

Master of Business Administration Alliance Ascent College

COURSE CATALOGUE

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Alliance University

Alliance University is a Private University established in Karnataka State by Act No.34 of year 2010 and is recognized by the University Grants Commission (UGC), New Delhi.

Alliance University is located on an extensive state-of-the-art campus on the Chandapura- Anekal Main Road, Bangalore. Campus design and construction on additional land in Bangalore is underway. The City Campus of the University is located in BTM Layout, Bangalore.

The University aspires to be among the best universities in the world by the year 2025 through a series of strategically-crafted moves, precisely calibrated action plans, and an unwavering commitment to the pursuit of excellence.

Alliance University is renowned for its offerings of a variety of degree courses. While its oldest professional school—Alliance School of Business—is consistently ranked among the top ten B-schools in India by various ranking agencies, the University having already established the Alliance College of Engineering and Design, Alliance School of Law and Alliance Ascent College, is in the process of establishing many other prominent academic units, viz., Alliance School of Arts and Humanities; Alliance College of Science; Alliance College of Medicine and Dentistry; Alliance College of Education and Human Services; Alliance School of Health Sciences; and Alliance College of Media and Communications. Alliance University has extensive collaborative arrangements with leading institutions and universities worldwide.

Alliance University constantly strives to serve the areas and domains that have the potential to improve the quality of life for large sections of the society. These include among others:

- ÿ Sustainable Development
- ÿ Green Energy
- ÿ Holistic Medicine
- ÿ Vocational Training
- ÿ Traditional Arts and Crafts
- ÿ Science and the Humanities

In all these endeavors, Alliance University would relentlessly work towards equity, social justice and fairness. Alliance University commits itself to providing a rare ambience for all of its stakeholders, and reaffirms to be the torchbearer for ethical and moral values. It will at all times subscribe to the doctrine of humanism, be a responsible and responsive institutional citizen and uphold the highest values in its activities and programs. Above all, Alliance University pledges itself to be an extraordinary constituent that the society and country would truly be proud of.

Message

This beautiful and profound statement encapsulates the value of education. Nothing can quite uplift our spirit in quite the same manner as education does. Yes, there are some exceptions of people attaining greatness without formal education. But for the rest of us, education is the foundation on which to build our dreams into reality.

Not long ago, education merely meant the transfer of knowledge from the teacher to the taught. Today, education is much more than that—after all, if it is just knowledge that you are after, there is enough of it and more on the World Wide Web. It has been estimated that the entire body of knowledge is doubling about every three years.

I firmly believe that the key differentiator that matters is the ethos of the university. What does the university stand for? What are its values? What is the overarching philosophy that guides every action at the university? What is the legacy that the university wishes to leave behind?

Alliance University stands for excellence. The pursuit of excellence in all its myriad dimensions is a relentless passion at Alliance University. You can witness this in the magnificent infrastructure that has few parallels in this part of the world. You can experience it in the warmth of the people with whom you interact. You can feel it in the serenity of the campus as you walk in. You can enjoy it in the fruits of your labor.

The courses that we offer have been crafted with the same care and devotion that an artist bestows to a painting or a musician to a lyric. The people who deliver the courses are among the finest you are likely to come across anywhere. The leadership is truly visionary and inspirational. Together, these form a formidable combination that can shape your careers and transform the ordinary into the extraordinary.

I invite you to be a part of this exhilarating experience.

Come to Alliance University. Come to where mind and matter coalesce into a seamless continuum and turn life into a rich tapestry—one that you, your family and friends, would be proud of.

I wish you Godspeed and the very best that life has to offer.

What We Expect from Our Students

Alliance Ascent College, Alliance University offers a lot of freedom, especially intellectual freedom to students to develop good managers and leaders. There is a need for leaders who know how to make a difference in the world, which is indeed of the greatest value today. This need extends beyond business to the social, government and non-profit sectors as well. Alliance Ascent College, Alliance University prepares students to become leaders by cultivating qualities we believe are fundamental to good leadership:

- Judgment that leads to sound decision-making
- An entrepreneurial point of view
- The ability to listen and communicate effectively
- A deep sense of one's values and ethics
- The courage to act based on those values and ethics

Global managers must understand that to engage with the forces of globalization, they must first engage with other human beings around the world. Globalization is a mindset. Managers must seek to understand the mindsets of others across the globe, demonstrate an understanding of where others are coming from, and to be respectful. The benefits of doing so are great.

Taking these points into account, we expect students to start their professional careers imbued with important qualities: genuine respect for others and their points of view that will make people seek you out for guidance; and the ability to face setbacks without fear and overcome them. When you graduate from Alliance Ascent College, Alliance University understanding the importance of these qualities, we are confident that you will be on the right track throughout your professional life.

JK Rowling said in her Commencement Address at Harvard in 2008: "If you choose to use your status and influence to raise your voice on behalf of those who have no voice; if you choose to identify not only with the powerful, but with the powerless; if you retain the ability to imagine yourself into the lives of those who do not have your advantages, then it will not only be your proud families who celebrate your existence, but thousands and millions of people whose reality you have helped change. We do not need magic to change the world; we carry all the power we need inside ourselves already: we have the power to imagine better."

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This Catalogue provides you with an overview of the Master of Business Administration (MBA) course offered by the Alliance Ascent College—a constituent college of Alliance University, and includes the basic information that you will need in order to get the maximum benefit from the MBA course.

About Alliance Ascent College, Alliance University

The Alliance Ascent College—a constituent college of Alliance University—provides a high quality academic environment to its key constituents and is a premier college offering state-of-the-art facilities, world-class education, training and research in the areas of business and management. The objective is to provide students with the knowledge and skills to become successful business leaders as well as responsible social stewards. The Alliance Ascent College prides itself on rigorous and relevant curriculum designed to train young professionals to be responsive to the demands of society in a dynamic milieu.

The MBA degree course at the College equips students with a repertoire of analytical, decision-making, technical, interpersonal and technological skills to prepare them for the challenging environment. Through their involvement in the Mentorship Program, Business Plan Competitions, Field Based Projects and Ascent Executive Speaker Series, students learn from the knowledge and guidance of experienced business leaders.

Located in a vibrant city and global business hub—Bangalore, it offers an unparalleled quality of life, outstanding student support and a friendly, cosmopolitan environment to live, study and work.

About Bangalore

Bangalore is one of Asia's fastest growing cities and India's fifth largest city. It has a population of over Twelve million persons and is situated at an altitude of about 1,000 meters above sea level. Bangalore is the principal administrative, cultural, commercial and industrial center of the South Indian State of Karnataka. Thanks to its altitude, Bangalore enjoys a pleasant and equable climate throughout the year. Tree-lined streets and abundant greenery make it the “Garden City” of India.

In the early 1980s, Bangalore witnessed a major technology boom and is now home to more than 250 high-tech companies, including home-grown giants such as Wipro and Infosys. The erstwhile Garden City is now also referred to as the “Silicon Valley” of India.

The city has several institutions of learning and research such as the Indian Institute of Science, Raman Research Institute, National Institute of Mental Health and Neurosciences and the National Aerospace Laboratories. In art and culture, the city boasts a rich heritage and tradition and has several schools of classical music and dance. The city is widely known for its rich cultural diversity and welcomes people from all over India and abroad.

Bangalore abounds in picturesque parks, gardens and other scenic spots. The National Park, which is well within the city, is an attractive forest area with an abundant variety of animals, birds and butterflies.

Master of Business Administration

The two-year, full-time, Master of Business Administration degree course offered by Alliance Ascent College, Alliance University follows a rigorous, relevant, contemporary and progressive curriculum. It is designed and developed to ensure high quality education to the student and is delivered by accomplished full-time and visiting faculty. The course consists of Core subjects followed by Elective subjects that reflect the student's chosen area of specialization—Finance, Marketing, Organization Behavior and Human Resources (OB & HR) and Operations Management. Students are encouraged to choose an area of specialization that suitably matches with their interests and skill sets. The specialization subjects include a field-based Industry Internship Program and a Dissertation, at the end of the course. On the successful completion of the 24-month's course, a student is awarded the Master of Business Administration degree by Alliance University.

Key Features

- ÿ Two year, full-time course comprised of four semesters
- ÿ Contemporary, relevant and progressive curriculum
- ÿ Designed, developed and delivered by eminent faculty to ensure high quality education
- ÿ Taught by accomplished fulltime faculty
- ÿ Project-based training throughout the course, which includes an Industry Internship Program and a Dissertation
- ÿ Electives begin in the first year of study in the course
- ÿ Continuous evaluation method using an honor point system in the calculation of Grade Point Averages (GPA)

Objectives

- ÿ To disseminate contemporary management theories and practices
- ÿ To integrate the latest management concepts with current industry needs
- ÿ To prepare students for managerial and leadership positions by inculcating in them comprehensive state-of-the-art management practices

Learning Outcomes

- Students while undergoing coursework will continuously and comprehensively illustrate and record their understanding of function related business constructs and practices
- Students will exhibit a comprehensive understanding of the local, regional, national and transnational dynamics and dimensions of business
- Students will be able to utilize and apply strategic tools to recommend and communicate ethical business decisions
- Students will demonstrate proficiency in using professional quantitative tools to analyze and decipher business contexts

Duration: Two years, full time.

Subject Credits

Depending on the relevance, intensity and contents covered, different subjects have the following duration:

Credits	Sessions	Classroom Contact Hours
4	36	45
3	27	33
2	18	22
1	9	11

A session duration is for one hour and fifteen minutes.

It is expected that students will put in a minimum of two effort hours on their own for every single, contact classroom hour to secure a satisfactory grade.

Curriculum

Area-wise Credits Distribution

	Marketing	Finance	OB & HR	Operations Management
General Management (Core subjects)	33	33	33	33
Marketing (Core subjects)	7	7	7	7
Finance (Core subjects)	7	7	7	7
OB & HR (Core subjects)	7	7	7	7
Operations Management (Core Subjects)	7	7	7	7
Specialization Subjects (Electives)	42	42	42	42
Industry Internship Program (IIP)	6	6	6	6
Dissertation	6	6	6	6
Total	115	115	115	115

Semester	Area/Specialization	Subject Code	Subject Title	Credits	Subject Type
1	CECL	MGT 3805	MGT 3805 Communication and Interpersonal Skills(3)	3	Core
1	Finance	MGT 3101	MGT 3101 Financial Reporting and Cost Control (4)	4	Core
1	GM	MGT 3007	MGT 3007 Business Ethics and Corporate Social Responsibility (2)	2	Core
1	GM	MGT 3001	MGT 3001 Business Statistics (4)	4	Core
1	GM	MGT 3025	MGT 3025 Managerial Economics (3)	3	Core
1	Human Resource Management	MGT 3151	MGT 3151 Human Resource Management(3)	3	Core
1	Marketing	MGT 3051	MGT 3051 Marketing Management (4)	4	Core
1	Operations Management	MGT 3240	MGT 3240 Operations Management (4)	4	Core
2	CECL	MGT 3811	MGT 3811 Professional Development (2)	2	Core
2	Finance	MGT 3102	MGT 3102 Corporate Finance (3)	3	Core
2	GM	MGT 3023	MGT 3023 Macroeconomics for Business(3)	3	Core
2	GM	MGT 3026	MGT 3026 Operations Research(3)	3	Core
2	Human Resource Management	MGT 3184	MGT 3184 Organizational Behavior(4)	4	Core
2	Marketing	MGT 3052	Marketing Strategy for Competitive Advantage	3	Core
2	Operations Management	MGT 3237	Managing Innovation and Technology	3	Core
2	Finance	MGT 3103	Financial Statement Analysis and Performance Measurement	3	Elective
2	Finance	MGT 3104	Security Analysis and Portfolio Management	3	Elective
2	Human Resource Management	MGT 3153	Human Resource Analytics	3	Elective
2	Human Resource Management	MGT 3190	Strategic Staffing	3	Elective
2	Marketing	MGT 3090	Marketing Research and Analysis	3	Elective
2	Marketing	MGT 3095	Services Marketing	3	Elective
2	Operations Management	MGT 3203	Logistics and Supply Chain Management	3	Elective
2	Operations Management	MGT 3241	Research Methods in Operations	3	Elective
3	CECL	MGT 3813	Soft Skills for Managers	2	Core
3	GM	MGT 3008	Entrepreneurship and New Venture Creation	3	Core

