

MASTER OF BUSINESS ADMINISTRATION

Curriculum - 2019 Batch

CURRICULUM OVERVIEW

1 PROGRAMME EDUCATIONAL OBJECTIVES

PEO1:To impart domain specific management knowledge and its practical application in business

PEO2 : To nurture managerial and entrepreneurial skills

PEO3 :To inculcate personal and professional integrity with social responsibility

PEO4 : To create a desire for life-long learning

PEO5: To provide an ambience for leadership development

2 PROGRAMME OUTCOMES AND SPECIFIC OUTCOMES

After the successful completion of two year MBA programme, Graduates will be able to:

PO1 : Critically evaluate business problems and take decisions

PO2 :Demonstrate managerial and entrepreneurial skills

PO3 :Inculcate professional ethics and values

PO4 : Engage in continuous professional growth

PO5 : Work and lead a cross-cultural corporate team

PSO1 :Take independent, appropriate decisions related to the domain

PSO2 :Function as efficient management professionals and entrepreneurs

PSO3: Engage the profession with societal values and humanism

PSO4 :Lead teams with professional and cultural integrity

3: ELIGIBILITY

Candidates who have obtained a Bachelor's degree (10+2+3), Master's Degree from a recognized University in disciplines of Commerce, Management, Arts, Science, Engineering/Technology, or equivalent and have secured not less than 50% of Marks in aggregate (including should also have CAT/CMAT/KMAT scores).

4: CREDITS DISTRIBUTION TABLE

Part	Course type	Course Description	Credits	Trimester	Total Credits			
Ι	AEC	SEC	2	I, III	6			
II	DSC	DSCC	3	I, II, III, V	48			
		DSCC	4	VI	8			
III	EC	DSEC	4	III, V and VI	40			
		DSEP	6	IV	6			
		GET/GEL	4	III	4			
IV	NCCC	CEC	1	I, II, III, VI	8			
Total Credits								

A student has to earn a total of 120 credits for successful completion of the MBA programme.

Students failing to earn the respective credits in Part IV during their MBA programme will not have pass status and are not eligible for graduation

5: NATURE OF THE COURSES

I. Ability Enhancement Courses (AEC):

MBA programme incorporates Skill Enhancement Courses under the Ability Enhancement Course that are intended to offer a hands-on-training.

Skill Enhancement Courses (SEC): SEC is value-based and/or skill-based and is aiming at providing hands-on-training, competencies, skills, etc. These courses are designed to provide value-based and skill-based knowledge. The School offers the SEC courses 'IT for Managers' and 'Management Process and Communication' in trimester I and 'Entrepreneurship Development' in the trimester III.

II. Discipline Specific Courses (DSC): A course, which should compulsorily be studied by a student as a core requirement.

Discipline Specific Core Courses (DSCC): A course, which should compulsorily be studied by a student as a core requirement and designed to acquire special/advanced knowledge in the respective discipline.

III. Elective Courses (EC): A course which can be chosen from a pool of courses. EC may be very specific or specialized or advanced or supportive to the discipline/subject of study. It provides an extended scope or enables an exposure to some other discipline/subject/domain. It nurtures the student's proficiency/skill.

A) Discipline Specific Elective Courses (DSEC): Elective courses offered by the main discipline/subject of study are referred to as Discipline Specific Elective courses. Streams of electives are offered in International Finance, Finance, Human Resource, Marketing, Business Intelligence & Analytics and General Management. Specialization papers will be developed and updated from time to time. A student will have to take all the 10 elective courses in a stream to qualify for a specialization in that area in case of single specialization.

