financial objectives and operational capabilities. This course covers topics related to operations management such the difference between manufacturing and services organizations, characteristics of operations managers, and the relationship between operations, productivity and competitiveness. This is extremely useful for anyone interested in a career in operations management. The learning goals- Analyze business operations using appropriate performance measures, such as flow time, throughput rate and capacity. Propose business solutions for operations improvement and process design. Identify inefficiency and ineffectiveness in business operations and propose adequate changes or redesigns to improve the process. Understand the theory and implementations of quality control activities for different industries. Understand the concept of process control / quality control in organizations. Understand the concept of inventory management and waiting line theory. Evaluate the importance of demand forecasting in operations.

### Course Outline

- Introduction to operations management
- Process analysis
- Statistical quality control
- Waiting line theory
- Inventory management
- Demand forecasting
- Capacity and demand management
- Project management
- Work center scheduling
- Facility location techniques

## **Course- Organizational Behavior**

### **Credits- 3**

**Description-** The course familiarizes students with the complex world of organizational behavior. It brings out the importance of human behavior at work, ways to understand and influence it. The course throws light on individual differences with concentration in personality, perception and attitude. It exposes students to the concepts and practices of learning, motivation and leadership. In addition it highlights the challenges related to working in groups, creating and sustaining organizational culture and managing organizational change. This course is designed to enable students to manage self, people and processes better. It aims at aiding students to understand individual differences, understand perception, perceptual errors and the ways to overcome them, appreciate theories of work motivation to practical situations, gain knowledge of group dynamics, have an insight into power, politics and organizational culture



**Course Outline:**

- Introduction to Organizational Behavior
- Personality
- Perception
- Learning
- Attitude
- Motivation
- Group Dynamics
- Leadership
- Power and Politics
- Organizational Culture

**Course- Sociology****Credits- 1.5**

**Description-** The course aims to help students develop a sociological imagination, in how social institutions structure human interactions. Besides a survey of concepts like society, culture, socialization, and attitudes to culture like ethnocentrism and cultural relativism, the course would focus on various forms of social stratification in the Indian context, like caste, class, gender and ethnicity. The study of social identities like class, caste, gender and ethnicity and related forms of social stratification would emphasize intersectionality or the interconnected nature of the social identities and how intersectionality shapes the production of social hierarchies between individuals or groups

**Course- Business Research Methods****Credits- 3**

**Description-** Business research methodology including the meaning of research, its sequential development, types and steps of the scientific method applied to business. Practical and academic applications are explored. This course provides an overview of business research and the requirements needed to conduct quality business research. Business research is conducted to provide trustworthy information on business problems or issues by systematically applying one of a family of methods. In some form affects many aspects of our business and personal lives. Unfortunately, there is questionable research that can that can lead to poor management decisions. This knowledge from this class will help inform students how to read and understand research reports, analyze and interpret results, prepare a research design, and finalize a research project. Moreover, we will explore the work of others to contrast “good” research with “bad” research. Students will also demonstrate their grasp of the fundamentals of research by developing and presenting the results of a comprehensive research project. Students will conduct their research by developing a management dilemma - research question(s) hierarchy, an appropriate research design (with hypothesis testing), and by collecting data, conducting the data analyses, and presenting the findings and conclusions.

**Course Outline**

- Business Research: Definition, types of business research; the language of research – concept, constructs, definitions, variables, propositions and hypothesis, theory and models; research – identification of research problem, statement of research objective and hypothesis, formulation research question, role of business research in managerial decision; ethics in business
- Research Design: Exploratory, descriptive, experimental designs and case study; measurement of variables; operational definitions and scales – nominal and ordinal scales, rating scales, ranking scales;

reliability and validity – content validity, criterion related validity and construct validity; research tools – questionnaire, check list, interview schedule; measurement and scaling – attitude measurement; sampling methods – probabilistic and non- probabilistic sampling, sample design and procedures; sample size estimation

- Frequency distribution, cross tabulation and hypothesis testing; test of significance – assumptions about parametric and non-parametric tests; parametric test – T test, F test and Z test; Bivariate (Anova, Chi-Square); multiple regression, SPSS and its applications.
- Research Reports: Components, the title page, table of contents, executive summary, introductory section, body of the report, final part of the report, acknowledgements, references, appendix; guidelines for preparing a good research report; oral presentation – deciding on the content; visual aids; the presenter and the presentation and handling questions

## **Course- Financial Systems**

### **Credits- 3**

**Description-** The course is designed to provide a wide range of knowledge and opportunity to learn concepts of financial system, developments and weakness of financial system in India, Nature and scope of Financial Services. Discussions about the various innovative financial instruments. Description on the challenges being faced by financial service sector and the present scenario of financial service sector in India. To define the bank and explain various types of banks. Discussions on the functions of commercial banks. Principles of Insurance and Mutual Fund

#### Course Outline-

- Financial Systems and Markets
- Financial Services- Nature, Scope and Challenges
- Innovative Financial Instruments
- Introduction to Banking
- Commercial Banks
- Mutual Fund
- Management of Risk in Financial Services
- Discounting, Factoring and Forfeiting

## **Course- Customer Relationship Management (CRM)**

### **Credits- 3**

**Description-** It is one of the most important components for sustenance and growth of an organization. With the advancement of software technologies, significant progress has been made in designing and managing CRM systems. These efforts envisage facilitating better customer interactions and greater understanding about customers; thus helps an organization build competitive advantages. This course plans to impart a sound introduction to CRM, a comprehensive understanding of the processes involved, strong understanding of software components in different CRM systems, and practical applications of CRM in different sectors.

#### Course Outline

- Introduction to CRM
- Managing Processes in CRM
- Analytics in CRM

- CRM Tools
- Implementing CRM in an Enterprise
- CRM Case Studies

## **Course- Supply Chain Management**

### **Credits- 3**

**Description-** This course in SCM provides the students with in-depth knowledge of logistics and supply chain (SC) concepts, best practices, and current tools of the trade that will enhance their career opportunities with respect to local, national and international organizations. SCs are concerned with the efficient integration of suppliers, factories, warehouses and stores so that products are distributed to customers in the right quantity and at the right time. While students will learn the critical skills to reduce inventory costs, streamline processes, improve the customer experience and enhance profitability, they will also develop strong understandings of the advantages and disadvantages of international, domestic, local in-sourcing options to supply goods and services, including total cost of ownership. The competencies embedded in this course emphasis introducing and preparing students to make a positive impact on business operations by creating new processes and efficiencies within their industries. The students also visit manufacturing firms with global operations to gain practical industry experience.

#### Course Outline

- Supply Chain Strategy, Drivers and Obstacles
- Planning Supply and Demand in a SC
- Managing Economies of Scale in a SC
- Managing Uncertainty in a SC
- Sourcing Decisions in a SC
- Managing Transportation in a SC
- E-Commerce in a SC
- Information Technology in a SC

## **Course- People Management**

### **Credits- 3**

**Description-** Management is all about people. Regardless of size and type of business, people are the most important resource of any organization. This course introduces students to the basic elements of the human resources management theory and practice including strategic, legal/ethical and functional aspects of managing people in organizations. The main academic objective of this course is to provide students with the review of existing theory and best practices in the field of people management/ human resources management (HRM); upon completion of this course students will be able to demonstrate the understanding of the context, challenges and active strategic role of HRM; legal and ethical issues that influence people management and the various functional aspects of HRM.