3	GM	MGT 3021	Global Business Environment	3	Core
3	Finance	MGT 3105	MGT 3105 International Financial Management(3)	3	Elective
3	Finance	MGT 3106	MGT 3106 Financial Derivatives and Risk Management(3)	3	Elective
3	Finance	MGT 3108	MGT 3108 Commercial Banking(3)	3	Elective
3	Finance	MGT 3111	MGT 3111 Project Appraisal and Financing(3)	3	Elective
3	Finance	MGT 3129	MGT 3129 Financial Analysis and Modelling (3)	3	Elective
3	Finance	MGT 3130	MGT 3130 Financial Markets and Institutions	3	Elective
3	Finance	MGT 3133	MGT 3133 Forex, Treasury and Risk Management (3)	3	Elective
3	Human Resource Management	MGT 3157	MGT 3157 Compensation and Benefits Management(3)	3	Elective
3	Human Resource Management	MGT 3171	MGT 3171 Training and Development(3)	3	Elective
3	Human Resource Management	MGT 3176	MGT 3176 Contemporary Trends in HRM(2)	2	Elective
3	Human Resource Management	MGT 3179	MGT 3179 Industrial Relations and Employment Laws(4)	4	Elective
3	Human Resource Management	MGT 3185	MGT 3185 Performance Management(3)	3	Elective
3	Human Resource Management	MGT 3187	MGT 3187 Psychometrics(3)	3	Elective
3	Human Resource Management	MGT 3188	MGT 3188 Research Methods in HRM(3)	3	Elective
3	Marketing	MGT 3078	MGT 3078 Consumer Behaviour(3)	3	Elective
3	Marketing	MGT 3080	MGT 3080Contemporary Retail Management(3)	3	Elective
3	Marketing	MGT 3081	MGT 3081Customer Relationship Management(3)	3	Elective
3	Marketing	MGT 3087	MGT 3087Integrated Marketing Communication(3)	3	Elective
3	Marketing	MGT 3089	MGT 3089Marketing Analytics and Models(3)	3	Elective
3	Marketing	MGT 3093	MGT 3093 Product and Brand Management(3)	3	Elective
3	Marketing	MGT 3094	MGT 3094 Sales and Channel Management(3)	3	Elective
3	Operations Management	MGT 3204	MGT 3204Total Quality Management(3)	3	Elective
3	Operations Management	MGT 3205	MGT 3205 Business Analytics (3)	3	Elective
3	Operations Management	MGT 3207	MGT 3207 Operations Strategy(3)	3	Elective
3	Operations Management	MGT 3208	MGT 3208 Project Management(3)	3	Elective

3	Operations Management	MGT 3221	MGT 3221 Service Operations Management(3)	3	Elective
3	Operations Management	MGT 3229	MGT 3229 Digital Transformation (3)	3	Elective
3	Operations Management	MGT 3242	MGT 3242 Sustainability and Green Energy(3)	3	Elective
4	GM	MGT 3010	Business Law	2	Core
4	GM	MGT 3011	Strategic Management	3	Core
4	Finance	MGT 3126	MGT 3126 Behavioral Finance(3)	3	Elective
4	Finance	MGT 3132	MGT 3132 Fixed Income Securities and Financial Innovations(3)	3	Elective
4	Finance	MGT 3134	MGT 3134 International Financial Reporting Standards(3)	3	Elective
4	Finance	MGT 3139	MGT 3139 Research Methods in Finance(3)	3	Elective
4	Finance	MGT 3140	MGT 3140 Strategic Corporate Finance(3)	3	Elective
4	Human Resource Management	MGT 3180	MGT 3180 International Human Resource Management (3)	3	Elective
4	Human Resource Management	MGT 3181	MGT 3181 Leadership Assessment and Development(3)	3	Elective
4	Human Resource Management	MGT 3183	MGT 3183 Organization Development and Change Management(3)	3	Elective
4	Human Resource Management	MGT 3186	MGT 3186 Power, Politics and Influence(3)	3	Elective
4	Human Resource Management	MGT 3189	MGT 3189 Strategic Human Resource Management(3)	3	Elective
4	Marketing	MGT 3076	MGT 3076 B2B Marketing(3)	3	Elective
4	Marketing	MGT 3077	MGT 3077 Bottom-of-the-Pyramid Marketing(3)	3	Elective
4	Marketing	MGT 3082	MGT 3082 Customer Value Creation and Innovation(3)	3	Elective
4	Marketing	MGT 3083	MGT 3083 Digital Marketing and Digital Ecosystem(3)	3	Elective
4	Marketing	MGT 3096	MGT 3096 Luxury Marketing(3)	3	Elective
4	Operations Management	MGT 3227	MGT 3227 Business Process Reengineering(3)	3	Elective
4	Operations Management	MGT 3231	MGT 3231 Digital Transformation Lab(3)	3	Elective
4	Operations Management	MGT 3232	MGT 3232 Disruptive Technology Management(3)	3	Elective
4	Operations Management	MGT 3236	MGT 3236 Lean Operations Management(3)	3	Elective
4	Operations Management	MGT 3239	MGT 3239 Operations Analytics(3)	3	Elective

General

Management

In the General Management Area at Alliance Ascent College, Alliance University, the subjects cut across all functional areas and enable students to develop communication, analytical, leadership and technological skills. It inculcates confidence in students as future managers to make important business decisions and apply leadership skills needed to drive value-oriented changes in specific organizations and industry as a whole. Thus, the subjects encompass a broad spectrum of disciplines, which include communication skills, decision sciences, economics and strategic management, among others. In addition to laying the building blocks of the required managerial skill, the curriculum provides a platform for students to identify their interest, capability and skill to pursue a specialized career in the area of marketing, finance, organizational leadership and strategy, and operations management. Finally, it helps students integrate the ideas learned under various functional areas in the form of capstone subjects such as Entrepreneurship and New Venture Creation and Strategic Management. Along with basic subject knowledge, Alliance Ascent College, Alliance University equips students with qualities that are very much required through numerous training sessions to give them the global perspective and application of every theory that is learned here.

Learning Delivery Methodology

The learning methodology is experiential in nature with a focus on real time scenarios. The methodology includes the following based on the requirements of the specific subjects:

- Interactive lectures
- Case studies
- Class projects and exercises
- Field projects and company visits
- Presentations
- Expert and guest lectures
- Experiential Learning
- Simulations

The subjects are designed to encourage group participation and group activities and these form part of the learning assurance feedback for each of the subjects.

Subject Mapping

Students are required to complete a total of 31 credits in the area of General Management. The capsule of core subjects (31 credits spread over 12 subjects) covering foundation subjects, conceptual frameworks and other subjects leading to core business fundamentals, is delivered across all semesters.

Subject Integration

The intensive core curriculum orients the students with the foundation of broad management skills to succeed in any industry. The subjects under the General Management Area put students in the position to gradually develop their aforementioned skills in three different phases. Phase I takes them through foundation learning, in which they revisit their basic quantitative skills. Phase II develops the conceptual framework of the learners, in which leadership essentials are inculcated through analytical foundations and are laid through subjects such as Economic Analysis and Business Decisions, Business Statistics, Research Methodology; and decision making skills are nurtured through an understanding of Management Science. Phase III is focused on imparting core business fundamentals, which broadly encompasses a wide variety of subjects such as International Business, Macroeconomic Environment and Policy, Entrepreneurship and New Venture Creation, Business Ethics and Corporate Social Responsibility, Business Law and Strategic Management.

General Management

Subject Summary

Semester	Subject Code	Subject Title	Credits
I	MGT- 401	Communication and Interpersonal Skills	3
	MGT- 502	Managerial Economics	3
	MGT- 503	Business Statistics	4
	MGT- 507	Business Ethics and Corporate Social Responsibility	2
II	MGT- 504	Professional Development	2
	MGT- 505	Operations Research	3
	MGT-506	Macroeconomics for Business	3
III	MGT- 508	Soft Skills for Managers	2
	MGT- 509	Entrepreneurship and New Venture Creation	3
	MGT- 510	Global Business Environment	3
IV	MGT- 511	Business Law	2
	MGT- 512	Strategic Management	3
Total			33

Subject Description**MGT-A 401 PRINCIPLES OF MANAGEMENT**

Individual and group behavior is the central component of the study of behavior in organizations. In this subject, the focus is on the managerial application of knowledge to issues such as motivation, group processes, leadership, organizational design structure and others. Emphasis is also given to the functions of management planning, organizing, directing and controlling from a strategic perspective.

MGT-A 502 ECONOMIC ANALYSIS FOR BUSINESS DECISIONS

In today's dynamic economic environment, effective business decision making requires timely and efficient use of information. The primary objective of this subject is to develop the abilities of students to apply fundamental principles of economics to a wide range of managerial decisions, as well as public policy issues. The focus of this subject is on understanding the theory and principles of microeconomics for applying them in real world issues and to take managerial decisions. The students are expected to achieve a strong hold on how the tools in microeconomics can be applied to managerial decision making.

MGT-A 503 BUSINESS STATISTICS

Business Statistics helps management students to enhance their analytical and interpretation skills. This subject covers the concepts of business statistics and provides a comprehensive overview of its scope and limitations. It also covers techniques concerning exploratory data analysis, frequency distribution, central tendency and variation, probability, statistical inference, correlation, regression, time series and index numbers.

MGT-A 507 MANAGERIAL COMMUNICATION

Managerial Communications is a postgraduate course that provides an insight into the key theories and strategies of contemporary organizational communications. The course recognizes that challenges exist for creating and implementing effective communication both inside the organizations (between individuals and groups) and outside the organizations (with markets, partners, and influential third parties). This course helps the learners become knowledgeable, skilled and effective communicators.

Managerial communication, thus, focuses on developing writing skills that meet both external and internal reporting standards. It explores different ways of writing for different audiences as well as honing the presentation skills. It provides inputs to managerial decision making by enhancing the proficiency level of students in areas such as self-analysis, communicating decisions across functional areas, analysis of business scenarios and customer-centricity. There is enough focus on building awareness about current affairs, especially in the corporate environment.

MGT-A 504 MANAGEMENT SCIENCE

The objective of this subject is to acquaint students with the operations research methodology and models. The subject develops quantitative modeling skills among students as well their application. The subject covers operations research methods and models such as linear programming, transportation problems, assignment problems, integer programming, goal programming, dynamic programming, game theory, queuing theory and simulation modeling.

MGT-A 505 MACROECONOMIC ENVIRONMENT AND POLICY

The objective of this subject is to provide students with a basic understanding of the macroeconomic theories and analytical tools that can be used in the decision-making process. After completing the subject, students should be able to comprehend the macroeconomic environment that has direct business implications. The topics of the subject cover:

- Basic macroeconomic concepts and models
- Policy instruments for the macroeconomic environment
- Trends in the macroeconomic scenario and their relevance for business

MGT-A 506 RESEARCH METHODOLOGY

The objective of this subject is to strengthen students' capabilities in research planning in management and reporting to meet the organizational and scientific challenges associated with the implementation of management research projects. It examines in depth, the research process and introduces students to the aspects of conducting management research. It also provides practical advice and insights on business research.

The subject addresses specific issues in research, which includes problem formulation, research strategy, research design, data collection, data analysis and interpretation, industry analytics and report writing.

MGT-A 508 INTERNATIONAL BUSINESS

Globalization refers to the process of integration and the emergence of economic, financial, cultural and political systems across the world by adopting a holistic approach.

The rapid growth of integrated and interdependent economies is attributed to the interconnectedness of the numerous dimensions of economic globalization such as the globalization of production, markets, competition, technology and corporations. International business encompasses all those business activities that involve cross-border transactions of goods, services and resources between two or more nations.

MGT-A 509 ENTREPRENEURSHIP AND NEW VENTURE CREATION

Entrepreneurship has more relevance today than ever before because it helps entrepreneurs fulfill their ambitions and it fosters a robust entrepreneurial culture. This relevance maximizes an individual's economic and social success in the process creating an entrepreneurial economy.

The subject introduces students to the vagaries of starting a successful business, ways to access funds and navigate the business more successfully. Entrepreneurship education can positively impact a learner at all levels in a wide number of contexts and situations.

MGT-A 510 BUSINESS ETHICS AND CORPORATE SOCIAL RESPONSIBILITY

This subject is an introduction to ethical decision-making in business and is intended for students to comprehend, appreciate and inculcate values of ethics in business. Ethics needs to be integrated into business decision making and in the formulation of strategies related to the functional areas of business. The subject will enable the students to visit the theory and apply the principles through the study of dilemmas, real life situations and cases, which provide them with an opportunity to use concepts and resolve ethical issues.

MGT-A 511 BUSINESS LAW

The knowledge of law helps to conduct business in an informed and efficient manner. Law has an interface with the organizations, society, market, economy, polity and administration. The awareness of minimizing legal risk by responsible managers is paramount in today's economy, which will benefit not only the organization, but also the manager by reducing their exposure to penalties and fines under law.

This subject will attempt to bring out the linkages between law and other business practices. It helps in understanding a wide range of legal issues that impact the managers, and in identifying potential legal problems early, while assessing the right subject of action to minimize legal implications and risks.