A student who wishes to choose dual specialization, he/she has to choose 2+1 courses in Trimester III, 2+2 in Trimester V and 1+2 courses in Trimester VI each from both the streams except International Finance and Business Intelligence & Analytics. Students opted for International Finance is not permitted to take up dual specialization. A student who wishes to choose dual specialisation with Business Intelligence and Analytics as one of the streams, then such a student has to choose 2+1 combination with 2 courses from BIA stream and 1 course from functional elective stream in Trimester III, 2+2 combination in Trimester V and 1+2 combination with 2 courses from functional elective stream and 1 course from the BIA stream. School of Management will have final say to offer electives based on the requisite minimum number of students opted for a course in any particular trimester.

B) Discipline Specific Elective Project (DSEP): An elective course designed to acquire special/advanced knowledge in the respective discipline, such as supplement study /support study to a project work and a student undertakes project with an advisory support by a faculty member or external expert is called Discipline Specific Elective Project.

The students are required to undergo internship training along with Project for a period of 10 weeks as a part of their MBA programme during the fourth trimester. This training will be required to be carried out after the third End Trimester Examinations. During the project the students must work in an organization for a period of 10 weeks and study the company closely to understand the company with regard to its inception, performance, departments, industry, products and any related company specific problem. In this project work the students are required to take up research work with any organization. This research project will identify a problem in the organization and analyse the company's resources/environment for solutions. The internship and project work will carry 6 credits, which carries**150 marks** (100 marks for Project work and 50 marks for Viva Voce Examination).

- C) Generic Elective (GE) Course: An elective course other than the main discipline of study chosen generally with an intention to widen knowledge and skill is called a Generic Elective Theory (GET). GET is offered in Trimester III.(NOTE: Guidelines are given in Annexure II [PG Programmes])
- IV. Non-CGPA Credit Courses (NCCC): These courses are co-curricular and extracurricular activity based courses. Maximum credits that can be earned through Co-curricular and Extension Credit (CEC) activities are 8 Credits. The guidelines are given as below:

1) RURAL EXPOSURE PROGRAMME

This programme enables the students to understand the environment of rural villages and makes them socially sensitive. The student has to spend minimum 30 hours in a rural village in the first trimester of the programme to earn one credit. The students need to prepare a report of their experience (minimum five pages) and submit it to the Department.

2) CORPORATE INTERFACE

Corporate Interface is ensured by continuous interaction with industry experts in the 3I (Industry-Institute-Interface) programmes, Management Development Programmes(MDPs) and International Conference besides industry visits which carries 2 credits spanning over second and third trimesters.

3) PRESENTATION OF A RESEARCH PAPER IN NATIONAL/ INTERNATIONAL CONFERENCE or PUBLICATION OF REESEARCH PAPER IN A REPUTED JOURNAL

Students would be guided by the faculty members to take up any research area leading to presenting/publishing research papers in the national and international conferences and

symposiums during the fifth trimester to earn one credit in the sixth trimester. Student should produce the copy of the certificate of paper presentation or journal article published to the CoE before the commencement of the sixth trimester examinations.

4) MASSIVE OPEN ONLINE COURSES (MOOC)

Students need to enroll to a MOOC course specified by the Department and these courses are offered by SWAYAM or any other service providers in the sixth trimester. On completion of the course, the student will be awarded 4 credits.

6: ATTENDANCE

- No candidate shall be considered to have pursued a regular course of study unless he/she is certified by the Head of the Institution to have attended the 85 % of the total number of sessions conducted in each course in trimester during his/her course of study.
- Any student who is not complying with this requirement will not be allowed to appear for the End Trimester Examination.
- In case a student does not appear for the examination due to shortage of attendance the student has to repeat that trimester to make up for the attendance and the student will have to pay fees for that term as applicable.