#### Course Outline

- Evolving role of HRM
- Strategic and legal aspects of HRM: Business environment, Business strategies and HRM strategies
- Functional aspects of HRM: Employ, Manage and Develop Functions

## **Course- Critical Thinking and Analysis**

### **Credits- 3**

**Description-** This course is designed to introduce students to the art of decision making and managerial decision making in particular. As future managers the students will deal with a complex mesh of organizations and an ever changing environment; and within organizations- various people, technologies, policies and processes. They will work within the constraints and limited resources and take decisions every day that will have immediate as well as far reaching consequences for their organizations. As managers they will also have to justify their decisions and communicate them. This course therefore intends to guide students to critically think and analyze a problem, in particular a managerial problem from all its possible solutions, think about the consequences of decisions and select the best solution according to them. Organizational settings require formal communication of which report writing and analysis are an integral part. The course will require that every case that is discussed will be solved and a formal report written and submitted for evaluation.

#### Course Outline

- Readings on decision making
- Readings on communicating decisions
- Art of report writing
- Company and industry analysis
- Managerial Cases for analysis

## **Course- Strategic Management**

### **Credits- 3**

**Description-** This course will take you on a journey where you will learn to analyze a company's business environment, select a strategy, and construct the organization necessary to put it into action. This course introduces students to the elements of the strategic management theory and process including environmental analysis, strategic choice, business policies formulation and implementation. Students will explore and apply various strategic tools developed by best scholars, that are taught at business schools all over the world, and add our own unique JGU flavor by focusing on best strategic practices of major Indian corporations in order to arrive at insights that are both applicable in the practical business world and deeply rooted in a thorough academic theoretical knowledge; upon completion of this course students will be able to demonstrate the understanding of the concepts, framework and tools used for analyzing external and internal environment, assess the value creation activities of the firms and construct corporate-level, business-level and functional-level strategies and congruent business policies of the firms in different competitive environments.

#### Course Outline

- Business Environment Scanning: External and internal analyses
- Strategy Formulation: Corporate, business and functional level strategies
- Strategy Implementation and Evaluation: Corporate policies, corporate governance and corporate social responsibility (CSR)

## **Course- Information Technology for Business**

### **Credits- 3**

**Description-** In today's economy, managing information is critical to the success of a business. Supply-chain management, mass customization, business intelligence, and data mining are all key drivers of a successful

business, and all require the effective management of large volumes of information and the use of technology systems in achieving the same. This course is expected to provide the students with an idea of how to design, implement and manage systems in ways that have a direct impact on strategy and operational decisions. It will also educate the students on developing a framework to address a variety of management challenges. Learning Goals: The main components of the course consist of core knowledge in enterprise applications and infrastructure, database management and information systems management. Their learning goals for the course include understanding the role of Information Systems IS in business and its components, learning how to use Information Technology IT as a strategic advantage, having an idea regarding computer hardware and software, understanding the technical foundation of database management, understanding the concept of network and data flow, recognizing the importance of e-business in achieving competitive advantage of an organization, understanding the role of Decision Support Systems DSS and other systems, developing IT strategies and understanding the importance of security and ethical challenges in IT

#### Course Outline:

- Introduction to IT for business
- IT as a competitive advantage
- Computer hardware and software
- Database management
- EP and C
- IT network and Data Flow Models
- E-commerce / e-business
- Cyber supply chain
- Role of cyber security in achieving competitive advantage of an enterprise
- Types of Information Systems IS
- Data integrity and privacy
- Security management of IT
- Ethical and societal challenges of IT
- Managing global IT

#### Course- Legal Aspects of Business

##### Credits- 3

**Description-** Law permeates into our everyday lives, including the goods that we buy, the services we consume, the manner in which we work and even how we get married! The study of business administration is incomplete without a basic knowledge of the legal framework within which it operates. While it would be fairly simple to engage legal counsel, such services are expensive and it becomes important and cost effective for a business administrator to understand the boundaries of legally acceptable behavior. This course allows management students to understand the basics of business law, in particular, the most important provisions applicable to running any form of business.

#### Course Outline

- Structuring a Business
- Taxation, basic accounting, import-export and customs duty (*NOTE: this module can be done away with if there is a separate course on accounting/ tax*)
- Corporate Management
- Raising investment – Angel rounds, VC and PE deals
- Institutional finance – Loans and ECBs

- Arbitration and Dispute Resolution
- Intellectual Property Rights and IP monetization
- Negotiation and Contract Drafting

### **Course- Business Etiquette and Soft Skills**

#### **Credits- 3**

**Description-** There are certain ways we are expected to behave in the society, some are culturally based and alter slightly across regions and countries, and others remain constant. The course aims to train students by transferring practical and theoretical knowledge to imbibe good business etiquettes that will help them to advance their career and give them hands- on training in professional skills. The course stresses on the importance of proper body language, tone, words, and introducing yourself and others in business and informal occasions. The course primarily focus on how a business interacts with both external and internal stakeholders. The course will begin by introducing you to what is understood by the term ‘business etiquette’, the established convention in which businesses relate to each other. It then goes on to investigate some of the different and important professional and cultural expectations in the business world. Being aware of this is now becoming an essential skill for a business employee and this course introduces business expectations that are to be expected in the modern business environment. Business etiquette often starts with first impressions. When it comes to first impressions, we often decide, consciously or subconsciously, how we feel about someone in three seconds. Therefore, it is important to understand what is professionally and socially acceptable when conducting business, as within the business environment, first impressions often leave a lasting impression.

#### Course Outline

- Introduction to Etiquette
- Fine Dining and Mealtime Manners
- Formal and Informal Correspondence Etiquette
- Electronic Etiquette
- Conversational Skills.
- Personal Appearance
- Manners at Home
- First Impression

### **Course- International Business**

#### **Credits- 3**

**Description-** In the 21st century, knowledge, goods, and services flow across country borders much more easily than in the past, and therefore, it has become essential for business managers, policy makers and researchers to understand basics of international business. The course explores the unique and challenging socio-cultural and political environments in which international business takes place and aims to develop practical skills to deal with these challenges. The main academic objective of this course is to provide students with the review of existing theory in the field of international business in the global era in order to further extent students’ knowledge and critical thinking skills as future managers to assist them to define the concepts, terminology and theory commonly used in international business in order to understand the special needs of international business markets, to develop and compare strategic alternatives in global markets, and to capitalize on international business opportunities, develop students’ skills in strategic planning, decision-making, and problem-solving relevant to international markets, and improve the students’ ability to plan and act strategically

to compete effectively in the ever-changing in an international business environment to prepare students for successful career as effective leaders in international business.

#### Course Outline

- Globalization and the impacts of the business environment on organizations;
- Internalization strategies of firms: evaluation of barriers, opportunities, market entry modes, strategic alliances and exporting,
- Role of culture in international management.

### **Course- Negotiating Skills**

#### **Credits- 3**

**Description-** The purpose of this course is to introduce theory and processes of negotiation. The course is designed to be relevant to the spectrum of negotiation problems that are faced by managers. A basic premise of the course is that while a manager needs analytic skills to discover optimal solutions to problems, a broad array of negotiation skills is needed to get these solutions accepted and implemented. The course will allow participants the opportunity to develop these skills experientially and to understand negotiation in useful analytical frameworks. This course is designed to enable students to be able negotiate better. It aims at aiding students to analyze different types of conflicts, become aware of their current conflict management approach and apply negotiation theory and tools in different real-world based cases, individually and as a team member.