MGT-A 512 STRATEGIC MANAGEMENT

The Strategic Management subject brings together in a large part, the knowledge students acquire during their MBA course. It helps them understand the different elements of the strategic management process, perform environmental scanning, define competitive advantage, formulate strategies and define the necessary changes for strategy implementation. Students will learn how to design and implement strategies at the corporate, business and functional level, while establishing controls for monitoring and assessing performance.

After completing this subject, students will be able to:

- Understand the purpose, processes and tools of strategic management
- Discern the internal and external environments of the firm to come up with the appropriate strategy
- Combine and build on the knowledge acquired in earlier functionally-oriented subjects
- Appreciate the challenges in today's ever changing, diverse and global environment
- Craft corporate, generic and functional strategies
- Understand the importance and difficulties related to implementation of strategies
- Learn the different approaches and models to formulate business strategies

Subject Description

MGT-A 599 INDUSTRY INTERNSHIP PROGRAM

Students intern at various reputable businesses to gain direct experience through a field-project based assignment. The Industry Internship Program provides an educational opportunity for students to apply theoretical classroom learning to a specific task in a workplace environment. This encourages a student-intern to investigate and compare the relationship between theoretical concepts and organizational practice, and document it in a project report—a task to be completed in a stipulated time duration—commonly eight to ten weeks in the business setting. The purpose of the internship is to further the intellectual and professional growth and personal development of the student, and prepare the intern to develop and use the skills of observation, questioning, critical thinking and reflection. The Industry Internship Program also provides the intern with an opportunity to self-assess the potential for a career in the discipline of the internship. The Industry Internship Program holds out the prospect for a student of either an offer of employment at the end of the internship or returning to the company as a management trainee.

The Industry Internship Program offers academic and professional value addition to a student intern's learning experience. These include: (i) the application of classroom learning to a company-based study: observational, field-based or as per the requirements of the business organization; (ii) the development and enhancement of professional skills and personal traits; (iii) an increased self-awareness of career options and an identification of the areas of professional specialization in industry; (iv) a structured experience of the complexities of the marketplace and an appreciation of professionalism and work-related responsibilities — particularly for interns with no prior work experience in a related field; and (v) an early exposure to job roles and functional divisions within a business.

MGT-A 699 DISSERTATION PROGRAM

Dissertation Program is an advanced, research-based capstone subject. It is intended to further stimulate intellectual curiosity and hone the analytical skills of students and inculcate in them the rigor and discipline required to tackle and solve complex problems in industry. It is deliberately timed towards the end of the MBA course as the student is meant to draw on all input given in all disciplines while writing the dissertation. To this extent, the dissertation will test:

- i. How much the student has assimilated the contents of the program.
- ii. How much the student is able to apply the concepts or theories learned to real-life situations encountered in an organization.
- iii. The level of innovative thinking that the student brings into focus while addressing the particular problems being tackled.
- iv. The level to which the student has understood the problem being addressed and how practical are the solutions offered.

Dissertation is an important value addition to the MBA course, the report writing of which will simultaneously check the ability of students to write a comprehensive and in-depth document.

At the same time, based on the nature of the topic, it will be a reality check for students to assess the type of job in which they will be comfortable when they start their careers

Marketing

"Because the purpose of business is to create a customer, the business enterprise has two, and only two, basic functions: marketing and innovation. Marketing and innovation produce results; all the rest are costs. Marketing is the distinguishing, unique function of the business."

Peter Drucker

Marketing as a specialization has traditionally been the top option of students at Alliance Ascent College, Alliance University and is offered by an expert faculty group that creates and disseminates marketing learning. The specialization offers a wide range of subjects designed by this team, emphasizing building a comprehensive understanding of marketing as a business discipline, deciphering consumer behavior, connecting and communicating with the consumer and facilitating to them the delivery of value solutions. The Marketing specialization prepares students to become highly competent and customer focused specialists, and equips them to handle leadership positions effectively and successfully in the fields of marketing planning, operations, communication, logistics, front end retailing and services.

Learning Statement

The primary purpose of the study of marketing is to understand how this critical and pervasive function engineers the acquisition and retention of customers.

Without solvent customers in some reasonable proportion, there is no business. These customers are constantly presented with varied options to help them prospects their problems. The surviving and thriving business is one that constantly seeks better ways to help prospects solve their problems—functionally better, valued better and available better. To create this “betterness” requires knowing what customers think “betterness” to be. This precedes all else in business.

The study of marketing is an endeavor that discovers what this “betterness” is, what should be done to get there, and how to do it with imagination and creativity, which in turn can drive enterprises forward.

Students trained in marketing can provide a critical input in such areas as markets, competitors and portfolios of operating technologies. As such, the field of marketing is a valuable preparation for many types of management careers, including consulting, entrepreneurial management, line management and for those who have future interests in starting their own business.

Learning Delivery Mechanism

The best and latest of methodologies are used to impart comprehensive business learning, which includes the following:

- ÿ Interactive lectures
- ÿ Case study exercises
- ÿ Class projects and exercises
- ÿ Class simulations
- ÿ Field exercises
- ÿ Expert lectures

Subject Mapping

Students are required to complete a total of 43 credits to graduate with a Marketing specialization. These include four credits of Core Subjects and 23 credits of Elective Subjects. The Industry Internship Program carries six credits and the Dissertation program is for ten credits.

All subjects have been mapped to ensure a comprehensive understanding of conceptual marketing constructs and their applications. This in turn ensures total market readiness.

The curriculum design at Alliance Ascent College, Alliance University is optimized to ensure the comprehensive dissemination of business learning. Issues that form central themes within this design include the relevance of business ethics and its impact on business conduct. Alliance Ascent College, Alliance University by itself holds this as a central tenet in whatever it undertakes. The diversity of the student body at Alliance Ascent College, Alliance University provides a perfect opportunity for a globalized curriculum to be set in effect.

Assurance of learning is a critical feature at the College that ensures that the curriculum design is an evolving one. Carefully designed feedback mechanisms, both longitudinal and situational are used to map tangible learning outcomes, which are then used in a feedback loop to ensure contemporariness in learning.

Subject Integration

Marketing is an interlinked discipline that directs all its efforts towards anticipating the needs and wants of target markets and delivering the desired products more effectively than competitors. This integration is reflected in the selection of core and e

Elective subjects that are being offered as part of marketing.



Marketers are deeply involved with their customers and this obsession has influenced the inclusion of two subjects dedicated to understanding consumers and connecting with them. The subjects: Marketing Research and Decision Models and Consumer Behavior and Social Media Usage—provide a framework for understanding how consumers think and behave with respect to the consumption of goods and services.

Along with consumer behavior, marketers must understand the steps required to build a brand and to efficiently integrate the communication tools to influence consumer purchases. This aspect is covered in the Integrated Marketing Communication and Product and Brand Management subjects. Marketers have to deliver the products directly to consumers by using their sales teams and external channels. The science of managing these two resources is captured in the Sales and Channel Management and Retail Management subjects.

Three specialized Marketing subjects have been included. The subject, Marketing of Services, deals with marketing with specific reference to the service sector. Global Marketing identifies the steps taken by multinational organizations for marketing their products and services in different geographic territories. The special challenges for managing business buyers and their buying behavior are covered in the Business Marketing subject.

All marketing activities that companies undertake are ultimately aimed at creating value for customers and building strong bonds for capturing value from customers in return. These subjects comprehensively cover the crucial stages in the value chain.

Subject Summary

Semester	Subject Code	Subject Title	Credits
Core			
I	MGT-A 526	Marketing Management	4
Elective			
II	MGT-A 621	Marketing of Services	3
	MGT-A 622	Marketing Research and Decision Models	3
		Marketing Strategy for Competitive Advantage	3
III	MGT-A 599	Industry Internship Program	6
	MGT-A 623	Integrated Marketing Communication	2
	MGT-A 624	Product and Brand Management	2
	MGT-A 625	Consumer Behavior and Social Media Usage	3
	MGT-A 626	Retail Management	2
	MGT-A 627	Sales and Channel Management	3
		Contemporary Retail Management	3
		Customer Relationship Management	3
		Marketing Analytics and Models	3
IV	MGT-A 628	Digital Marketing and Digital Ecosystem; Luxury Marketing	2
	MGT-A 629	B2B Marketing	3
		Customer Value Creation and Innovation	3
		Luxury Marketing: Across-the-Pyramid Approach	3
		Bottom-of-the-Pyramid Marketing	3
	MGT-A 699	Dissertation Program	06
Total			115

*Core Subjects***MGT-A 526 MARKETING MANAGEMENT**

Marketing is a very important aspect in business since it is the pivotal function contributing to the success of an organization. This subject is an introduction to the science of marketing that enables students to understand the concept of the “4 Ps”—product, price, promotion and place and the theory of segmenting and selecting target markets for a firm's products or services. It also facilitates developing the analytical, research, strategy formulation and decision making skills of future marketers.

Above all, the subject provides a basic foundation in marketing as well as insights into contemporary marketing applications.

*Elective Subjects***MGT-A 621 MARKETING OF SERVICES**

The services sector dominates the economies of developed and developing countries and accounts for the greater part of the total workforce. The tremendous growth in service industries has, in recent years, drawn attention to the issues and challenges that this sector faces. Traditional industries, engaged in manufacturing and marketing of physical goods have recognized the importance of services in augmenting the value provided to their consumers and enhancing their revenues.

Recently, a distinct body of knowledge has emerged that defines how services are classified, designed and marketed. This subject will enable students to differentiate the marketing of services from marketing of physical goods and acquaint students with frameworks, concepts and approaches unique to services. It will expose students, through case studies and examples from highly successful firms in the service industry to best practices and standards, expected to equip them to pursue career interests in a range of service industries including hospitality, telecom, retail, consulting and nonprofit organizations.

MGT-A 622 MARKETING RESEARCH AND DECISION MODELS

Toying with a new product idea? Want to boost your sales? Planning to launch a new product? The importance of marketing research has seen unprecedented growth, especially in the times of recession. Marketing research facilitates decision making to meet the current and future needs of consumers. It helps in ascertaining and understanding customer and competitor information such as their identity, marketing network, customer focus and scale of operations. Marketing research allows firms to evolve methods to help them maximize profits. This is done with the application of research techniques, both quantitative and qualitative, and the establishment of models that the firms can depend upon to succeed. With an understanding of the customer, competitors, products and the overall industry needs, marketing research can equip the marketers with the power to make intelligent decisions.

MGT-A 623 INTEGRATED MARKETING COMMUNICATION

Integrated Marketing Communication (IMC) is more than the coordination of a marketer's outgoing message between the different media and consistency of the message. It is an aggressive marketing communication plan that captures and uses an extensive amount of customer information in setting and tracking marketing strategy.

At its most basic level, IMC means integrating all the promotional tools, so that they work together in harmony. All of these communications tools work better if they work together in harmony rather than in isolation. Their sum is greater than their parts - provided they speak consistently with one voice all the time, every time. This is enhanced when integration goes beyond just the basic communications tools. There are other levels of integration such as horizontal, vertical, internal, external and data integration. Internal integration requires internal marketing—keeping all staff informed and motivated about any new developments from advertisements, corporate identities, service standards and strategic partners. External integration, on the other hand, requires external partners such as advertising and public relation agencies to work closely together to deliver a single seamless solution—a cohesive and integrated message. The IMC subject uses comprehensive tools, both qualitative and quantitative to impart skill sets that will allow for the creation and execution of this integrated message.

MGT-A 624 PRODUCT AND BRAND MANAGEMENT

There are only two assets of an organization that cannot be copied by competitors—its people and its brands. Brand Management as a discipline recognizes the importance of brands as a strategic asset of an organization and advocates the need for brand managers, who devise strategies to establish and nurture brands in the market.

The science of branding involves a deep understanding of the values that the organization stands for, conducts a detailed analysis of its own and the competitive brands in the market, and designs programs necessary to position the organization and its products favorably in the minds of all stakeholders.

The subject will enable students to have an overview of the brand management process, familiarize themselves with the sources and outcomes of brand equity, and understand how brands are positioned, built and managed over time. The subject covers in detail the development, monitoring, evaluation and control of the communication program required for building a brand.

MGT-A 625 CONSUMER BEHAVIOR AND SOCIAL MEDIA USAGE

Successful marketing decisions require a sound understanding of consumer behavior. Numerous examples of actual business practices make it clear that successful firms can and do apply theories and information about consumer behavior on a daily basis. Consumer behavior investigates the manner in which consumers interact with products and their marketing environment. This can include the purchase of products (a digital camera), the consumption of services (theme park) or the disposal of goods (online auction).