7: EVALUATION CRITERIA

Students' academic performance is assessed based on Continuous Internal Evaluation (CIE) of 30% weightage and End Trimester Examination of 70% weightage.

i) CIE COMPONENTS – 2 CREDIT COURSE

CIE COMPONENTS FOR IT for Managers

CIE	Component	Marks
CIE - I	Practical test (conducted for 40 marks and scaled down to 10 marks– one hour Exam)	10
CIE - II	Record	05
	Total	15

CIE COMPONENTS FOR MANAGEMENT PROCESS AND COMMUNICATION

CIE	Component	Marks				
CIE - I	Multiple Choice Questions (MCQ) based test (conducted for 20 marks and scaled down to 10 marks – 30 minutes Exam)	10				
CIE - II	Samvaad – Enhancing Personal Branding	05				
	Total					

CIE COMPONENTS FOR ENTREPRENEURSHIP DEVELOPMENT

CIE	Component	Marks			
CIE - I	Multiple Choice Questions (MCQ) based test (conducted for 20 marks and scaled down to 10 marks – 30 minutes Exam)	10			
CIE - II	Activity –Ventura(Business Plan Presentation)	5			
Total					

ii) CIE COMPONENTS – 3 CREDIT COURSES (except for HRM in IInd Trimester and AMR in VIth trimester)

CIE	Component	Marks		
CIE - I	One Mid Term Exam (conducted for 40 marks and scaled down to 15 - one hour 30 minutes Exam)	15		
CIE - II	One Seminar	05		
CIE - III	One Assignment	05		
Total				

CIE COMPONENTS FOR HRM

CIE	Component	Marks			
CIE - I	One Mid Term Exam (conducted for 40 marks and scaled down to 15– one hour 30 minutes Exam)	15			
CIE - II	Activity- Abhigyan (Management through theatre)	5			
CIE – III	One Assignment	5			
Total					

CIE COMPONENTS FOR AMR

CIE	Component	Marks
CIE - I	One Mid Term Examination (conducted for 40 marks and scaled down to 15 – one hour 30 minutes Exam)	15
CIE - II	Practical Exam (conducted for 20 marks and scaled down to 10– one hour Exam)	10
	Total	25

iii) CIE COMPONENTS – 4 CREDIT COURSES

CIE	Component	Marks			
CIE - I	One Mid Term Exam (conducted for 40 marks and scaled down to 15 – one hour 30 minutes Exam)	15			
CIE - II	One Assignment	5			
CIE - III	One Seminar	5			
CIE - IV	Case Study Analysis(6pages max) / Mini Project Analysis (6 pages max) /MCQs /Surprise Tests (1Hr) (To be decided by the Course Teacher)	5			
Total					

iv. Passing criteria

- ➢ No minimum pass mark for CIE
- ETE (End Trimester Examination) alone 40% (2 credit course 14 marks (out of 35) 3 credit course – 20 marks (out of 50) and 4 credit course – 28 marks (out of 70 marks)
- (ETE + CIE) aggregate 50 % .(2 credit course 25 marks; 3 credit course 38 marks, 4 credit course 50 marks)

v. End Trimester Examination (ETE)

The duration of the examination will be three hours. It will be conducted for 3 hours for

70marks in case of 4 credit courses; for 2 hours and 30 minutes for 50 marks in case of 3

credit courses and for two hours for 35 marks in case of 2 credit courses.

Eligibility to appear for ETE

- Students should have secured minimum 85% attendance in each course.
- > Student should have applied for the Examination and has paid the examination fee.
- Student should have cleared all dues pertaining to the trimester.

vi. ETE Question Pattern

a) For 2 credit courses ETE is conducted for 35 marks with the duration of two and a half hours and its question paper pattern is as follows:

Section A: 3 out of 5 $(3 \times 2 \text{ marks}) = 6 \text{ marks}$

Section B: 3 out of 5 (3 X 4 marks) = 12 marks

Section C: 1 out of 2 $(1 \times 7 \text{ marks}) = 7 \text{ marks}$

Section D: Case study (Compulsory) = 10 marks

b) For 3 credits Courses ETE is conducted for 50 marks with the duration of three hours and its question paper pattern is as follows.