#### Course Outline

- Concepts, Process and Sources of Conflict
- Conflict Management Style
- Negotiation- Concepts, Objectives and Elements.
- Tactics and Strategies for Integrative Negotiation
- Tactics and Strategies for Distributive Negotiation
- Reservation Price, BATNA and ZOPA, Importance of Anchoring, Managing Deceptions and Lies in Negotiation
- Principle Centered Negotiation
- Negotiation- Six Step Approach
- Seven Element Preparation Tool
- Psychological Traps in Negotiation
- Cross Cultural Negotiation

### **Course- Environment Studies**

#### **Credits- 3**

**Description-** The importance of environmental science and environmental studies cannot be disputed. The need for sustainable development is a key to the future of mankind. There are serious and continuing problems of pollution, loss of forest, solid waste disposal, degradation of environment, issues like economic productivity and national security. It is clear that no citizen of the earth can afford to be ignorant of environmental issues. Managing environmental hazards has become very important. This course will therefore help students to understand the importance of environment and its resources in daily life. It will discuss tools to manage the environment for the benefit of all and reverse the degradation to a certain extent if possible. It is now even more critical than ever before for mankind as a whole to have a clear understanding of environmental concerns and to follow sustainable development practices.

## Specialization Courses

### Entrepreneurship and Family Business

#### **Principles of Entrepreneurship (1.5 Credit)**

This course prepares a foundation for conceptualizing entrepreneurship and introducing participants to the various facets of entrepreneurship. The course pedagogy involves a blend of theory, video lessons, and self-discovery.

Learning Outcome-

- Understand of the ecosystem for entrepreneurship process.
- Understand innovation and its application in the context of entrepreneurship
- Analyse and scan the task environment shaping entrepreneurial opportunities

Course Outline

- Innovation & Creativity
- Team Building
- Financial Planning
- Value-Chain Analysis
- Market Gap Analysis

#### **User and Customer Centric Innovations (3 Credits)**

Ideas are central to entrepreneurship. This course focused on how ideas can be generated through understanding of user and consumer needs

Learning Outcome:

- Develop ideas for venturing
- Exposure to the process of developing viable business ideas

Course Outline

- The “S-Curve” of innovation
- Business viability analysis
- Business planning

#### **Creativity & Opportunity Scouting (3 Credits)**

Understand creativity and explore methods of translating the creativity into business context.

Learning Outcome:

- Understand the role of creativity in value creation and growth
- Exposure to methods for fostering creativity
- Understand the challenges of converting creativity to viable business proposition

Course Outline

- Creativity & Learning approaches
- Role of ‘Dominant Logic’
- Fostering creativity

#### **Impact Entrepreneurship (3 Credits)**

Increasingly, businesses need to become socially responsive. This course helps participants understand ways of “doing well by doing good (for the society)”.

Learning Outcome:

- Understand the concept of Doing well by doing good



- Understand the art of creating win-win solutions
- Creating socially responsive businesses

#### Course Outline

- Win-win solutions
- 'Fortune at the Bottom of pyramid'
- Sustainable business

### **Structured Decision Making (3 Credits)**

This course trains students on how to take decisions and predict outcomes. The course also highlights the challenges of being 'predictable'.

#### Learning Outcome:

- Understand decision theory
- Understand the application of decision theory in the context of venturing

#### Course Outline

- Decision theory
- Game Theory

### **Essentials of Entrepreneurship (1.5 Credits)**

This advanced course helps participants understand the art of venturing. For taking this course, participants must have a viable business idea, at the onset of the course

#### Learning Outcome:

- Structuring the value-chain
- Structuring debt and equity
- Legal Structuring

#### Course Outline

- Value-chain analysis
- Debt & equity trade-offs
- Forms of business entities

### **Venture Financing (3 Credits)**

This course focuses on different ways of financing businesses

#### Learning Outcome:

- Debt-Equity structuring
- Art of raising finance

#### Course Outline

- Valuation
- Avenues for fund raising
- Assessing Business viability

### **Managing Transitions (3 Credits)**

Several traditional businesses decline due to their inability to reinvent themselves. Further, several entrepreneurial businesses are ill-equipped for business consolidation/ This course focuses on the challenges in business transformation

#### Learning Outcome:

- Understand the challenges of moving from efficiency centricity to creativity, and vice-versa

- Expose students to methods for handling the transition

Course Outline

- Ambidextrous organizations
- Organizational Learning & knowledge retention

### **Business Planning- Intrapreneurship (3 Credits)**

Starting businesses, within existing businesses, is gaining prominence in India. This course prepares students on how to develop and present plans for this purpose

Learning Outcome:

- Develop a Business Plan
- Pitching techniques

Course Outline

- Developing a business plan
- 'Elevator pitch'

### **Business Planning- Entrepreneurship (3 Credits)**

This course prepares students on how to develop and present plans for starting new business either independently or by extending family businesses

Learning Outcome:

- Develop a Business Plan
- Pitching techniques

Course Outline

- Business plan
- Fundraising techniques
- Business Development

## **Hospitality Management**

## Elective Courses

### Area: Banking and Finance

#### Banking Law and Operations (3 Credits)

The course is primarily designed to acquaint students with operational parameters of banking law. The course introduces a wide gamut of banking operations including recent additions of functions in the banking domain. It also introduces relevant regulatory aspects of banking that are used in day-to-day functions of a banking organization. In addition, the course covers the general principles of banking and legal aspects involved in the main functions of a banking organization – credit deposits and ancillary services offered by bank and financial institutions.

#### Corporate Valuation (3 Credits)

Corporate Valuation deals with analysis of financial statements for making investment decisions. The main focus is on equity and business valuation, with detailed cash flow forecasting and risk analysis. The course aims to prepare future equity analysts and investment bankers who are well versed in deal evaluation and negotiations. The course will examine the fundamental analysis approach in detail and will apply the same to cases and projects involving real-life listed firms. The course is of interest to those contemplating careers in investment banking (particularly in equity research), security analysis, consultancy and corporate finance areas.

#### Derivatives and Risk Management (1.5 Credits)

The main objective of the course is to introduce the concepts of derivative products such as forwards, futures, options, and swaps and their role in risk management. The course will explore the linkages of derivatives with their respective underlying assets. A sizable part of the course will focus on using derivatives as a hedging tool in managing price risk. As an introductory course in derivatives, emphasis will be laid on the basics of derivative products and the functioning of markets rather than the modeling of derivative products. Students would be given exposure to issues relating to derivatives markets. The course is useful for those who wish to take up a career in investment banking, for example, as a risk analyst.

#### Fixed Income Securities (1.5 Credits)

The aim of the course is to strike a perfect balance between presenting the foundational principles of fixed income markets and providing interesting and insightful practical applications. The goal of the course is to present conceptual frameworks for pricing and hedging a broad range of fixed income securities in an intuitive, mathematically simple, and applied manner. It covers the pricing of various forms of fixed income securities, building a portfolio, managing risk of a fixed income portfolio, and related aspects of a typical fixed income market.

#### Credit Appraisal and Financing-I (1.5 Credits)

The course is designed to provide a wide range of knowledge and opportunity to learn credit Skills for appraisal of the loan proposal, the inputs required by the Banker to facilitate the credit decisions for financing a proposal. The course will also help the participants to learn the practical aspects of handling of Retail and corporate loan proposals, sanctioning, post sanction monitoring and control of bank's lending. Upon successful completion of this course, students should be able to know/understand the parameters and various Inputs required by an appraiser to assess the loan requirements of the project as also the methods applied by the lender while assessing and monitoring of the credit requirements and Credit granted. The ultimate goal will be to

develop credit skill for assessment of the loan proposals and required inputs for credit decisions and formulating own project.