Understanding consumers enables marketers to effectively meet the needs of buyers in the market, and be more successful at a business sale. An added dimension, companies now confront the emergence of social media and its usage by consumers. Yet this is as much an opportunity to participate with the consumer in a collaborative manner, via social media and communicate and deliver enhanced consumer solutions. Social media as a new frontier will be covered in this subject for a better understanding of the modern day consumer.

MGT-A 626 RETAIL MANAGEMENT

Retail Management provides a good understanding of the concepts, strategies, and trends associated with a retail operation globally and in India specifically. It provides an insight into the opportunities and challenges facing the industry with a comprehensive grounding in many facets of retailing including logistics and distribution, merchandising, store layouts and design, pricing, location strategy, and managing retail services. It is a vibrant part of our changing society and a major source of employment.

MGT-A 627 SALES AND CHANNEL MANAGEMENT

This subject provides students with an overall conceptual framework of sales, distribution and supply chain management. An understanding about sales management objectives, strategies and tactics will help them to learn how sales managers and the distribution channels work together to manage the demand and supply components of operations.

Supply chain management is a set of approaches that is used to efficiently integrate suppliers, manufacturers, warehouse and stores so that merchandise is produced and distributed in the right quantities, to the right locations and at the right time to minimize system wide costs, while satisfying service level requirements.

MGT-A 628 BUSINESS MARKETING

The forces that affect business demand, the composition of business markets and the nature of business buyers and their buying behavior, lead to special challenges for the business marketing manager, which are quite distinct from the challenges faced in marketing of consumer goods. This subject gives students a chance to integrate learning from various marketing and strategy subjects and apply them in the context of business-to-business marketing. It also introduces e-commerce and CRM practices applicable to business markets.

The subject provides students with an understanding of the special features of high technology markets, and the skills required to thrive in a dynamic, high-tech marketplace.

MGT-A 629 GLOBAL MARKETING

A majority of businesses operate and coordinate their activities on a worldwide basis, and capture advantages across the supply chain in countries other than their country of origin. There has been a sharp rise, in recent years, of Indian firms internationalizing their operations by acquisitions and gaining access to markets for their products and services.

Global Marketing is designed to provide students with a global perspective and addresses issues and concepts relevant to overseas marketing. Subject topics include: challenges in product development and implication of competition in different countries; the cultural environment of global markets and the design of channel structures; and communication programs for global markets. The subject comprehensively explores the opportunities and risks involved in entering and competing in foreign markets.

MGT-A 599 INDUSTRY INTERNSHIP PROGRAM

Students intern at various reputable businesses to gain direct experience through a field-project based assignment. The Industry Internship Program provides an educational opportunity for students to apply theoretical classroom learning to a specific task in a workplace environment. This encourages a student-intern to investigate and compare the relationship between theoretical concepts and organizational practice, and document it in a project report—a task to be completed in a stipulated time duration—commonly eight to ten weeks in the business setting. The purpose of the internship is to further the intellectual and professional growth and personal development of the student, and prepare the intern to develop and use the skills of observation, questioning, critical thinking and reflection. The Industry Internship Program also provides the intern with an opportunity to self-assess the potential for a career in the discipline of the internship. The Industry Internship Program holds out the prospect for a student of either an offer of employment at the end of the internship or returning to the company as a management trainee.

The Industry Internship Program offers academic and professional value addition to a student intern's learning experience. These include: (i) the application of classroom learning to a company-based study: observational, field-based or as per the requirements of the business organization; (ii) the development and enhancement of professional skills and personal traits; (iii) an increased self-awareness of career options and an identification of the areas of professional specialization in industry; (iv) a structured experience of the complexities of the marketplace and an appreciation of professionalism and work-related responsibilities — particularly for interns with no prior work experience in a related field; and (v) an early exposure to job roles and functional divisions within a business.

MGT-A 699 DISSERTATION PROGRAM

Dissertation Program is an advanced, research-based capstone subject. It is intended to further stimulate intellectual curiosity and hone the analytical skills of students and inculcate in them the rigor and discipline required to tackle and solve complex problems in industry. It is deliberately timed towards the end of the MBA course as the student is meant to draw on all input given in all disciplines while writing the dissertation. To this extent, the dissertation will test:

- i. How much the student has assimilated the contents of the program.
- ii. How much the student is able to apply the concepts or theories learned to real-life situations encountered in an organization.
- iii. The level of innovative thinking that the student brings into focus while addressing the particular problems being tackled.
- iv. The level to which the student has understood the problem being addressed and how practical are the solutions offered.

Dissertation is an important value addition to the MBA course, the report writing of which will simultaneously check the ability of students to write a comprehensive and in-depth document.

At the same time, based on the nature of the topic, it will be a reality check for students to assess the type of job in which they will be comfortable when they start their careers.

Finance

The Finance specialization is among the most preferred specializations at Alliance Ascent College, Alliance University and is offered by a highly accomplished faculty group. The specialization area prepares students to become highly competent and ethical specialists and equips them to handle leadership positions effectively and successfully in the fields of valuation, corporate governance and financial innovation. The specialization ensures that the pedagogy and delivery is contemporary and progressive through its inclusion of IFRS, modern investment theories and advanced credit lending mechanisms.

According to published reports, finance professionals are much preferred to lead global corporations. It is also observed that graduates specializing in finance are the preferred choice of recruiters who visit the campus.

Banking and Financial Services Institutions (BFSI) are in the lead, accounting for a significant numbers of placements, which suggests that this career path has been carefully chosen by students keeping in mind the growth trajectory of the finance sector, globally.

Strong macroeconomic fundamentals coupled with good corporate performance even in a period of economic slowdown, throw open opportunities and challenging career paths with the promise of great excitement for finance professionals in banking and financial services.

The faculty composition in the Area of Finance at Alliance Ascent College, Alliance University is an ideal blend of industry and academics.

Students majoring in Finance can count on the full support of the Finance Area in terms of counseling, guidance and micro mentoring, which will enable them to take a decisive step forward in choosing a career path.

The Finance Area will travel with the students on a magnificent journey through the exciting world of finance with its universal language of numbers.

Learning Statement

Ever since the Indian economy underwent a series of reforms from 1991, there have been progressive developments in banking, finance, industry, investment climate, income, employment and the legal environment. Though there has been an impact of the financial slowdown on the economy and businesses, it has not been significant as compared to the developed economies, which were reporting negative growth. Future managers should not only learn to manage growth but should also be in a position to handle a slowdown or de-growth. Capital markets have undergone changes, with SEBI as the regulator, resulting in returns to all segments of investors. Investments from Foreign Institutional Investors, increased Foreign Direct Investment in several sectors, surging foreign exchange reserves, a controlled inflation rate and deregulated interest rates have been witnessed in recent years. Information technology too is playing a vital role in the effective functioning of all the players.

Finance is an important input in any business. The world economies have been witnessing the advent of new financial instruments replacing traditional approaches. Some have succeeded and many have failed, leading to speculation about the prospect of a shift of the financial capital from the West to the East. Money, stock and forex markets were widened and broad based to cater to the changing requirements of various investors, globally. The complexity in financial information disclosure that emerged as a result of economic growth and development is causing an element of doubt about the reliability of such information for decision making.

The current situation of the corporate world demands that business managers ensure wealth maximization and shareholders' value creation on a consistent basis without compromising on maintaining the high standards of corporate governance and transparency in disclosure norms. What matters for the corporate manager is the effective and efficient use of the vital resource called money. The success in any business is attributed to the way finance is managed.

The Finance Area imparts an assurance of learning and shapes the careers of students so that they become value creators in the organizations that they wish to join.

Delivery Mechanism

The perfect blend of academic and industrial experience of the faculty has resulted in experiential learning and knowledge sharing. A variety of methods are used to ensure the proper delivery and assimilation, which is the very foundation for the assurance of quality learning, and include:

- ÿ Self-paced learning
- ÿ Group presentations
- ÿ Classroom debates
- ÿ Critical peer review
- ÿ Team teaching in selected subjects
- ÿ Field assignments and industrial visits
- ÿ Workshops by industry experts
- ÿ Simulations and games

The aim is to make each subject rigorous and enjoyable for the student. Since the curriculum is contemporary and dynamic, it also reflects in the pedagogy, which is periodically reviewed.

Subject Mapping

In the Finance Area specialization students are required to complete a total of 46 credits. These include seven credits of Core Subjects, 23 credits of Elective Subjects, six credits for Industry Internship Program and ten credits for the Dissertation Program. In Semester III one elective subject has to be chosen from a basket of two electives.

Subject Summary

Semester	Subject Code	Subject Title	Credits
Core			
I	MGT-A 521	Financial Reporting and Cost Control	4
II	MGT-A 522	Corporate Finance	3
Elective			
II	MGT-A 603	Modern Investments: Security Analysis and Portfolio Management	3
	MGT-A 601	Financial Statement Analysis and Performance Measurement	3
	MGT-A 599	Industry Internship Program	6
III	MGT-A 602	International Financial Management	3
	MGT-A 604	Financial Modeling and Econometrics	3
	MGT-A 608	Financial Derivatives and Risk Management	3
	MGT-A 605	Commercial Banking	3
	MGT-A 609	Forex, Treasury and Risk Management	3
IV	MGT-A 612	International Financial Reporting Standards	2
	MGT-A 613	Credit Lending and Appraisal Decisions	3
	MGT-A 699	Dissertation Program	10
Total			46

*Core Subjects***MGT-A 521 FINANCIAL REPORTING AND COST CONTROL**

This subject creates an understanding of the financial statements and the other components of the annual report such as note on accounts, management discussion and analysis. It focuses on the tools for analyses and interpretation such as ratio analysis, funds flow and cash flow analysis. It also aims to underline the importance of transparency in disclosures with brief references to corporate governance. In addition, it introduces the tools for decision-making such as cost-volume profit analysis and the applications of marginal costing. The subject also provides an overview of the control techniques such as budgetary control, standard costing and variance analysis.

The subject covers various elements of cost, the methods of costing with reference to different industries and costing techniques such as activity based costing and activity based management.

MGT-A 522 CORPORATE FINANCE

Finance is about money and markets. The secret of success in financial management is to increase value. The subject raises the awareness of the role, purpose and centrality of finance in effective corporate governance within the new global marketplace. This subject focuses on financial management from the inside perspective of the operating entity. It builds upon the concepts from the core finance subjects, where topics covered include the objectives of finance, profit versus wealth maximization, time value of money, financial markets and institutions, measuring risk and return, cost of capital, capital budgeting decisions, optimal capital structure, long-term sources of funds and working capital management decisions.

*Elective Subjects***MGT-A 601 FINANCIAL STATEMENT ANALYSIS AND PERFORMANCE MEASUREMENT**

Financial Statement Analysis is designed to prepare future managers to effectively analyze, interpret and evaluate an entity's financial statements and related information. The focus of the subject is on using corporate financial statements to make business and investment decisions and to understand the usefulness and limitations of using accounting data in these tasks. Topics include the analysis of balance sheets, analysis of income statements, cash flow evaluations, ratio analysis and forecasting the firm's projected financial statements.

MGT-A 602 INTERNATIONAL FINANCIAL MANAGEMENT

The subject examines how access and exposure to different currencies and country environments, international capital markets—affects the financial and investment decisions of the firm with international operations. It extends the traditional analysis of corporate finance to a global environment. Thus, the subject provides students with a conceptual framework of how financial decisions are undertaken in a multinational company.

MGT-A 603 MODERN INVESTMENTS: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Stock markets across the globe have been witnessing changes ever since the emerging economies opened to foreign direct investment. The latest observations in the stock markets reveal that foreign institutional investments and foreign direct investments play a pivotal role in the movement of indices. Keeping these developments in view, this subject attempts to provide students with conceptual and practical frameworks necessary to understand the process of investing in the securities market. This subject also acquaints students with the basic dynamics and mechanisms of stock trading and optimal portfolio construction.

**MGT-A 604 FINANCIAL MODELLING AND
ECONOMETRICS**

This subject introduces the essential components of financial planning, forecasting and computer-based decision making—drawing ideas from modeling, simulations and statistical inference. Included is a vital component of modern day finance: the use of spreadsheets for financial decisions, especially for multi criteria goal seeking. Statistical techniques and economic theory are integrated to make estimates required by the finance industry. The subject includes long-term financial planning, budgeting and cash flow analysis, sensitivity and scenario analysis, financial forecasting techniques, optimization methods, simulation techniques, and autoregressive models.

**MGT-A 605
COMMERCIAL
BANKING**

The subject covers the functions of commercial banks, analysis of assets and liabilities, credit to various types of borrowers, risks in commercial banking, non-performing assets, micro financing, technology in banking and foreign exchange services.