Section A: 6 out of $9(6 \times 2 \text{ marks}) = 12 \text{ marks}$

Section B: 3 out of 5 (3 X 4 marks) = 12 marks

Section C: 2 out of 3 (2 X 8 marks) = 16 marks

Section D: Case study (Compulsory) = 10 marks

c) For 4 credits Courses ETE is conducted for 70 marks with the duration of three hours and its question paper pattern is as follows.

Section A: 7 out of 10 (7 X 2 marks) = 14 marks

Section B: 3 out of 5 $(3 \times 6 \text{ marks}) = 18 \text{ marks}$

Section C: 2 out of 3 (2 X 12 marks) = 24 marks

Section D: Case study (Compulsory) = 14 marks

8: GRADING

The individual trimester marks card will have the marks, grade, total credits awarded and grade point average details.

- Grade Point: It is a numerical weight allotted to each letter grade on a 10-point scale
- Credit Point: It is the product of grade point and number of credits for a course.
- Semester Grade Point Average (SGPA): It is a measure of performance / work done in a semester. It is ratio of total credit points secured by a student in various courses registered in a semester and the total course credits taken during that semester. It is depicted in semester marks card.
- SGPA (Semester Grade Point Average)

SGPA = \sum (Grade Point x Credit) / Total No. of Credits

CGPA (Cumulative Grade Point Average)

CGPA = \sum (**S**_i**x T**_i) / \sum **T**_i where Si denote the SGPA for the ith semester and T_i denote the Total Credits of the ith semester, (value of i ranges from 1 to 6).

Percentage	Letter Grade	Grade Point			
80 - 100	30 – 100 O (Outstanding)				
70 – 79	70 – 79 A+ (Excellent)				
60 - 69	A (Good)	8			
55 – 59	B+ (Average)	7			
50 - 54	B (Pass)	6			
Less than 50	F (Fail)	0			
Absent	Ab	0			

Ten Point Grading Table – PG Programme

9: CURRICULUM ENRICHMENT

9.1 VALUE ADDED COURSES

a) LEAN SIX-SIGMA CERTIFICATION

A four day rigorous training on Lean Six Sigma would be organized in the third trimester in association with KPMG India Ltd. At the end of the course, students would be taken through an assessment process. The successful students would be awarded Six Sigma Green Belt Certificate by KPMG India Ltd.

b) TALLY ERP

A training workshop on Tally ERP and integrated accounting ERP software in association with NICT computer simulation would be conducted. Students undergo a complete hand's on learning experiences along with a final assessment. Successful students would be awarded a certification from Tally.

c) ENHANCING DECISION MAKING SKILLS THROUH SIMULATION GAMES

A two day workshop on 'Enhancing Decision Making Skills Through Simulation Games', is organized to train the students on handling real business problems, develop decision making skills and to prepare them to manage the contemporary business in a turbulent business environment.

9.2 EMPLOYABILITY ENHANCEMENT PROGRAMMES:

The students are required to avail the following non-credit courses in order to enhance their employability. Although there is no examination for these courses it is very essential to keep a record of the performance of the students for the evaluation and internal assessment marks in each course.

- 1. Short Term Programme at Foreign Partnering Universities
- 2. International Industry Exposure
- 3. Workshop on career growth
- 4. Involvement of Industry Experts in Curriculum Delivery
- 5. Interactive Platform with Global and Indian Visionaries
- 6. Leadership Series
- 7. Academic Fests like Talento, Synectics, Abhigyan, Incognito
- 8. Life Skills Education
- 9. Attitudinal Development Workshops
- 10. Current Business Awareness
- 11. Panel Discussions and Debates
- 12. Aptitude Training
- 13. Group Discussion and Interview skills
- 14. Ventura-Business Plan Competitions
- 15. Functional English Course
- 16. Foreign language course
- 17. Yoga sessions