### **Credit Appraisal and Financing-II (1.5 Credits)**

The course will involve classroom discussions, case studies of loan proposals and visit to credit intensive Branch of a Bank. The course is designed to provide a wide range of knowledge and opportunity to learn credit Skills for appraisal of the credit proposal, the inputs required by the appraiser to take the credit decisions for financing a loan proposal by taking the reasonable risks and timely mitigation of such risk to avoid default. The course will also help the students to learn the practical aspects of handling of Retail and corporate loan proposals, sanctioning process, post sanction monitoring and control of lending by a financial institution. Upon successful completion of this course, students should be able to know/understand the inputs required for assessing a credit proposal/ the interpretation of such inputs /it's application to take credit decision for a loan proposal. To develop credit skill in students for assessment of the loan proposals and required inputs for credit decisions and formulating own projects.

### **International Banking and Finance (1.5 Credits)**

No student of economics or finance can fully understand current developments without having some background in international finance and banking. After studying this course, a student can pick up the Economic Times (or Wall Street Journal) and understand the international finance news, along with its ramifications. To this end, the course offers a concise yet comprehensive overview of the subject. The basics of foreign exchange market and the balance of payments will be discussed within the context of international trade. The course will facilitate learning through discussion of the most recent findings related to international banking, exchange determination, financing international trade, overshooting exchange rates, hedging exchange rate exposure and currency substitution.

### **Strategic Corporate Finance (1.5 Credits)**

The course builds on the basic principles of Financial Management already learned in the first year of the program. Strategic Corporate Finance covers complex issues of finance and their role in strategic and tactical managerial decision making. Globalization has opened numerous channels of applying superior tactical decision making tools. If a domestic firm has to grow exponentially, it may consider a strategic alliance with a foreign partner. Then both of them will have to carry out a detailed due diligence exercise. Any infusion of private equity will call for a comprehensive valuation of the firm to be presented by the consulting outfit to the financier. Corporate takeovers and mergers have become so popular that they now form part of routine activities of a business manager. The main focus is on strategic issues such as advanced project evaluation, mergers and acquisitions, corporate restructuring, complex capital structure decisions, financial performance metrics, and enterprise risk management. These topics have gained tremendous importance from the point of view of corporate consulting in general and corporate finance in particular.

### **Treasury and Risk Managements in Banks (1.5 Credits)**

The aim of the course is to provide knowledge and understanding of the objectives of treasury operations, the structures and organizational setup of a treasury department, and the function and responsibilities of a treasury. The course will cover the finance environment within which banks, other intermediaries, and companies operate and how it affects their operations in treasury. Sound treasury management of an organization uses the right financial products and tools for minimizing risk. The course also covers as to how the treasury department is a cost/profit center and how integrated treasury functions in globalized environment undertake planning and control the risk involved in treasury functions. The course examines alternative strategies and techniques that can be employed to manage the risks associated with international business transactions and other treasury

operations. Risk analysis provides understanding of risk definition, process, analysis, measurement, and control, mitigation policies and asset-liability management.

### **Financial Modeling using VBA (1.5 Credits)**

The main objective of this course is to give students a hands-on experience to develop tools to implement and analyse models in applied finance. This includes advanced topics in finance theory such as asset pricing and risk management. MS-Excel® will be used to introduce concepts of financial modelling. The course will also use the Visual Basic Application (VBA) for basic programming in MS-Excel®. Students are expected to have a preliminary exposure to programming skills. The course will include the applications of VBA in financial modelling such as financial planning and forecasting, stock price simulation, market history analysis, option pricing, value-at-risk, and portfolio optimization.

### **Computational Finance (1.5 Credits)**

The objective of this course is to equip participants with the specific skills needed to numerically solve partial differential equations (PDE) that arise in Finance. This is of critical importance for pricing instruments such as exotic options, corporate bonds and convertible bonds among others. The course will cover the Finite Difference Method for solving PDEs and some applications to Finance. After attending this course the student would be able to price any financial instrument for which it is possible to write a differential equation that the price of the asset satisfies. The student would be able to apply the basic simulation technique to any problem amenable to simulation.

### **Quantitative Finance (1.5 Credits)**

The objective of this course is to give foundation of Quantitative Finance. The course would start with Stochastic Processes. After giving the necessary foundation some specific stochastic processes such as Brownian Motion and Poisson Processes, which are relevant to Quantitative Finance would be discussed. This would be followed by Stochastic Integration, Ito's Lemma, Ito's Process, and the First Fundamental Theorem of Finance. Finally, all the machinery built up to this point would be used to derive Black-Scholes differential equation, Black-Scholes formula for European options, and discussion of other financial derivatives.

### **Area: Human Capital Management**

#### **Competency Mapping (1.5 Credits)**

Competency Mapping is a process of identifying key competences in an organization, and then using it for job evaluation, recruitment, training and development, performance and talent management, succession planning etc. This course is intended to make students understand designing, planning and implementation of assessment and development centers. The major objective of this course is to obtain knowledge about various psychometric testing and other management techniques and tools, particularly observational skills. It also helps to understand the organizational interventions on the basis of the assessment results to optimize the growth process. This course will also benefit students who want to become certified assessors.

#### **Compensation and Benefits (1.5 Credits)**

Compensation and Benefits Management is an important human resource (HR) tool that organizations use to manage their employee. For an organization to receive its money's worth and motivate and retain skilled employees, it needs to ensure that its compensation system is not an island by itself, and that compensation is

linked to its overall goals and strategies. Compensation and Benefits Management helps in establishing an internally equitable and externally competitive philosophy and practice for paying employees.

Smart, successful organizations regularly plan and evaluate their compensation and performance appraisal systems. Because compensation is visible and important to employees, it is critical to consistently communicate a clear message regarding how pay decisions are made. In sum, a solid compensation strategy requires that employee pay matches the organizational requirements.

### **Industrial and Labour Relations (1.5 Credits)**

Major business and industrial organizations are labour intensive and come with their own set of issues. These issues relate to trade unions, industrial disputes, collective bargaining, grievance redressal, discipline matters, labour participation in management, and safety and health. Various facets of labour issues include laws formed by the legislature and rules, regulations and standing orders given by the executive. The course on Industrial and Labour Relations will cover all these issues including detailed study of relevant laws.

### **Strategic Human Resources Management (3 Credits)**

The ever changing and competitive business arena requires the right people for the right job, and the job too needs to be aligned to business needs and goals. This requires that people needs are aligned with the strategy of the organization to deal with the ebb and flow of business. Strategic Human Resources Management course will deal with the issues of how to align people needs with business needs for staying competitive and achieving the goals of the organization. The course will cover strategies required from recruitment till retirement and in specific stages of the organisation.

### **Diversity and Inclusion Management (1.5 Credits)**

Organizations are vibrant places full of people from different backgrounds, nationalities, education, and orientations. Diversity is therefore the thing organizations have to deal with day in and day out and inclusion is something they cannot do without. This course therefore will help students appreciate the importance of diversity and inclusiveness in the landscape of general management. It will help students gain deeper insights and sensitivity to the diverse nature of people, practices and processes that exist in organizations.

### **International Human Resource Management (1.5 Credits)**

A globalized world is characterized by not only movement of goods and services across national boundaries but also of people. Various multi-national organizations not only set-up shop in different countries but also have people from various countries working at their home base. Thus, various national and business cultures interact and give rise to complex dynamics. This requires a different approach than usual which the International Human Resource Management course will cover. People issues dealing with different national and business environments, working in different cultures, integration of expatriates and homecoming of repatriates and specific issues like mergers and acquisitions will be covered in the course.

### **Organizational Change and Transformation (1.5 Credits)**

The Organizational Change and Transformation course helps participants understand how organizational change is undertaken. More specifically, the role of leadership and transformation of the internal organization elements - culture, structure, people and processes - is investigated. Organizations discussed are essentially profit-centric organizations (businesses). However, the concepts may be extended to organizations focused on performance in general. Other kinds of organizations, like civil societies and government, are placed beyond the purview of course discussions.