**MGT-A 608 FINANCIAL DERIVATIVES AND RISK
MANAGEMENT**

Risk transfer is one of the methods used for reducing risks. Derivatives are alternative tools available to the risk manager, and have influenced almost every aspect of capital and money markets globally—ranging from investing, raising funds and managing risk. The subject familiarizes the students with derivative products and examines a number of case studies involving their application. The subject also covers risk management and financial derivatives instruments such as futures, options, swaps and other structured financial products that are essential for financial and trading activities.

**MGT-A 609 FOREX, TREASURY AND RISK
MANAGEMENT**

Forex management consists of routine forex operations and risk management mechanisms. The practical utility of forward rate agreements, forward contracts and swaps are covered in the subject.

Treasury management refers to all activities involving the management of resources (inflow and outflow) of government, banks and corporations. It is a general concept applicable to all funds management and in its wider form encompasses cash, currency and funds as part of general financial management. Treasury operations include money and near money assets such as money market instruments, government securities, and new and existing securities of corporate entities. The subject provides an overview of treasury management, its role and important tools used while managing the treasury of an organization.

MGT-A 612 INTERNATIONAL FINANCIAL REPORTING STANDARDS

International Financial Reporting Standards has created exciting challenges for accountants and managers. Understanding the implications of IFRS implementation and its consequent impact on transparency in reporting and issues of corporate governance are covered in the subject. This subject also equips future managers with the much-needed knowledge to handle the challenges and addresses the issues arising on account of this transition from the current reporting practices.

MGT-A 613 CREDIT LENDING AND APPRAISAL DECISIONS

The subject introduces to students the intricacies of appraisals in granting credit. It extends beyond the analysis of financial statements and goes into the determination of the first way out and the second way out for a banker before taking a decision on granting a loan. The subject starts with an overview of universally accepted lending principles and lays an emphasis on SME lending, trade finance and corporate loans.

Subject Description**MGT-A 599 INDUSTRY INTERNSHIP PROGRAM**

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The Industry Internship Program offers academic and professional value addition to a student intern's learning experience. These include: (i) the application of classroom learning to a company-based study: observational, field-based or as per the requirements of the business organization; (ii) the development and enhancement of professional skills and personal traits; (iii) an increased self-awareness of career options and an identification of the areas of professional specialization in industry; (iv) a structured experience of the complexities of the marketplace and an appreciation of professionalism and work-related responsibilities — particularly for interns with no prior work experience in a related field; and (v) an early exposure to job roles and functional divisions within a business.

MGT-A 699 DISSERTATION PROGRAM

Dissertation Program is an advanced, research-based capstone subject. It is intended to further stimulate intellectual curiosity and hone the analytical skills of students and inculcate in them the rigor and discipline required to tackle and solve complex problems in industry. It is deliberately timed towards the end of the MBA course as the student is meant to draw on all input given in all disciplines while writing the dissertation. To this extent, the dissertation will test:

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Dissertation is an important value addition to the MBA course, the report writing of which will simultaneously check the ability of students to write a comprehensive and in-depth document.

At the same time, based on the nature of the topic, it will be a reality check for students to assess the type of job in which they will be comfortable when they start their careers.

Organization Behavior and
Human Resources
OB & HR

The Organization Behavior and Human Resources specialization (OB & HR) is one of the most sought after specializations at Alliance Ascent College, Alliance University and is offered by the Organization Behavior and Human Resources (OB and HR) faculty group. The specialization offers a wide range of subjects designed by a team of faculty experts emphasizing applied behavioral sciences and develops leadership competencies in organizational strategy, human resource management and organizational development. The OB & HR specialization prepares students to become highly competent and ethical specialists and equips them to handle leadership positions effectively and successfully in the fields of organizational development, training and development and human resource management.

The Area welcomes you in its pursuits that focus its energies on maximizing human capital effectiveness through Organization Behavior and Human Resources.

Learning Statement

The attraction, preservation and development of high caliber talent, the most critical source of competitive advantage for business worldwide, rests on the Organization Behavior and Human Resources function. It is the employee—the men and women who form the workforce and the greatest asset—who ultimately define the success or failure of a company. Without them, everyday business functions such as managing cash flows, making business transactions, communicating through all forms of media and dealing with customers, cannot be completed. The employees and the potential they possess drive the global organizations of today.

The study of Organization Behavior and Human Resources at Alliance Ascent College, Alliance University aims at understanding what makes for productive and sustainable relationships between organizations and the people who work within them. Specific research and learning themes within the curriculum focus on a number of critical issues in the area of Organization Behavior and Human Resources. These include the way how employment relationships are formed, maintained and, where necessary, ended; and how the capacities of people are developed. It also focuses on the individual, group and structural elements that influence behavior in organizations contribute to organizational effectiveness.

As organizational leadership is about getting the best from the people, it involves selecting the right people and managing them effectively. Human Resources professionals are employed in all types of organizations, and their responsibilities vary depending on the size, nature and sector of the organization. Careers in human resources involve identifying organizational needs, creating strategic plans, devising organizational policy and procedures, measuring performance, identifying training needs, achieving results, coordinating resources, recruitment, and employee development.

Delivery Mechanism

The pedagogy is experiential and applied learning based, and the primary teaching methodology includes the following:

- Cases analysis and learning
- Study of contemporary articles from refereed journals
- Assignments
- Presentations
- Simulations
- Field-based projects
- Lectures
- Syndicate discussions

Subject Mapping

Students are required to complete a total of 45 credits to graduate with a specialization in Organization Behavior and Human Resources. These include six credits of core subjects, and 23 credits of electives. The Industry Internship Program carries six (6) credits and the Dissertation Program is ten(10) credits.

The instructor will facilitate a collaborative learning environment that actively seeks group participation and discussion in the classroom. Assurance of learning is a critical feature at Alliance Ascent College, Alliance University, which ensures that the curriculum design is an evolving one. Carefully designed feedback mechanisms, both longitudinal and situational, are used to map tangible learning outcomes, which are then used in a feedback loop to ensure contemporariness in learning.

Subject Integration

The subjects in the Organization Behavior and Human Resources area are so structured that a student is progressively led through the component subjects after going through a foundation of Core Subjects. Semester I provides an overview or organization behavior. The electives commence from Semester II. The subjects taught in Semester II and III will introduce students on how to capitalize on and further develop on the “overview” subjects. Inputs given in these semesters’ core specifics such as workforce planning, psychometric applications, Strategic Human Resource Management, performance and competencies, and the importance of being able to structure tax efficient compensation and benefit packages for employees. These subjects are covered under the theme, ‘Leveraging Human Capital’.

It is important that students specializing in this Area understand the significance of leading people from different cultures and backgrounds. The subjects in Semester IV cover topics in managing interrelationships in the context of the organization’s geographical location, where the students are sensitized to working in a multicultural environment.

The course ends with an in-depth Dissertation work, which aims to capture the main learnings from the subjects covered in the Area.

Overall, students are systematically led through more complex subjects, and emerge with the skill set needed to pursue rewarding careers.

Subject Summary

Semester	Subject Code	Subject Title	Credits
Core			
I	MGT-A 531	Organization Behavior	3
	MGT-A 532	Human Resource Management	3
Elective			
II	MGT-A 641	Workforce Planning, Hiring and Psychometric Application	3
	MGT-A 642	Training and Development	3
	MGT-A 599	Industry Internship Program	6
III	MGT-A 650	Strategic Human Resource Management	3
	MGT-A 644	Performance Management and Competency Mapping	3
	MGT-A 645	Industrial Relations	3
	MGT-A 646	Compensation and Benefits Management	3
IV	MGT-A 647	International Human Resource and Cross Cultural Management	3
	MGT-A 648	Organizational Leadership Development and Change Management	2
	MGT-A 699	Dissertation Program	10
Total			45

Core Subjects

The Core Subjects in this area *viz.*, Organization Behavior and Human Resource Management, provide students with a comprehensive view of the building blocks of Organization Behavior and Human Resources. After the completion of core subjects, students will be able to tackle the more advanced elective subjects.

MGT-A 531 ORGANIZATION BEHAVIOR

The subject develops a vision of the future and demonstrates how leaders align the organization to this vision. It also covers how employees are motivated in order to achieve the vision and deliver superior performance.

The subject covers organizational behavior, which is a field of study that explores the complex relationships among individuals, groups, organizations and society, while examining the structure and processes that formally and informally shape individual and organizational perspectives and behavior. The subject content includes the foundations of individual behavior in the organizational context such as behavior, perception, values, motivation, culture and group behavior.

The subject enables students to understand and imbibe the significant influences of leadership and group processes on behavior and to design effective organizational structures and strategies that ensure a competitive edge.

MGT-A 532 HUMAN RESOURCE MANAGEMENT

Organizations necessarily recognize that the fundamental source of competitive advantage comes from having an effective system for obtaining, mobilizing and managing the organization's human assets. The contemporary competitive environment necessitates sound human resource policies and strategies linked to the organizational vision, mission, values, business goals and strategies. This subject provides students with a comprehensive understanding of the role that the management of human capital plays in organizations, examining theory, as well as methodologies and best practices that contribute to organizational stability and sustainability. The subject adopts the perspective of general management and addresses human resource issues with a view to giving students an overall picture of the human resource function.

Human resource audit and accounting as a metric has been in use for a while and maps the cost of employees during their lives in an organization, and their financial worth to the organization with the passage of time. It is a process of examining policies, procedures, documentation, systems and practices with respect to an organization's human resource function, and can reveal the strengths and weaknesses in the human resources system, while highlighting issues needing resolution.

Elective Subjects

The elective subjects are meant to provide students with an in depth knowledge of the areas in Organization Behavior and Human Resources. Concepts learned in the elective subjects are effectively put to use when students work in organizations as human resource professionals.

MGT-A 641 WORKFORCE PLANNING, HIRING AND PSYCHOMETRIC APPLICATIONS

Human Resource managers must have the skills to understand the changing business scenario and provide relevant inputs in the areas of workplace planning and hiring.

This subject examines the importance of the HR professional's role in the planning and hiring process by determining the supply and demand of human resources and developing appropriate policies and practices based on the best practice methodologies. The subject examines the building blocks of workplace planning and hiring, and take students through the intricacies of balancing the number of people required and the number of people available. It also helps students understand how to bridge the gap in the most effective way possible.

This subject introduces human resource students to the world of psychometric testing. Psychometric testing is a service provided by the human resource department in organizations to enhance the quality and quantity of information for selecting the right people. Since more organizations are relying on psychometric testing as an important selection tool, it is important to understand the concept of testing in organizations.

After going through the subject, students should be in a position to link workforce planning and hiring to business needs, which will in turn help the organization get the right kind and right number of people in the jobs.

MGT-A 642 TRAINING AND DEVELOPMENT

In a fast changing technological environment, Training and Development (T&D) has become an imperative for every professional and non-professional. Refreshing old skills and honing new ones has become a prerequisite for organizational survival. This transformation has shifted the onus on to the training professionals: how effectively they can identify training needs; how best they can design training programs and deliver them; and how they can continuously evaluate the trainee, the trainers and the training program.

MGT-A 650 Strategic Human Resource Management

A recent report by Deloitte on Managing Talent reported that executives around the world are planning and managing their workforces in an extremely challenging economic environment. The findings show that senior executives around the globe are well aware of the severity of the economic crisis, and place the need to have experienced talent and strong leadership at the top of their strategic talent list in order to navigate through rough waters. The report states that “Companies around the world are focused on retaining the critical talent they have while attracting seasoned leaders. Companies also recognize the urgency of managing their workforce headcount and costs while maximizing their utilization of talent.” At the same time, the report indicates a large percentage of the companies are doing very little to integrate workforce planning into all levels of their planning process.

The objective of this subject is to provide a more objective assessment and practical understanding of talent management and to emphasize how it has become the new face of managing human resource strategically.

MGT-A 644 PERFORMANCE MANAGEMENT AND COMPETENCY MAPPING

In the contemporary competitive environment the primary concern of management is to manage the performance of employees, teams, and the organization as a whole. Managing performance is no more an occasional (annual) ritual to be gone through as it used to be in the case of performance appraisal.

New inventions in performance appraisal methods and procedures help the organizations ensure increasingly better performance of employees.

This subject examines and emphasizes the importance of an effective performance management system in helping organizations define and achieve long-term and short-term goals vital to its overall success. It explains and reinforces the concept that performance management is not a one-time supervisory event, but a continuous ongoing process of planning, facilitating, assessing and improving individual and organizational performance.

Besides managing the performance of individual employees, managing the performance of teams and the organization as a whole are also an integral part of retaining the competitive edge of the organization in a global competitive market. Performance management necessarily involves measuring the performance of the employees.

A focus on practical learning will give students the knowledge and skills needed to direct and support supervisors in this important management function.

After completing this subject, students should be able to have a complete knowledge of performance management and be able to implement performance management systems.