10: PROGRAMME MATRIX

TRIMESTER I

Course	Course Code	Name of the Course	Hrs. /	Course Components			Credits	CIE	ЕТЕ	Total
Type			vv eek	L	Т	Р				νιαγκς
DSCC	MBA203B11	Accounting for Managers I	3	2	1	-	3	25	50	75
DSCC	MBA203B12	Organisational Behaviour	3	2	1	-	3	25	50	75
DSCC	MBA203B13	Managerial Economics	3	2	1	-	3	25	50	75
DSCC	MBA203B14	Quantitative Techniques for	3	2	1	-	3	25	50	75

	WIRLSATAOT	Programme	-	-	-	-	1	155	220	477.5
NCCC	MRE5A1A01	Rural Exposure								
SEC	MBA402B12	Management Process and Communication	2	1	-	1	2	15	35	50
SEC	MBA402B11	IT for Managers	2	1	-	1	2	15	35	50
DSCC	MBA203B15	Marketing Management	3	2	1	-	3	25	50	75
		Management								

TRIMESTER II

Course	Course	Name of the	Hrs. / Wook	Course Components			Credits	CIE	ЕТЕ	Total
Type	Coue	Course	week	L	Т	Р				191AI NS
DSCC	MBA203B21	Legal Aspects of Business	3	2	1	-	3	25	50	75
DSCC	MBA203B22	Accounting for Managers II	3	2	1	-	3	25	50	75
DSCC	MBA203B23	Human Resource Management	3	2	1	-	3	25	50	75
DSCC	MBA203B24	Corporate Finance I	3	2	1	-	3	25	50	75
DSCC	MBA203B25	Operations Research	3	2	1	-	3	25	50	75
DSCC	MBA203B26	Governance Risk and Ethics	3	2	1	-	3	25	50	75
DSCC	MBA203B27	Business Analytics	3	2	1	-	3	25	50	75
NCCC	MCI5A1A01	Corporate Interface Programme	-	-	-	-	1			
		Total	21				22	175	350	525

TRIMESTER III

Course	a a i	Name of the	Hrs. /	Cou Con	rse npon	ents	a 1 ⁴	CIE	DØD	Total
Туре	Course Code	Course	Week	L	Т	Р	Credits	CIE	ETE	Marks
DSCC	MBA203B31	Applied Management Research	3	1	1	1	3	25	50	75
DSCC	MBA203B32	Corporate Finance II	3	2	1	-	3	25	50	75
SEC	MBA402B31	Entrepreneurship Development	2	1	1	-	2	15	35	50
DSEC		Electives 1 from specialisation 1	4	3	1	-	4	30	70	100
DSEC		Electives 2 from specialisation 1	4	3	1	-	4	30	70	100
DSEC		Electives 1 from specialisation 2	4	3	1	-	4	30	70	100
GET		Generic Elective as per Annexure II	4	3	1	-	4	30	70	100
NCCC	MCI5A1A01	Corporate Interface Programme	-	-	-	-	1			
		Total	24				25	185	415	600

TRIMESTER IV

Course	Course	Name of the	Hrs. /	Cou Con	rse npon	ents	Credits	CIE	ЕТЕ	Total
Type	Code	Course	week	L	Т	Р				Marks
DSEP	MBA2P6B41	Internship and Project Report	12	-	-	12	6	50	100	150
		Total				12	6	50	100	150

TRIMESTER V

Course	Course	Name of the	Hrs. /	Cou Con	rse npon	ents	Credits	CIE	ЕТЕ	Total Marks	
гуре	Code	Course	vv eek	L	Т	Р				Marks	
DSCC	MBA203B51	Production and Operation Management	3	2	1	-	3	25	50	75	
DSCC	MBA203B52	Foreign Exchange Management	3	2	1	-	3	25	50	75	
DSEC		Electives 3 from specialisation 1	4	3	1	-	4	30	70	100	
DSEC		Electives 4 from specialisation 1	4	3	1	-	4	30	70	100	
DSEC		Electives 2 from specialisation 2	4	3	1	-	4	30	70	100	
DSEC		Electives 3 from specialisation 2	4	3	1	-	4	30	70	100	
		Total	22				22	170	380	550	