### **Employee Engagement (1.5 Credits)**

A fully engaged employee is an enthusiastic and eager employee fully absorbed in their work. They not only do routine work but take positive and innovative steps to further the cause and success of the organisation. This course will take the students through the employee engagement paradigm and help them discover the nature, meaning, characteristics, functions and how to develop employee engagement in an organisation.

### **Area: Marketing and Sales Management**

### **Consumer Behaviour (3 Credits)**

This course introduces students to consumer behaviour and its interdisciplinary nature. It provides a comprehensive picture of various psychological, social and cultural concepts, theories and frameworks that underpin consumer behaviour. Students will understand how consumer needs are determined and influenced by internal and external factors such as personality, perception, learning, and culture. The course aims to cultivate an appreciation of how managers understand people's needs and behaviours to achieve their marketing objectives.

### **Integrated Advertising, Promotion, and Marketing Communications (1.5 Credits)**

Effective communication forms the basis for a solid and successful marketing program. Successful development of marketing and communication programs helps firms remain profitable and vibrant, even when the complexities of the marketplace make these goals difficult to reach. This course provides students with an understanding and appreciation of various communication tools (traditional media channels, direct marketing, public relations, sales promotions and personal selling, digital marketing) to maximize the impact on customers and other stakeholders. The course will help students learn how to apply marketing communication tools to engage with customers in long-term relationships while simultaneously meeting organizational objectives.

### **Marketing Research (1.5 Credits)**

This course aims to provide students with a broad understanding of concepts, methods and issues relating to marketing research. It focuses on developing students' theoretical and practical skills to evaluate and undertake marketing research. The course will help students learn how to commission, conduct, interpret and deliver market research presentations and reports in professional contexts.

### **Sales and Distribution Management (1.5 Credits)**

The Sales and Distribution Management elective is about understanding concepts, tools and techniques of Sales and Distribution Management. It includes topics such as how to manage the sales force, and related ethical and legal issues; and planning for marketing channels and strategies from supply chain and logistics related perspectives.

### **Brand Management (3 Credits)**

This course includes analysis and planning on how a brand is created and positioned in the market, and how brand equity can be sustained over time. Developing a good relationship with target customers is essential for brand management. Tangible elements of brand management include aspects such as the product itself, the look and the feel of the product, the price, and the packaging. The intangible elements are the experience that the consumer takes away from the brand, and also the relationship that they have with that brand. A brand

manager would oversee all of these things and the course will illustrate these aspects of brand management with the help of case studies and brand audit reports.

### **Digital Marketing (1.5 Credits)**

The world is going digital. Social media, the convenience and growing safety of ecommerce, along with the mobile boom has changed the way people communicate and transact. Besides being used as an indicator of a brand's trustworthiness, due to the large volumes of traffic, relatively lower costs and high degree of measurability digital media offers huge opportunities for marketers. These factors have made digital marketing an essential part of the marketing strategy of all companies.

The course examines digital marketing strategy, implementation and executional considerations for BtoB and BtoC brands and provides a detailed understanding of all digital channels and platforms. The course discusses how digital media technology has changed marketing, and gives detailed strategies on how to embrace such evolving platforms as Facebook, YouTube, Twitter, mobile apps, websites, search engines, newsletters and many more. Upon successful completion of the course, the students will gain comprehensive knowledge of and experience with how to develop an integrated digital marketing strategy, from formulation to implementation.

### **Consumer Culture (1.5 Credits)**

Consumer Culture is a framework that examines the historical, sociocultural, experiential, symbolic and ideological aspects of consumption. The tenets of consumer culture align with identity and marketplace realities, socio-historical patternings, ideologies and consumers' interpretive repertoires. The course will enable an appreciation and understanding of different modes of inquiry for studying consumer culture from multi-disciplinary perspectives. Students will be encouraged to critically analyze readings and develop their own ideas for exploring consumer culture

### **Customer Relationship Management (1.5 Credits)**

The course offers insights into managing relationship with customers. This aspect is of utmost important across industries irrespective of the nature of business. The specific aims of this course are that students should be able to grasp the basic concepts of Customer Relationship Management (CRM). The specific aims are to understand:

- The meaning and definition of customer and customer intelligence as well as its significance in current market scenario.
- How to implement customer intelligence for effective customer relationship management.
- Various ways of utilizing the information for better understanding of specific customer requirements.
- The significance of customer focuses business strategy for the overall profitability of the businesses
- Various models for building effective customer relationships.
- Various aspects of implementing CRM strategy in organizations.
- Various ways of customer retention and various reasons behind customer defection.

### **Services marketing (1.5 Credits)**

This course focuses on the key elements (7ps of services) that marketers must integrate to establish and sustain service excellence and provide customer value. While the course examines broad issues in managing service businesses, a core theme is a how customer value is created. The students will examine the important issues facing service providers and the successful implementation of a customer focus in service-based businesses.



## **Retail Management (1.5 Credits)**

Organized retail is growing rapidly and we see the emergence of large organized retail chains like Shopper's Stop, LifeStyle, and Westside. We also find retail malls mushrooming all over the country. The opportunities in retail industry are on the threshold of a major change unfolding many new avenues for businesses to grow. Retailing is therefore, fast emerging as an important area of study in B-Schools all over the world. The study of retailing is very important to students interested in employment opportunities with large retail chains. An understanding of retail operations, store location, consumer behavior, marketing strategies, etc. is very useful in managing store operations. A study of retailing is also useful to students who wish to take up career in sales and related functions in consumer goods and service industries. Sales managers of consumers products firms need to understand the perspective of retailers and design appropriate marketing programs to attract retailers, particularly when large retail organized chains become more dominant. Product and brand managers need to understand the factors behind the growth of retail brands to plan effective product and branding strategies.

## **Area: Operations Management**

### **Logistics Management (1.5 credits)**

This course aims to integrate various perspectives gained from the study of finance, human resources, sales and marketing, general management and management strategy to bring an understanding of logistics management issues in the global economy and their impact at the organizational level. By the end of this course, students will have gained an understanding of the individual components of business logistics and their interrelationships within individual companies. The students will be familiarized with some of the trends in business logistics and help develop skills in solving specific logistics problems. This course will primarily benefit students completing their major in Operations Management, Marketing Logistics or Marketing Management.

### **Operations Management through Simulations (1.5 credits)**

Considerable effort is spent in reducing business uncertainties. One way is by using business contracts, hedging, vertical integration, etc. One other way of understanding these uncertainties is by using mathematical simulations. In this course, we develop and solve simple and complex linear programming formulations through MS Excel. To gain better insights, we use sensitivity analysis to address business uncertainty. Simulation techniques like queuing models, inventory models and the integration of the two shall be examined to understand the responses of various configurations. Also, different distributions (probability distributions) with uncertain parameters shall be modelled. For hands-on experience, students would be expected to implement a real life simulation model (in agreement with the instructor).

### **Project Management (1.5 credits)**

This course prepares the student for managing complex projects using a structured project management methodology. Upon completion of this course, participants will be able to understand concepts, tools and techniques of Project Management Best Practices - as per latest PMBOK® Guide; learn how to apply Best Practices while Initiating, Planning, Executing, Monitoring and Controlling, and closing a project; and attain proficiency to pass Project Management Professional (PMP)® exam.

### **Purchase and Supply Management (1.5 credits)**

As prospective managers, students need to understand the impact of purchasing and supply chain management on the competitive success and profitability of modern organizations. The aim of the course is to make students aware of the demands placed on purchasing and supply chain managers by business stakeholders, both

internally and externally to the firm. Students will also gain an appreciation of the ethical, contractual, risk management, sustainability, and legal issues faced by purchasing and supply chain professionals.