MGT-A 645 INDUSTRIAL RELATIONS

Industrial relations begins the day employees join the company and until they retire. Industrial relations covers a wide range of processes and activities. It is industrial relations that defines the relations between the management and employees through the bipartite procedure of collective bargaining, dispute settlement, grievance and disciplinary procedures. Industrial relations also take different forms—conflict, cooperation and collaboration. Trade unions, joint consultative machineries, the courts, tribunals and the state play a vital role in determining and directing industrial relations.

Industrial relations in contemporary society is regulated and directed by different legislation enacted by the state in the interest of the society in general and the weaker party in industry in particular. Therefore, this subject helps students understand the dynamic aspects of relations in employment.

After going through the subject, students will understand the dynamics of industrial relations and how to give a new focus and direction to the practice of employment relations.

MGT-A 646 COMPENSATION AND BENEFITS MANAGEMENT

Compensation management is one of the most critical activities of human resource management. Organizations constantly seek to develop compensation systems that are contemporary and competitive in nature and content. New pay systems emphasize benefits (as opposed to salary) as a critical component of compensation and reward packages. Organizations, in order to be contemporary, conduct regular compensation surveys to ensure their compensation policies are in line with industry norms.

This subject helps students understand the changing dimensions of compensation management, and develop an enterprise-wide compensation package that is competitive, contemporary and highly effective from the viewpoint of both the organization and the employee.

**MGT-A 647 INTERNATIONAL HUMAN RESOURCE AND CROSS CULTURAL
MANAGEMENT**

Managers working in the corporate headquarters of multinational enterprises have to deal with human resource issues relating to the full gamut of HRM functions. The objectives of this subject are to explore the challenges posed by rapid globalization of businesses, to understand and analyze human resource issues that arise from a global business practice, and to take cognizance of the fact that human resource practices enter a new dimension, globally.

The subject reviews the theories, models and concepts developed in the areas of international management, international organizational behavior, cross-cultural management and other emerging disciplines. It studies their implications on international HRM practices from a multinational corporation's point of view.

This subject also introduces students to cross-cultural dimensions relevant to international management. By learning about the issues and opportunities that are presented in cross-cultural and multicultural work environments, students will be better able to function in an increasingly global business environment where workplace diversity is more the rule rather than the exception. Furthermore, students will enhance their perspectives and abilities to understand the influence of culture on organizations and organizational practices. Special emphasis will also be placed on the behavior of people and groups in the international perspective.

**MGT-A 648 ORGANIZATION LEADERSHIP DEVELOPMENT AND CHANGE
MANAGEMENT**

In a continuously changing business environment, organizations should ensure that the rate of change inside is equal to or greater than the rate of change outside. This is necessary if they are to remain in business. The changes in the: business philosophy and strategy, technology, marketing strategies, methods of managing talent, manning various operations—should be in line with what is happening in the external world. From this, HR managers must possess a sound knowledge of organization development (OD) and change management (CM) to manage the changes on their own instead of calling outside experts. This subject helps students gain the knowledge of OD processes and intervention techniques as well as methods of managing change.

After completing this subject the students will understand the significance of leadership and OD and CM, how to periodically review the need for planned change in the organization, take suitable and effective decisions on OD interventions, and manage resistance to change. The overall thrust of the subject will be from the manager's perspective as well as from the leaders.

*Subject Description***MGT-A 599 INDUSTRY INTERNSHIP PROGRAM**

Students intern at various reputable businesses to gain direct experience through a field-project based assignment. The Industry Internship Program provides an educational opportunity for students to apply theoretical classroom learning to a specific task in a workplace environment. This encourages a student-intern to investigate and compare the relationship between theoretical concepts and organizational practice, and document it in a project report—a task to be completed in a stipulated time duration—commonly eight to ten weeks in the business setting. The purpose of the internship is to further the intellectual and professional growth and personal development of the student, and prepare the intern to develop and use the skills of observation, questioning, critical thinking and reflection. The Industry Internship Program also provides the intern with an opportunity to self-assess the potential for a career in the discipline of the internship. The Industry Internship Program holds out the prospect for a student of either an offer of employment at the end of the internship or returning to the company as a management trainee.

The Industry Internship Program offers academic and professional value addition to a student intern's learning experience. These include: (i) the application of classroom learning to a company-based study: observational, field-based or as per the requirements of the business organization; (ii) the development and enhancement of professional skills and personal traits; (iii) an increased self-awareness of career options and an identification of the areas of professional specialization in industry; (iv) a structured experience of the complexities of the marketplace and an appreciation of professionalism and work-related responsibilities — particularly for interns with no prior work experience in a related field; and (v) an early exposure to job roles and functional divisions within a business.

MGT-A 699 DISSERTATION PROGRAM

Dissertation Program is an advanced, research-based capstone subject. It is intended to further stimulate intellectual curiosity and hone the analytical skills of students and inculcate in them the rigor and discipline required to tackle and solve complex problems in industry. It is deliberately timed towards the end of the MBA course as the student is meant to draw on all input given in all disciplines while writing the dissertation. To this extent, the dissertation will test:

- i. How much the student has assimilated the contents of the program.
- ii. How much the student is able to apply the concepts or theories learned to real-life situations encountered in an organization.
- iii. The level of innovative thinking that the student brings into focus while addressing the particular problems being tackled.
- iv. The level to which the student has understood the problem being addressed and how practical are the solutions offered.

Dissertation is an important value addition to the MBA course, the report writing of which will simultaneously check the ability of students to write a comprehensive and in-depth document.

At the same time, based on the nature of the topic, it will be a reality check for students to assess the type of job in which they will be comfortable when they start their careers.

Operations Management

In a complex business era where there is cut-throat competition among companies organizations require cost-competitive products and services along with high-quality performance. In this context, operations have become a vital function in today's businesses. Operations designs, operates and improves productive systems—systems for getting work done.

The curriculum of the operations management area is highly contemporary with inputs taken both from industry and academia. The articulation of the curriculum emphasizes issues related to managing operations, which includes strategic decision making, designing, planning and operational control in the domain of operations to achieve competitiveness. Moreover, the optimization of operational efficiency is addressed by technology-based advanced subjects such as business intelligence and enterprise resource planning.

The Operations Management Area at Alliance Ascent College, Alliance University helps students achieve a competitive advantage in the marketplace by developing a set of skills and tools they can apply. Further, the rich industrial exposure offers students the much sought knowledge and proficiency in the field to make inroads into the business domain. Finally, it provides a razor's edge to young aspirants on the threshold of building a career in the Operations Management domain.

Learning Statement

The importance of operations management has increased dramatically in recent years. Significant foreign competition, shorter product and service life cycles, better educated and quality-conscious consumers, and the capabilities of new technology have placed increasing pressures on the operations function to improve productivity while providing a broader array of high quality products and services. With the globalization of markets, firms are recognizing that the operations function can be used to strengthen their position in the marketplace. Managers in operations management play a strategic and tactical role in satisfying customer needs and making their firms strong international competitors.

Operations management focuses on the design and management of efficient production and distribution of products and services, which are key component of a business. Making sure operations run smoothly is an extremely complex undertaking involving the coordination of employees, resources, equipment and information across many different organizational levels. The discipline deals with planning, coordinating and controlling production and operations management systems. The subject covers such topics as production analysis and design, purchasing and materials management, capacity planning and scheduling, forecasting, inventory management, facility location and layout, investment decisions, information systems, production strategy, and quality control.

The Operations Management specialization at the Alliance Ascent College, Alliance University enriches students with the analytical and problem-solving skills required to succeed in this information and technology-intensive field.

Learning Delivery Methodology

The pedagogy adopted by faculty is unique and contemporary in its nature. Laying emphasis on students' preparedness to face the challenges in the real business world, the teaching methodology comprises of the following:

- Interactive lectures
- Case studies
- Quizzes
- Simulations and games
- Projects
- Presentations
- Field assignments and industrial visits
- Expert interactions and facilitation

Subject Mapping

Students are required to complete a total of 45 credits to graduate with an Operations Management specialization. These include six credits of Core Subjects and 23 credits of Elective Subjects. The Industry Internship Program carries six credits and the Dissertation program is of ten credits. In addition, the Operations Management Area offers a set of advanced specialization subjects, which are “added on” to other core and elective subjects that are available to student, and result in better learning and awareness.

Subject Integration

The sequencing of the subjects will enable students to understand the systematic direction and control of the processes that transform inputs into finished goods and services.

The operations management discipline is structured so students first understand the essence of this key functional area through Core Subjects, such as Operations Management and Managing Information and Technology. Then they develop their expertise in designing the processes, including logistics and supply chain management and business process reengineering. Further, a learning process is made through the planning and execution of operations, which includes a dynamic dimension of business, called project management. Finally, it is the phase to realize that no process is complete until and unless it is continuously monitored, evaluated and improved. The continuous process of evaluation and improvement of manufacturing and services is well captured in subjects such as Lean Operations Management, Business Analytics, Total Quality Management, and Operations Strategy. Moreover, the curriculum incorporates technology at each phase of learning to provide an integrated understanding on interrelated processes of a firm, which connect operations with all other functional areas of an organization.

Subject Summary

Semester	Subject Code	Subject Title	Credits
Core			
I	MGT-A 536	Operations Management	3
Elective			
II	MGT-A 537	Managing Innovation and Technology	3
	MGT-A 664	Lean Operations Management	3
	MGT-A 661	Logistics & Supply Chain Management	3
	MGT-A 599	Industry Internship Program	6
III	MGT-A 662	Project Management	4
	MGT-A 663	Business Process Reengineering	2
	MGT-A 666	Total Quality Management	3
	MGT-A 668	Business Intelligence	2
IV	MGT-A 664	Operations Strategy	3
	MGT-A 669	Business Analytics	2
	MGT-A 670	Software Engineering and Project Management	1
	MGT-A 699	Dissertation Program	10
Total			45

Core Subjects

MGT 536 OPERATIONS MANAGEMENT

The subject provides an overview of the operational aspects of a business, which typically demonstrates the need for design, planning, monitoring and control of operations in any manufacturing or service system. The subject exposes students to different analytical tools for problem solving in such areas as process analysis, reengineering, workforce management, material and inventory management, aggregate planning, total quality management, production planning and control, location and capacity planning and layout planning.

At the end of this subject students should be able to:

- Define the role of operations and supply chain in an organization and its interactions with business functions such as accounting, finance and marketing
- Understand the basic business and operations strategies for increased productivity and competitiveness for service and manufacturing
- Identify and evaluate a range of tools appropriate for analysis of operating systems of the firm
- Design quality management strategies, techniques and tools for improved customer satisfaction
- Plan the basic scheduling for project and its management

MGT 537 MANAGING INNOVATION AND TECHNOLOGY

This subject trains students to resolve managerial issues regarding the use of information technology and new innovations in organizations. The focus is on building intuition about core concepts and developing frameworks and ways of thinking about technology and innovations. The emphasis of the subject is to develop insights into what, when and how information systems can be used within and among organizations to improve efficiency of managers.

By undergoing the subject, the students will be able to:

- Understand information flow in organizations;
- Discuss the affects of e-business and business intelligence on modern business including evolution of new business models
- Apply innovation with respect to it
- Discuss next generation technologies

Elective Subjects

MGT-A 661 LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Supply chain encompasses all of those activities that are associated with the movement and transformation of goods from the raw materials stage through to the end user. This includes supply facilities, production facilities, forecasting warehouses, distributors, retailers, and logistics facilities. It embodies the information systems necessary to communicate among the supply chain partners. The subject focuses on how to coordinate and integrate all of these activities into a seamless process. The emphasis will be on managing material and information across different partners in the chain.

This subject explores a broad aspect of supply chain including drivers of supply chain, supply chain strategies, modeling and designing supply chain networks and managing uncertainties in supply chain.

MGT-A 664 LEAN OPERATIONS MANAGEMENT

Lean manufacturing is a philosophy of production that emphasizes the minimization of the amount of all the

resources (including time) used in various activities of the enterprise. It involves identifying and eliminating non-value-adding activities in design, production, supply chain management, and dealing with the customers. Lean producers employ teams of multi-skilled workers at all levels of the organization and use highly flexible, increasingly automated machines to produce volumes of products in potentially enormous variety. Many companies have successfully employed these methods in recent years to dramatically improve their operations and the flow of value to the customer. This subject exposes students to the basic concepts, techniques, methods, and analysis used in lean manufacturing systems such as the Toyota Production System (TPS).

MGT-A 662 PROJECT MANAGEMENT

The rapid growth and tough competition in today's business world have compelled the organizations to improve their effectiveness. As an obvious consequence, companies have started increasingly using projects to achieve their strategic objectives. These projects may be in the form of launching a new product or a new technology, plant construction or extension, integration of a newly acquired company or worldwide installation of a new information system. Therefore, project management knowledge is essential to the successful planning, development and delivery of projects. It provides the required knowledge and skill to deliver the projects on time and within cost and quality constraints.