TRIMESTER VI

Course Type	Course	Name of the	Hrs. / Wook	Cou Con	rse npon	ents	Credits	CIE	ЕТЕ	Total Marks
туре	Coue	Course	WEEK	L	Τ	Р				
DSCC	MBA204B61	Strategic Management and Leadership	4	3	1	-	4	30	70	100
DSCC	MBA204B62	International Business	4	3	1	-	4	30	70	100
DSEC		Electives 5 from specialisation 1	4	3	1	-	4	30	70	100
DSEC		Electives 4 from specialisation 2	4	3	1	-	4	30	70	100
DSEC		Electives 5 from specialisation 2	4	3	1	-	4	30	70	100
NCCC		Online Course – specified by the	_	-	-	-	4			

		Department								
NCCC	MRP5R1A01	Research Paper Presentation/ Publication	-	-	-	-	1			
		Total	20				25	150	350	500

LIST OF ELECTIVES

1. FINANCE STREAM

Course	Course Code	Name of the Course	Hrs. / Wook	Cou Con	rse npon	ents	Credits	CIE	ЕТЕ	Total Marks
Type			WEEK	L	Т	Р				
DSEC	MBAA04B31	Portfolio Management	4	3	1	-	4	30	70	100
DSEC	MBAA04B32	Financial Markets and Services	4	3	1	-	4	30	70	100
DSEC	MBAA04B33	Derivatives Management	4	3	1	-	4	30	70	100
DSEC	MBAA04B51	Direct Taxation	4	3	1	-	4	30	70	100
DSEC	MBAA04B52	Strategic Financial Management	4	3	1	-	4	30	70	100
DSEC	MBAA04B53	Commercial and Investment Banking	4	3	1	-	4	30	70	100
DSEC	MBAA04B54	Securities Valuation	4	3	1	-	4	30	70	100
DSEC	MBAA04B61	Corporate Taxation and GST	4	3	1	-	4	30	70	100
DSEC	MBAA04B62	International Financial Management	4	3	1	-	4	30	70	100
DSEC	MBAA04B63	Financial Econometrics	4	3	1	_	4	30	70	100

2. INTERNATIONAL FINANCE STREAM

Course	Course Code	Name of the Course	Hrs. / Wook	Cou Con	irse npon	ents	Credits	CIE	ЕТЕ	Total Morks
Type			WEEK	L	Т	Р				Ivial KS
DSEC	MBAA04B31	Portfolio Management	4	3	1	-	4	30	70	100
DSEC	MBAB04B31	Audit and Assurance	4	3	1	-	4	30	70	100

DSEC	MBAB04B32	Financial Reporting	4	3	1	-	4	30	70	100
DSEC	MBAA04B51	Direct Taxation	4	3	1	-	4	30	70	100
DSEC	MBAB04B51	Performance Management	4	3	1	-	4	30	70	100
DSEC	MBAB04B52	Advanced Financial Management	4	3	1	-	4	30	70	100
DSEC	MBAB04B53	Strategic Business Reporting	4	3	1	-	4	30	70	100
DSEC	MBAA04B61	Corporate Taxation and GST	4	3	1	-	4	30	70	100
DSEC	MBAA04B62	International Financial Management	4	3	1	-	4	30	70	100
DSEC	MBAB04B61	Advanced Performance Management	4	3	1	-	4	30	70	100