### **Information Technology for Business (1.5 credits)**

Today's businesses are faced with the challenges of global competition and technological change. Information, as the new global currency, allows making informed decisions, provides businesses with competitive advantages, and creates the opportunity to develop new knowledge and insights. This course focuses on how businesses use information technology (IT), and how organizations might exploit IT better to set themselves apart from their competition. Students will be exposed to a broad range of IT topics including IT infrastructure, ITES, security, e-commerce and IT sourcing.

### **Seminar Course on Managing Quality (1.5 credits)**

The course is designed to give students an understanding of the philosophy and concepts involved in the total quality approach to quality management. They will be introduced to various quality tools and techniques used in quality management. Being a Seminar Course, each session will be highly interactive, providing students with sufficient opportunity to advance their opinions and ideas in a supportive environment. It will adopt a proven theory-application-discussion model of learning, supported by the use of research based lectures, case-studies, real-world assignments exercises, and group presentations through which students shall maximize their learning experience and achieve the course objective.

### **Information Technology Project Management (1.5 credits)**

This course is designed to provide a conceptual insight into information technology projects and generate an awareness and appreciation of specific requirements for management of information technology projects across the different stages of life cycles.

### **Global Operation Strategy and Manufacturing (1.5 credits)**

Manufacturing companies cannot isolate themselves from or ignore external factors such as economic trends, competitive situations, or technology innovation in other countries. This global environment is forcing them regardless of their location or primary market base, to consider the rest of the world in their competitive strategy analysis. The course covers the basics of operations strategy for manufacturing firms in global context. Topics covered include operations strategy and its formulation; global forces that impact on strategy; supply chain integration; procurement and outsourcing strategies; global project management and finally global supply chain risk management. The students also visit manufacturing firms with global operations to gain practical industry experience. As such the emphasis of this course is on corporations that source, produce, distribute, and market in multiple nations and compete in a global arena. This course will benefit students completing their major in Operations Management.

### **Service Operations Management (1.5 credits)**

The primary objective of the course is to instill an understanding of operational effectiveness as a competitive weapon in the service industries.. This course intended to provide the students with a mix of theoretical and practical knowledge regarding production and operations management in the service industries. Principles are presented in a logical functional development of the subject ranging from the design and structuring of facilities, through an in-depth analysis of available techniques, to detailed studies of operating procedures, processes, methods, and controls with respect to the service oriented enterprises.

## Area: Entrepreneurship

### Essentials of Entrepreneurship (3.0 credits)

This introductory course to entrepreneurship equips students to understand various facets of venturing, including ‘intra-preneurship’ or creating businesses within existing businesses. The emphasis lies on identifying, evaluating, and developing new venture opportunities. An integral component of the course involves creating a business plan. Topics include opportunity identification and evaluation, startup strategies, business valuation, business plan development, attracting stakeholders, financing the venture, managing the growing business and exit strategies. The course is structured in two modules. In the first module, theoretical and practical insights on entrepreneurship are developed; and, in the latter, the emphasis is on formulating a business plan.

### The Entrepreneurial Experience: ‘Art of Getting Started’ (1.5 Credits)

After formulating a business idea, entrepreneurs need to answer fundamental ‘to market’ questions for embarking in their venturing journey. Essentially, this involves answering questions like –

- How will customers acquire the product?
- How will the product solve the customer’s problem?
- What value will the product bring?
- What would be the ‘secret sauce’?
- How would your product stack up vis-à-vis the competition?

This course prepares to answer these fundamental questions. This is an entrepreneurship course; consequently, participants would be exposed to scenarios and case studies, not concepts. Enjoy the course, and remember - “your customer is waiting.”

### Venture Financing (1.5 Credits)

Venturing financing and working capital management impact entrepreneurial success. Typical questions that entrepreneurs need to answer are:

- How do we estimate the financial requirement?
- How do we finance the venture? Is debt preferable to equity or vice-versa?
- How do we plan the financing?

This course prepares to answer these fundamental questions. Participants would be expected to resolve various entrepreneurial scenarios. Some grasp on the essentials of finance and accounting are desirable for taking the course.

### Social Entrepreneurship (3 credits)

The domain of social change is no longer reserved to students of political sciences and development studies. Increasingly business students are recognized as possessing important skills that can drive social change. This new discipline is often referred to as Social Entrepreneurship (S-ENT). S-ENT describes the discovery and sustainable exploitation of opportunities to create public goods. This is usually done through the generation of disequilibria in market and non-market environments. The S-ENT process can in some cases lead to the creation of social enterprises. These social ventures are hybrid organizations exhibiting characteristics of both the for-profit and not-for profit sector. Individuals engaging in S-ENT are usually referred to as social entrepreneurs, a term that describes resourceful individuals working to create social innovation. They do not only have to identify (or create) opportunities for social change (that so far have been unexploited), they must

also muster the resources necessary to turn these opportunities into reality. A typical example is Prof. Muhammad Yunus, founder of the Grameen Bank (Bangladesh) and recipient of the Nobel Peace price in recognition of his contribution to poverty alleviation through the invention and popularization of Microfinance. Other examples include fair trade or car-sharing. Today many foundations aim to identify and promote social entrepreneurs. Two prominent examples are Ashoka and the Skoll Foundation. So called venture philanthropists adopt methods from the domain of venture capital, for example, encouraging social entrepreneurs to provide detailed business plans and to measure and report systematically on their social performance. Social Return on Investment (S-ROI) analysis is an example, for an emerging tool aiming to describe the social impact of S-ENT in dollar terms, relative to the philanthropic investment made. This course is divided into two parts. First part is purely theoretical where you would learn the social entrepreneurship fundamentals, theories. Second part is purely applied where you would learn about new social entrepreneurial business models, practices and sectors.

## **Area: Business Analytics**

### **Statistical Programming – R**

“Statistical Programming – R” is a beginners level course in business analytics major. The course emphasis is on learning R for effective data analysis. This is a programming course and, therefore, it will require a lot of effort in programming scripts and code aimed at carrying out the most important tasks of statistical data analysis.

### **Data base and query Language**

The course is structured to provide students in-depth details of what a database physical design is and how to use SQL (Structured Query Language) to create tables, that store different business information, and how to populate, manipulate and query that information using SQL. The subject is focused in the learning of relational database designers. It provides the basic concepts, terminology and techniques of the logical database design. An original technique called Relational model of Entity / Relation will conduct most of this part of the subject.

### **Spreadsheet Modeling**

In this course, students will learn to frame business challenges as data questions. They will use powerful tools and methods such as Excel to analyze data, create forecasts and model, design visualizations, and communicate their insights. The course begins with an in-depth tour of the Excel environment and includes many helpful shortcuts and tips for mastering the functions in Excel.

### **Time series analysis**

“Time Series Forecasting” is an intermediate level course in business analytics/finance major. The emphasis is on building statistical and mathematical models to synthesize the past and use them to forecast the future. If we can understand the historical dependence in our data set, that is, how the present relates to the past, we will be able to project our information from the present to the future. Therefore, this course aims to train students with the science and the art to predict a future event with some degree of accuracy.

### **Introduction to Python Programming**

Python programming language offers a rich set of libraries for solving scientific problems. Numpy can be used for numerical problems, Scipy can be used for modelling and solving using numerical solutions, Matplotlib can be used for plotting variety of graphs for better visualization and pydata/pandas can be used for data analysis. Physical problems can be converted into a simulation model to find physically relevant solutions, which can in-turn be used in designing the experiments/products. The course will focus in teaching relevant topics which can be used by analysts from all sectors, to solve physical problems using python programming.