This subject is delivered in two phases. Phase I introduces different aspects of project management, including classification, project identification, project organization, communication, project planning, project risk management, scheduling, monitoring and control. Phase II exclusively deals with software projects. It encompasses a broad spectrum of software requirements, specifications, proper understanding of software lifecycle and project management processes such as initiation, defining the scope and creating project charter, planning, creating WBS, develop change management plan, approval of plan, execution, managing the resources, quality planning monitoring and controlling, monitoring the project deliverables and associated risks, unit test and user's acceptance processes, end-user training, documentation, deployment and handing over the project, warranty and maintenance, and software quality.

MGT-A 663 BUSINESS PROCESS REENGINEERING

The subject discusses the analysis and design of workflows and processes within and between organizations. Business process is a set of logically related tasks performed to achieve a defined business outcome.

Fundamental rethinking covers how they do their work in order to dramatically improve customer service, cut operational costs and become world-class competitors. A key stimulus for reengineering has been the continuing development and deployment of sophisticated information systems and networks that support innovative business processes, rather than refining current ways of doing work.

The cross-functional team has become popular because of the desire to re-engineer separate functional tasks into complete cross-functional processes. Many recent management information systems developments aim to integrate a wide number of business functions. Enterprise resource planning, supply chain management, knowledge management systems, groupware and collaborative systems, human resource management systems and customer relationship managements systems are the outcome of re-engineering theory.

MGT-A 666 TOTAL QUALITY MANAGEMENT

Total Quality Management is a comprehensive organization wide effort to improve the quality of products and services to maximize customer satisfaction. This subject presents the basic principles and tools associated with quality management, including quality assurance, process management-design, control, and improvement of organizational processes, quality planning, design and improvement.

MGT-A 668 BUSINESS INTELLIGENCE

Business intelligence is a specialized domain that has gained utmost importance in the development of business process. It has shifted the focus of learning from the traditional theoretical set up to solution approach. The student learns to understand how to make use of the varied types of business information to help identify unique or unusual situations that would otherwise not have become apparent. The objective of business intelligence tools is to help the manager uncover these unusual situations through the multidimensional analysis of business data. Business intelligence also attempts to connect the knowledge in companies with the business data to improve the effectiveness of managerial decision making.

MGT-A 667 OPERATIONS STRATEGY

Operations strategy is a long-range game plan for the production of a company's product and services and provides a road map for what the production and operations function must do if business strategies are to be achieved. The subject exposes students to the different aspects of operations strategy and their inter-linkages with strategies of other functional areas. The subject covers positioning the production system, product and service planning, outsourcing planning, process and technology planning, strategic allocation of resources, and facility planning.

MGT-A 669 BUSINESS ANALYTICS

Business Analytics focuses on the situation analysis, conceiving and developing appropriate models, data preparation, data analysis and synthesis, and presentation of the results in a cogent manner to support Business Intelligence activity. It covers both technical and business domain. The subject broadly encompasses a wide range of topics, including business metrics definition and delivery, business drivers, performance management, data visualization, scorecards, OLAP and dashboards.

MGT-A 670 SOFTWARE ENGINEERING AND PROJECT MANAGEMENT

Software engineering projects are present in all industries and sectors. Non-IT managers are frequently faced with the issue of managing software development projects that fall into their areas of responsibility. This subject builds on the core concepts of project management and focuses on the issues pertaining to software engineering projects. The subject covers the tools and techniques used to execute and manage software projects.

Infrastructure, Academic and Support Services

ACADEMIC SERVICES

Library

Alliance Ascent College, Alliance University offers a reference and lending library that is well-stocked with a vast collection of books, reports, journals and periodicals. The library also provides access to the best of business and management-related digital resources through its subscription to various databases consisting of scholarly and industry-relevant content. Students utilize these services for their classroom-related work and for further research into areas of their interest. The library, with its ample reading room area and a collection that is continuously updated, is conducive for learning.

IT Infrastructure and Resources

Alliance Ascent College, Alliance University has implemented an IT network with the latest technology. High-speed servers—running on a variety of platforms to suit all kinds of requirements, support the entire network. The computer labs with broadband connectivity enable students to seamlessly complete their academic work as well as pursue research. Students can make the most of the Wi-Fi connectivity, which facilitates easy access to the internet anywhere.

FACILITIES

Infrastructure

Alliance Ascent College, Alliance University offers a campus infrastructure that ensures a healthy and lively life and provides the perfect environment for intellectual growth. Facilities include the library, conference hall, cafeteria, health clinic and an excellent IT infrastructure.

Classrooms

Spacious and air-conditioned lecture classrooms and conference hall are equipped with the latest audio-visual facilities for an enhanced learning experience.

Cafeteria

The all-day cafeteria that serves refreshments for students is a pleasant get away from the hectic classroom sessions.

Hostel Facilities

Alliance Ascent College, Alliance University provides separate hostel facilities for men and women students adjacent to the campus. The hostels are managed by the College administration. These hostels offer modern amenities and are neat and well-maintained.

Healthcare

Alliance Ascent College, Alliance University has an in-house health clinic exclusively for the students, staff and the faculty of the College, and it remains open throughout the week. Alliance Ascent College, Alliance University also has tie-ups with the top hospitals in Bangalore, ensuring proper medical care and attention to all members of the institute.

Placement and Career Advisory Center

The Placement and Career Advisory Center provides an interface between students and industry by providing assistance for industry internships and final placements. The Center helps students with career counseling, training, resume building, and industry interaction platforms.

Student Handbook

1. The Learning Process

1.1 Pedagogy

The MBA course uses a semester based approach for subject coverage. The pedagogy includes a variety of teaching methods such as lectures, case studies, simulations and role plays. Students are required to complete a series of assignments in addition to their classroom contact hours.

1.2 Working Groups

Each student is assigned to a working group at the beginning of the first semester. These groups work together on all group assignments for the duration of Semester I. New groups are formed at the beginning of Semester II and these groups generally continue to work together till the end of the course.

2. Evaluation

The evaluation system consists of continuous assessment during the semester followed by the Semester End Examination. The final grade for a subject is a combination of During Semester Assessment (DSA) and Semester End Examination (SEE).

Please refer to Annexure-I for specific examination rules.

2.1 Scheme of Evaluation The following evaluation scheme is used in assessing student's performance.

During Semester Assessment (DSA) Evaluation Scheme

Subject Credit(s)	Attendance (Maximum marks)	Mid Semester Examination (Maximum marks)	Case Study Presentations/ Assignments/Surprise Quizzes (Maximum marks)*	Total Marks
1	5	-	45	50
2	5	20	25	50
3	5	20	25	50
4	5	20	25	50
*Varies from subject to subject depending upon the faculty and the nature of the subject.				

ÿ The DSA marks are declared prior to the semester end examinations

ÿ Students are required to score a minimum of 50 percent in DSA to be eligible to appear for Semester End Examination of the subject concerned

2.2 Grading System

The following grading system is used for each subject.

SCALE	LETTER GRADE	HONOR POINTS	GRADING
90 - 100%	A	4.3	Outstanding
80 - 89.9%	B	3.8	Excellent
70 - 79.9%	C	3.3	Very Good
60 - 69.9%	D	2.8	Good
50 - 59.9%	D-	2.3	Fair
<50%	E	0.0	Fail

2.3 Calculation of Grade Point Average

There are two types of Grade Point Averages: Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA).

SGPA is calculated in the following manner. The total marks for a given subject, that is the combined DSA and SEE performances, are given as a percentage. For instance, assume that a student score 93 percent in a subject, then this percentage is converted into a letter grade using the scale shown under Section 2.2; continuing the example above, 93 percent is assigned the letter grade 'A'. This letter grade is then converted into honor points, for example letter grade 'A' is equivalent to 4.3 honor points.

SGPA is then calculated as follows:

$$\frac{\sum (\text{Subject honor points earned} \times \text{subject credits})}{\text{Total semester credits}}$$

CGPA is calculated as:

$$\frac{\sum (\text{Subject honor points} \times \text{subject credits})}{\text{Total credits completed}}$$

2.4 Recognition of Superior Scholarship

Graduating students with a weighted percentage of marks of 80 percent and above graduate from the course with "Distinction."

2.5 Attendance

Classroom attendance is a compulsory component of the course, and students are expected to attend all scheduled classes. Attendance accounts for five percent of the total assessment for a subject and forms part of the DSA. Students failing to obtain a minimum of 75 percent attendance will not be permitted to appear for the Semester End Examination. In such circumstances, the student will be declared as "Incomplete" and will receive a letter grade "I." Student are required to take the SEE of that subject(s) for a total of 100 percent marks after six months.

Attendance is considered by the Alliance Ascent College, Alliance University for the sessions missed by the students representing the University or College, attended, participating in various institutional activities with prior approval.

The tables below explain the way in which marks are awarded for classroom attendance.

1 Credits Subject		2 Credits Subject		3 Credits Subject		4 Credits Subject	
Sessions	Marks	Sessions	Marks	Sessions	Marks	Sessions	Marks
9	5	18	5	27	5	36	5
8	3	17	4	26	5	35	5
7	1	16	3	25	4	34	4
6 and below	*0	15	2	24	3	33	4
		14	1	23	3	32	3
		13 and below	*0	22	2	31	3
				21	1	30	2
				20 and below	*0	29	2
						28	1
						27	1
						26 and below	*0

Note: *Not eligible for the Semester End Examination.

2.6 Additional Activities

In addition to classes, students must be present at all programs and functions hosted by Alliance Ascent College, Alliance University where students' attendance is mandatory. These include, but are not limited to, guest lectures, informational meetings with faculty, administrators and management, and social functions including organized trips or tours deemed essential. Failure to attend such events may lead to suspension of the student which will result in loss of attendance in regular classroom sessions leading to severe consequences resulting from such loss of attendance.

2.7 Maximum Duration allowed for Course Completion

The validity period for the MBA course is four years from the date of registration. This means that a student has to clear all four semesters in this period of time failing which, the student automatically discontinues the course.

2.8 Academic Policy

- A student must have secured the minimum attendance, that is 75 percent in every single subject of a particular semester. A student must also have secured the minimum During Semester Assessment (DSA) marks (which is 50 percent) in a subject to qualify to take the Semester End Examination (SEE). In the event a student falls short of the minimum attendance requirement or minimum DSA marks requirement in any subject(s) of the semester, the student is disqualified to take the SEE of that subject(s). The student, however, can take the SEE of the particular subject(s) for a total of 100 marks after six months
- A student will be promoted to the third semester only if the student does not carry a backlog of more than six subjects. Excess backlogs must be cleared in re-examinations to qualify for promotion and be able to attend third semester classes with subsequent batch(s).
- Academic Standards: Students are expected to maintain a CGPA well above 2.8. Students will be placed on Academic Probation in the event they fall short of the minimum CGPA of 2.8, which would have serious bearing on their job opportunities.

3. Additional Information

3.1 Issue of Transcripts and Degree

- Transcripts are issued to the students at the end of each semester
- It is the responsibility of the student to collect the transcript of each semester within the stipulated time
- Students receive additional transcript(s) for the subject(s) in which they failed when they appear
- Students are issued a Consolidated Transcript on completion of the course
- In case of any loss of original document issued by the University, duplicate documents are issued to the student on payment of the requisite fee and fulfilling prescribed formalities

Results are mentioned on the transcripts as per the transcript key below.

TRANSCRIPT KEY	
ABBREVIATION	KEY
P	PASS
AB	ABSENT
F	FAIL
I	INCOMPLETE

3.2 Disenrollment from the University

If a student disenrolls from the University, the student must submit an official request to the Registrar, Alliance University through the Director, Alliance Ascent College, Alliance University.

3.3 Wi-Fi Facility

The campus is equipped with Wi-Fi facility.

3.4 Responsible Use of the University Resources

Students are expected to use responsibly the resources of the University.

3.5 Mobile Phones

Use of mobile phones are strictly prohibited in the Campus, Computer Lab, Examination Halls, and the Library. If any student is found to be using mobile phone, it will be confiscated by any member of the faculty or staff followed by appropriate disciplinary action.

ANNEXURE - I

EXAMINATION RULES

I. DETAILS OF MID SEMESTER AND SEMESTER END EXAMINATIONS

MID SEMESTER EXAMINATION (MSE)

Subject Credit(s)	Mid Semester Exam Duration	Mid Semester Exam Marks	Remarks
1	-	-	-
2	2 hours	50 marks	Converted to 20 marks
3	2 hours	50 marks	Converted to 20 marks
4	3 hours	100 marks	Converted to 20 marks

Note:

- i. There is no Mid Semester Examination for a one-credit subject.
- ii. There is no mid-semester re-examination for absentees.
- iii. Students must fulfill the minimum requirements of classroom attendance and the DSA to be eligible to take the Semester-end Examination. The minimum requirements are:
- iv. Classroom Attendance : 75%
- DSA (including marks allotted for attendance) : 50% (25/50)

Failing to secure the above, the student will be declared as "I" (Incomplete). Such students are required to appear the SEE of that subject(s) for a total of 100 percent marks after six months.