### **Applied Econometrics**

The objective of the course is to provide the students with a good understanding of econometric models. These models are widely used in the empirical literature, and a good understanding of these models is crucial for future business leaders. The course provides the students with the ability to evaluate recent empirical studies and develop practical skills, which are necessary in industry to perform independent research using microdata.

### **Data visualization**

The course will show how Information Visualization is a tool and not by any means a goal itself. Studying the history will provide us knowledge to open our minds and will draw a frame of what we have achieved so far. The course will equip students with Tableau for depicting stories from big data in graphical format.

### **Big data Analytics**

The focus of this course will be to understand what are the different components of a Big Data capability, introducing the loop of Knowledge Data Discovery, the use of structured and unstructured information, the new business models that can emerge and the organizational impact of Big Data in terms of people and processes.

### **Supply Chain Analytics**

This course will equip students to determine big data challenges faced by companies related to supply-chain operations. The course will focus in teaching big data tools used to examine and guide supply-chain operations, and investigate future plans and investments.

### **Social and Web Analytics**

During this course, students will learn what social networks are and realize how ubiquitous they are. Students will study deeply the foundations behind Social Network Analysis techniques but also, they will combine it with real world examples and applications so that this course will be both theoretical and practical.

### **Data Mining for Business Intelligence**

Data Mining is the art and science of intelligent data analysis. Data Mining is an interdisciplinary course that combines statistics and computer science to gain insight for business decision-making. This technically-oriented course will assist students in exploring hidden patterns in big data and to support decision-making within a business context. This course is uniquely designed to equip students with advanced analytical training; including data preprocessing, data exploration, data modeling and evaluation to produce business intelligent models that help predict and evaluate best business practices.

### **Financial Risk and Fraud Analytics**

The focus of this course lies in understanding and solving those key problems in the day-to-day of senior financial industry managers, not on deep studying the machine learning algorithms. The course provides knowledge on how big data analytics can provide information around financial service value chain.

### **Area: General Management**

#### **Gandhi's Leadership (1.5 credits)**

The course will explore Mahatma Gandhi's style of leadership and consider its applicability in our contemporary world. We will use segments of the Richard Attenborough film Gandhi and AKC Chettiar's documentary to understand Gandhi's actions in South Africa and India, and derive principles of leadership. This will be compared with current theories of leadership. We will explore issues such as the role of personal values in driving a style of leadership, and the extent to which the environment supports the style. While discussing leadership styles, we will bear in mind their applicability in both a societal and an organizational context. The course is discussion oriented and requires regular preparation and participation.

### **Business Consulting Project (1.5 credits)**

This course aims to give students the opportunity to apply their learning beyond classroom to the real world. This course enables students take on the role of consultants and help corporate partners solve problems and issues in their organizations. Students are required to define problems and provide practical solutions within a project timeframe. The goal of the course is to create a reputable alliance program and an exchange platform where students can benefit from learning by doing and the global business community can tap into high quality young talents.

### **Cyber Security (1.5 credits)**

This course will provide a comprehensive introduction and study into a broad selection of contemporary cyber-security trends, concepts and policies, including the survey of state-of-the art technology used to address security problems. This case based discussion course covers topics including core security mechanisms and techniques, data breaches, authentication, disaster recovery with business continuity, risk management, and privacy concerns. We discuss security policies for Information Systems protection, detection and investigation as well as an overview of recent trends in commercial products relating to intrusion detection.

### **Business Communication and Etiquettes**

The ‘Business Etiquette and Communication’ course primarily focus on how a business interacts with both external and internal stakeholders. The course will begin by introducing you to what is understood by the term ‘business etiquette’, the established convention in which businesses relate to each other. It then goes on to investigate some of the different and important professional and cultural expectations in the business world. Being aware of this is now becoming an essential skill for a business employee and this course introduces business expectations that are to be expected in the modern business environment.

As a professional it is important to understand what is meant by business etiquette and how it is applied within the working environment. Business etiquette is a combination of cultural, professional and societal rules which highlight polite behavior and respect. These rules are not limited to face to face conversations, but can be applied in most areas of interaction within a business (e.g. emails, virtual meetings, and phone conversations).

### **Independent Studies**

- a. A student may undertake an Independent Study (IS) of a specialized subject under the supervision of a faculty member. The topic would qualify for an IS if it is not currently being covered in any course.
- b. An IS would generally not exceed 1.5 credits.
- c. The student should write a proposal describing the topics that will be the focus of the study and submit it to his/her preferred supervisor. The supervisor should add his/her recommendation and provide details on how the IS would be conducted. This should contain all the elements of a course manual and describe learning goals, course material, assignments that would be undertaken, and nature of evaluation.
- d. The faculty member would forward the student proposal along with and the letter of recommendation to the Programme Director who would present it to the PMC. The PMC will evaluate the nature of study, and whether the material covered and work involved justify the credits. They may ask for a revision, if necessary, and approve.

## Student Policies

These policies are meant to expand on what is already included in your hand book.

### Specialization and Elective Selection Policy

1. The minimum required credits for the BBA degree is 125. This is comprised of core courses, specialization, summer internship (2), electives. There is minimum requirement of 15 credits to be taken per semester. As a guideline, you should not take more than 18 credits per semester.
2. To qualify as a specialization area, a student needs 15 credits. Each area will declare what courses qualify for this.
3. Selection of electives:-
  - a. A student can add or drop an elective course by the end of two classes of the course. After which s/he will not be allowed to add or drop the elective.
  - b. If a student gets an F in an elective course, s/he can drop the elective and choose not to give its re-sit examination. The course dropped with F grade will not be counted towards credit requirement but the course and grade will appear in the transcript.

### Policy for International Programmes of JGBS

#### Immersion Programmes/Summer School

The maximum credits that can be awarded to Immersion Programmes/Summer Schools is 2 credits. The University led programmes will be approved by the PMC with inputs from the faculty board before they can be floated to the students. When students go on a summer school on their own to summer schools with which the University has no relationship the decision will be taken by the Program Director with consultation with the PMC if needed. The summer school has to be related to/and or in line with the respective programme of the student.

#### One Semester Exchange Programmes

In the BBA programme, only 2<sup>nd</sup> year students are eligible for one semester exchange. The maximum number of credits that may be transferred for a semester exchange to the partner university is 15-18 credits.

#### Rules and Procedure for Applying for an International Programme

1. All students interested in outbound-exchange and Masters must familiarise themselves with qualifying criteria of partner institutions by visiting partner-institution websites, and take responsibility to complete all forms and requirements well-ahead of closing dates.
2. All outbound-exchange and Masters students must have previous exemplary records at JGU. It is understood that qualifying criteria can vary from institution to institution, and JGBS International is within its rights to nominate or take forward only those names which match up to criteria and expected performance, both academic and behavioural, at home and host institutions. This will be done on a case to case basis keeping in view all factors relevant to exchange or longer-study periods at host institutions.
3. All outbound students on semester-exchange or Masters specializations must check scholarship opportunities for International students offered by host-institutions, and apply well in advance. Scholarship deadlines usually close four to six months in advance of application deadlines.
4. Any student who has already been on an overseas exchange will not be debarred; however, if there are students who have not been on an overseas exchange and meet all necessary criteria, they shall be given first preference.

5. Any student with disciplinary or other similar issues will not be allowed to participate in immersions or study-abroad for a period of one-year.
6. Students must note that study-abroad options with each institution are parity-based. Consequently, possibilities and seats may vary from year to year.
7. Where there is no parity, students may go on a fee-paying basis.
8. Once students have indicated interest and they have been nominated by JGBS International, they will meet with their Program Director to get approval on courses to be taken overseas.
9. Students would also simultaneously need to provide written consent from parents or guardians and sign undertakings with International Office once they have expressed interest and been nominated.
10. It could be that a student is interested in participating in an immersion programme or a summer-school at a University we do not have an agreement with. In such case, JGBS International will make a decision based on the standing of the institution as revealed by their accreditation, scrutiny of the course manual, whether some other JGU school has partnered with the Institution, whether the course to be opted for can be treated as equivalent to a current JGBS course or as an elective credit; and on.
11. Once all undertakings are completed with International Office, and approvals on course selections are sorted with Program Directors, outbound students will receive a final sign-off from JGBS International signalling they are ready to go.

### **Re-sit Examination Policy**

1. There is no cap on the number of re-sit examinations a student can take in any subject in BBA programme.
2. The re-sit examinations will be held in the same semester of the academic year following the year in which the course was failed.
3. The re-sit examinations of final year students of BBA programmes should be held in the month of July before the convocation. If the student fails in this re-sit examination s/he will have to take the examination the following year.
4. The maximum numbers of re-sit examinations credits that a student can take examinations for is 18 credits.

### **Promotion Policy**

Promotion will be withheld for any one or more of the following reasons:

1. The student who fails in 50 % of effective credits i.e., main and re-sit examinations, or more shall be deemed to have failed in the year and must repeat the year with the next batch of the programme.
2. If a student has more than 18 re-sit credits in a particular year, s/he would not be promoted to the next year.

A student whose promotion is withheld will be provided with the following two options which he/she has to exercise and inform the JGBS Executive Office before the start of the semester. They are:-

1. He/she may choose to not attend classes or stay on campus for a year, and simply return for the repeat examinations, in which case the student will be required to pay only the usual repeat examination fee, and any amount based on hostel usage during the pendency of the repeat examinations.
2. The student may choose to stay on campus and enrol in the courses that he/she failed.. In this event the student shall be required to pay the hostel fees, and 25% of the regular tuition costs. The student is subject to all course requirements including attendance, internal assessment and end of semester examinations for those courses which he/she is repeating that semester. The student is not required to take the courses he/she has passed.

A student repeating a year and requiring additional support is advised to get in touch with the faculty mentor and concerned Program Director.



## **JGBS Attendance Policy**

JGBS desires 100% attendance with a provision for consideration for absence on account of sickness or other such contingencies. The attendance requirement of 75% of the scheduled classes is for taking end of semester examinations. Failing this, the student will not be allowed to take the end term examination and will be awarded F grade in the particular course. This student has to take the re-sit examination in the course.

Ten percent is the maximum absences that will be condoned on medical grounds. That is, if a student fails to secure a minimum of 65% of attendance with medical grounds she/he will not be allowed to take the end term examination and will be awarded F grade in the particular course.

Application for leave of absence on medical grounds should be submitted with full documentation within 3 working days of return to classes to the JGBS executive office. If a student fails to submit the required documentation within the stipulated time she/he will not get the attendance waiver on medical grounds.

If absence due to medical reasons is of a recurring nature and beyond the limit of 10% he/she has to apply for the approval of Vice Dean (Academics).

Students are advised to inform the JGBS Executive Office and the concerned Program Director about absence because of medical reasons immediately after diagnosis so the concerned instructors can be informed about potential absence.

## **Students Clubs**

### **Marketing Club**

Marketing is the umbilical connection between customer needs and creative solutions. The club aims at keeping members abreast of the latest on marketing while integrating the vast experience of its members across functions and industries such as advertising, research, sales, branding communication and digital marketing to name a few. We firmly believe that sound business education is an ideal mix of a world class curriculum and practical learning opportunities. We hope to organize many activities in the coming months which will include networking nights, marketing workshops, advertising competitions, seminars on new marketing tools and techniques, brand management workshops and digital marketing workshops.

### **HR Club**

The HR club has one focus on how to have better human resources and human relations in every organization. The club will make you believe, there is something to be learnt from the variety of people one encounters. For example, you get inspired by the attendant in a coffee shop who exemplifies 'service with a smile' or the colleague in a meeting who demonstrates real time influencing skills or the business leader you read about, whose innovative ideas change your outlook. To meet the club objective, the club organizes various events through out the academic year. These include management games, quizzes, case study competitions, guest lectures, workshops and clinics from experts in the field of HR.

### **Finance Club**

The Finance Club is also known as "FINICHE CLUB". The club would concentrate on driving activities in the finance domain and intends to further the reason of finance at JGBS. It consists of capable individuals who will work on different domains in the financial services industry. The club would not only educate the students but also reach out to expose students to the various practical aspects of finance. The club's activities cover a broad range of verticals within finance such as investment banking, retail banking, securities, venture capital, wealth management, private equity and insurance.

## **Kala**

The cultural club of JGBS is currently working with its 30 members to invigorate the cultural life of JGBS. It's a club which has been pumping life in JGBS through different forms of arts like music, drama, painting, and elocution. Last year it organized various programmes like Lohri Night, Children's Day celebrations, a cultural week and many more. The club took initiative to be an active participant in Chaos'15, IIM Lucknow.

## **Strategy Club**

The strategy club aims to provide a platform for the industry to tap onto the immense potential of the students at JGBS, for fresh insights into their business. It also seeks to seek and develop entrepreneurial skills in B'School graduates. Further it aims to provide an opportunity for the students to develop their interest and aptitude for careers in general management by applying their classroom learning in live industry projects and more. The club undertakes live projects from companies, government institutions and non-profit organizations and provides an independent and theoretical perspective to their business problems.

## **OCTAPHI**

An initiative which provide opportunities to learn about real-world operations management issues and to network with companies through speaker events and site visits. The Club aims to bring theoretical and innovative Concepts of Operations Management to practice. We see ourselves as the change initiators and strongly believe in the quote "Every great dream begins with a dreamer. Always remember, you have within you the strength, the patience, and the passion to reach for the stars to change the world". -Harriet Tubman.

## **Kridan**

The body and its abilities are just as vital to intelligence as is the mind. Sports is an inseparable part of life at JGBS and the KRIDAAN-Sports Club takes pride in being one of the most popular clubs on campus which organizes sports events to promote camaraderie in the batch throughout the year. Some of the events that we are planning to organize this year are Half Marathon, Jindal Premier Cricket League, Intra JGBS Championship and the Business Sports Fest.

## **Mentor Mentee Programme**

The mentor mentee programme initiated by JGBS is an effort towards having closer and better relations between faculty members and students. The role of faculty members is to guide, counsel, or facilitate the mentee in the course of his/her development (academic and professional) and provide constant encouragement and support during their stay at JGBS. The faculty member helps their mentees in selecting electives, majors and in other academic matters; in assessing their academic performance and advice on how to improve; help in identifying and selecting career opportunities (summer intern/final Placements); advice the student during their summer internship, if needed/requested; and in identifying their potential and utilizing it more effectively. The mentees can discuss and seek guidance on any other pertinent matters from their mentors. The mentees are expected to be open to discussing issues and areas where they want to improve and in receiving advice.

The mentor and mentees are expected to meet frequently in the beginning to establish the relationship and then as and when time permits and whenever the need arises. Various activities are undertaken for the same such a Mentor Mentee week was celebrated in the month of August, 2014, where mentors and mentees watched a movie together, went out for dinners and played games together.

The allocation of mentees is done randomly taking care that mentors get as far as possible a fair mix of male and female students.

**For all information and assistance contact JGBS Office**

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