SEMESTER END EXAMINATION (SEE)

Subject Credit(s)	Semester Exam Duration	Semester Exam Marks	Remarks
1	2 hours	50 marks	-
2	3 hours	100 marks	Converted to 50 marks
3	3 hours	100 marks	Converted to 50 marks
4	3 hours	100 marks	Converted to 50 marks

Students must secure a minimum of 50 percent in the Semester End Examination and 50 percent in total (DSA+ SEE) in order to get Pass grade.

RE-TOTALING AND RE-EVALUATION

1. Students may apply for re-totalling or re-evaluation within the stipulated time mentioned at the time of the results declaration.
2. The re-totalling or re-evaluation provision is not available for Mid Semester Examinations.
3. Students who have secured an “E” grade may go through the process of re-totalling or re-evaluation before applying for a re-examination.
4. Students who have cleared the subject(s) but wish to improve their grades can apply for a re-evaluation.

RE-TOTALING:

The outcome of re-totalling will supersede the marks obtained earlier. The marks obtained in the re-totalling will be final.

RE-EVALUATION

If there is a difference of more than 15% marks (of the Maximum Marks) between the re-evaluation and the marks awarded earlier, the answer script will be jointly evaluated by both the evaluators and the marks awarded will be considered as re-evaluation marks.

Only if there is a difference of more than 10% marks (of the Maximum Marks) between the marks awarded earlier and the marks awarded in the re-evaluation, then the new marks will be awarded (even if it is lower).

Otherwise, the earlier marks shall be final.

SEMESTER END EXAMINATION FOR STUDENTS DECLARED AS FAILED, ABSENT OR FOUND GUILTY IN A MALPRACTICE CASE

Such students will be required to write Semester-end Examination at the time of re-examinations, which will be conducted once in six months or at the end of every semester for all the earlier semesters and after the lapse of the debar period in “Malpractice” cases.

II. EXAMINATIONS GUIDELINES

All students are required to read and internalize the guidelines detailed below:

The College places great importance on academic rigor and academic integrity. The standards of conduct and discipline which students are expected to show while writing examinations are equally high. Students should note that any breach of these guidelines will result in disciplinary procedures.

PRIOR TO EXAMINATIONS

1. Seat numbers and venue will be put on the Official Notice Board at least 30 minutes before the commencement of the Examination.
2. Students must know their seat numbers and venue before entering the Examination Hall.
3. Any student who has not been allotted a seat number and venue or who has any queries about these should inform the Registrar (Examination & Evaluation) and complete the required formalities prior to the commencement of the examination.
4. Students must carry the Institute's identification card for MSE and also hall ticket for SEE to the Examination Hall.
5. Students must possess all materials such as calculators, pens, pencils, rulers and erasers, which are necessary for the examination. Exchange of any material among the students is strictly prohibited during the examination.
6. Students must ensure that the calculator for use in the examination is math-only, non-programmable, silent and battery-operated. The invigilator for the examination will have the final say on a calculator's admissibility.
7. Students must ensure that mobile phones and laptops or any other electronic devices are switched off and placed with personal belongings in the area designated by the invigilator.
8. Students must ensure that under no circumstance they carry any unauthorized material into the Examination Hall.

DURING EXAMINATIONS

1. Students are advised to arrive in the Examination Hall at least five minutes before the commencement of the examination. Students should check their seat numbers, and take assigned seats.
2. Entry into the Examination Hall is not permitted after 30 minutes from the commencement of the examination.
3. Students must enter the required information on the answer booklets before attempting the answers to the questions.
4. Rough work and calculations can be done on the last pages of the answer booklet. This page(s), however, should be crossed out before submitting the answer booklet.
5. Students must write answers in pen (not pencil) and only in the answer booklet provided. **DO NOT** use red ink.
6. Students must not fold or crease the answer booklet.
7. Students must refrain from identifying themselves anywhere in their answer booklet except as required on the front or cover page of the booklet.
8. Students are required to only write in the answer booklet provided by the invigilator. Graph sheets wherever required will be issued in addition to the answer booklet.
9. Students who have completed writing the answers before one hour has elapsed, will have to wait until the hour has passed before being permitted to leave the Examination Hall.
10. Students should maintain silence, discipline and avoid creating distractions.
11. Students should be cooperative with the invigilators and follow instructions. An invigilator is authorized to exclude a student from an examination if the circumstances warrant. If this happens, the invigilator will submit a written report on the circumstances to the Registrar (Examination & Evaluation) immediately after the examination.
12. Students shall not use or have in their possession any books, writing papers, notes, manuscripts, electronic items (including electronic dictionaries), laptops, i-Pods, or any form of stored or recorded information.
13. Food or beverages are not permitted in the Examination Hall.

CONCLUDING FORMALITIES OF EXAMINATIONS

1. The invigilator will give a time check to students 15 minutes before the allotted time expires. Students shall cease writing immediately when the time for writing the examination is over and hand in their answer booklet. No time extension is permitted.
2. Students are responsible for returning the answer booklet or formula tables etc., within the approved time regardless of whether or not they have finished.
3. Examination answer booklets must be submitted intact. No part of the answer booklet or graph sheets must be defaced, removed, destroyed or taken out of the Examination Hall.
4. Approval for extension of time for completing an examination is solely at the discretion of the Registrar (Examination & Evaluation).
5. Students should collect all belongings before leaving the Examination Hall.

Student Guidelines And Regulations

1. LIBRARY USER GUIDELINES

- i. Students are required to display their University ID cards while entering the library, and at any time when requested by the library staff.
- ii. All library users are required to enter their names and sign the register provided at the entrance.
- iii. Students can borrow certain number of books, periodicals (other than the current issue), CDs for a certain period of time as stipulated and communicated by the Librarian.
- iv. Students can borrow one book for internal use, subject to the condition that they return the book on the same day of issue.
- v. Library books are required to be returned by the student on or before the due date. A fine will be levied after the expiry of the due date. All issued books must be returned and library fines (if any) must be settled on time.
- vi. Borrowers shall replace lost or damaged library materials with new versions of the same.
- vii. Renewal of library book and of other educational materials are generally allowed if no reservation has been made for the same.
- viii. Personal items, for example books, folders, files, blazer, jerkins, overcoats, etc. are not allowed in the library.
- ix. Case studies and project reports will not be issued to students and are for library reference purpose only.
- x. Library users are expected to maintain silence at all times in the library. Use of cell phones is prohibited
- xi. Library users should present their identity card for the borrowing or renewal of library material. The Librarian reserves the right to deny the issuance or renewal of library materials where the identity card is not presented by the student.
- xii. Marking of any kind, underlining, writing on books, and defacing any publication are strictly prohibited and if defaced, the item must be replaced with a new one.
- xiii. Smoking anywhere inside the library & the reading Room is prohibited as is the consumption of food and refreshments.
- xiv. The membership of the library is not transferable.

- xv. Books or journals removed from the shelves should not be replaced on the shelves but should be left on the table.
- xvi. All library users are expected to read the notice board or browse the library website for library timings and other services.
- xvii. Suggestion for the purchase of new books, periodicals and newspapers may be made through the concerned Faculty/area chairs or Director.
- xviii. The librarian reserves the right to refuse admission to any student violating the rules and regulations of the library.
- xix. Students are requested to maintain the dress code of the University while they are in the library.
- xx. Students should return all the borrowed items from the library, clear all fines and return the library ID card before leaving the University.

1. INFORMATION TECHNOLOGY POLICY FOR STUDENTS

Scope

This policy applies to all students of Alliance University and other University affiliated institutes/entities. It applies to the use of all Information Technology (IT) resources, and includes components such as systems, networks, software, and facilities administered by Information Technology Services (ITS) department as well as those administered by other departments.

Use of IT infrastructure, even when carried out on a privately-owned computer/systems that is not managed or maintained by Alliance University, is also governed by this policy. The IT Policy may be modified as deemed appropriate by the University.

REGULATIONS FOR RESPONSIBLE USE OF INFORMATION TECHNOLOGY:

- Students are advised to collect their LAN username and password to access the University's network.
- Note: Login credentials are to be kept confidential to avoid misuse of the same.

- Students are advised to register their Laptop MAC address for Wi-Fi Access in the Campus. Only one device registration is allowed per student.

- Students are advised to make use of the internet facility for academic and research purposes only.
- Note: Download of large amounts of data or heavy files over the Internet is prohibited and will be monitored.

- Students will be provided with a unique email ID that is registered to the Alliance University domain. Students are advised to use that email ID for academic purposes only.
- Note: Students are advised not to send anonymous and offensive emails, as it will be tracked and may lead to legal action.

- All users are prohibited from posting or writing anonymous or defamatory content in any online media against the University, its staff, or students.

- Students must abide by the terms of copyright laws, software licensing agreements, and contracts that pertain to the University's computing, information, and communications resources. Reproduction or distribution of copyrighted works, including, but not limited to, images, video, text, audio, or software, without permission of the owner can lead to legal issues.

- The University's information technology resources are intended to be used to fulfill the University's mission. Use of any of the University's information technology resources for personal either for profit, gain, or for commercial purposes is prohibited.

- Students are responsible for the security of their computer accounts, including the changing of passwords on a regular basis. Students are also responsible for all activities that originate from their accounts. Computer accounts are University property and are deactivated according to the University's policies and procedures.

- Allowing another individual to use one's computer account or password is strictly prohibited.

- Students may not attempt to access another user's electronic communications, nor may they read, copy, change, or delete another user's files or software without the permission of the user.

- Use of the Campus network to gain unauthorized access to any computer account or computer system, bypass data protection schemes, uncover a security loophole, or mask the identity of a computer account or machine, is prohibited.

- Although the University respects the privacy of an individual's electronic communications, students should be aware that files and mail messages are not guaranteed to be private or secure. Files and messages may be viewed in the course of routine management of computing, telecommunications, and network services. In the event of a security breach—suspected breach, suspected illegal activity, or suspected violation of University policy—file(s) and/or email account(s) may be accessed by authorized personnel.

- Students may not deliberately perform an act that will interfere with the normal operations of computers, terminals, peripherals, or networks. This includes, but is not limited to, tampering with any component of either the Local Area Network (LAN), Intranet, or Wide Area Network (WAN).

ENFORCEMENT OF POLICY:

Alleged or suspected violations of the IT Policy should be reported to either the ITS Help Desk, Alliance University or to the concerned University authorities. All alleged or suspected violations will be reviewed in collaboration with the Disciplinary Committee, Alliance University. Abuse of information technology privileges is subject to disciplinary action, which may include the loss of these privileges and other disciplinary sanctions up to, and including dismissal. A student who abuses the University's computing, information, and communications resources may also be subject to legal action. Individuals will also be responsible for any financial loss to the University that results from inappropriate use of information technology resources.

Dress Code: Students are required to be dressed appropriately while on the University Campus (Administrative Building, Learning Center, Technical Block, Laboratories, etc.) at all times; Monday through Friday.

The dress code shall be as follows:

Male	Formal dress (trouser and shirt), Leather Shoes; Coat is preferred on formal occasions
Female	Western formals / Salwar Kameez; Shoes / Semi-shoes

On Saturdays and Sundays, students may wear smart casuals. One can be casually, but appropriately and decently dressed, at other locations on the campus.

ID Card

All students shall wear the ID card issued by the University at all times during office hours while on all Alliance University premises.

The Registrar Alliance University Bangalore

Dear Sir,

**UND
ERTA
KING**

I _____ have been admitted to the
Master of
Business Administration course of _____
batch.

I have carefully read all the Guidelines and Regulations as prescribed in the
Alliance Ascent College Course Catalogue regarding various aspects of the
course including the rules governing the academic requirements, computer lab,
library, attendance, fee payment, hostel, general discipline and anti-ragging
measures.

I hereby sign this undertaking and agree to follow and abide by all the University
Guidelines and
Regulations prescribed in this booklet as well as those prescribed
elsewhere.

I further undertake that in the event of a failure on my part to follow any of the
rules or regulations or guidelines, the University may initiate any action against me,
including termination from the course.

Signature of the student

Date:

Student's Name :

..... **Provisional**

Reg.No.

.....

Permanent Address :

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Contact No. :

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E-mail ID :
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Document No. Ascent MBA/CAT

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Bangalore, India

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Karnataka, India

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