3. HR STREAM

Course	Course Code	Name of the Course	Hrs. /	Cou Con	irse npon	ents	Credits	CIE	ЕТЕ	Total
Туре			Week	L	T	Р				Marks
DSEC	MBAC04B31	Human Resource Acquisition and Career Planning	4	3	1	-	4	30	70	100
DSEC	MBAC04B31	Training and Development	4	3	1	-	4	30	70	100
DSEC	MBAC04B31	Performance and Compensation Management	4	3	1	-	4	30	70	100
DSEC	MBAC04B51	Labour Legislations and Welfare	4	3	1	-	4	30	70	100
DSEC	MBAC04B52	Strategic Human Resource Management	4	3	1	-	4	30	70	100
DSEC	MBAC04B53	Organisational Change and Development	4	3	1	-	4	30	70	100
DSEC	MBAC04B54	Building Learning Organisation and HRIS	4	3	1	-	4	30	70	100
DSEC	MBAC04B61	Human Resource Development	4	3	1	-	4	30	70	100
DSEC	MBAC04B62	Legal Environment and Industrial Legislations	4	3	1	-	4	30	70	100
DSEC	MBAC04B63	International Human Resource Management	4	3	1	-	4	30	70	100

4. MARKETING STREAM

Course	Course Code	Name of the Course	Hrs. /	Cou Cor	irse npon	ents	Credits	CIE	ЕТЕ	Total
Iype			week	L	T	Р				Marks
DSEC	MBAD04B31	Sales and Marketing Channel Management	4	3	1	-	4	30	70	100
DSEC	MBAD04B32	Advertising Management	4	3	1	-	4	30	70	100
DSEC	MBAD04B33	Consumer Behaviour	4	3	1	-	4	30	70	100
DSEC	MBAD04B51	Services Marketing	4	3	1	-	4	30	70	100
DSEC	MBAD04B52	Retail Management	4	3	1	-	4	30	70	100
DSEC	MBAD04B53	Digital Marketing	4	3	1	-	4	30	70	100
DSEC	MBAD04B54	Business to Business Marketing	4	3	1	-	4	30	70	100
DSEC	MBAD04B61	International Marketing	4	3	1	-	4	30	70	100
DSEC	MBAD04B62	Strategic Brand Management	4	3	1	-	4	30	70	100
DSEC	MBAD04B63	Customer Relationship and Supply Chain Management	4	3	1	-	4	30	70	100

5. GENERAL MANAGEMENT STREAM

Course Type C	Course Code	Name of the Course	Hrs. /	Cou Con	rse npon	ents	Credits	CIE	ЕТЕ	Total
Type			WEEK	L	Т	Р				warks
DSEC	MBAE04B31	Managing Public Private Partnerships	4	3	1	-	4	30	70	100
DSEC	MBAE04B32	Emotional Intelligence and Managerial Effectiveness	4	3	1	-	4	30	70	100
DSEC	MBAE04B33	Knowledge Management	4	3	1	-	4	30	70	100
DSEC	MBAE04B51	Family Business Management	4	3	1	-	4	30	70	100
DSEC	MBAE04B52	Intellectual Property Rights	4	3	1	-	4	30	70	100
DSEC	MBAE04B53	Disaster Management	4	3	1	-	4	30	70	100

DSEC	MBAE04B54	Technology Management	4	3	1	-	4	30	70	100
DSEC	MBAE04B61	Total Quality Management	4	3	1	-	4	30	70	100
DSEC	MBAE04B62	E-Governance	4	3	1	-	4	30	70	100
DSEC	MBAE04B63	Event Management	4	3	1	-	4	30	70	100

6. BUSINESS INTELLIGENCE & ANALYTICS STREAM

Course	Course Code	Name of the Course	Hrs. / Week	Cou Con	irse npon	ents	Credits	CIE	ЕТЕ	Total
Type			WEEK	L	Т	Р				IVIAI KS
DSEC	MBAF04B31	R for Data Sciences	4	3	1	-	4	30	70	100
DSEC	MBAF04B32	MS – Excel with SQL	4	3	1	-	4	30	70	100
DSEC	MBAF04B33	Python for Data Sciences	4	3	1	-	4	30	70	100
DSEC	MBAF04B51	Finance Analytics I	4	3	1	-	4	30	70	100
DSEC	MBAF04B52	Marketing Analytics I	4	3	1	-	4	30	70	100
DSEC	MBAF04B53	HR Analytics I	4	3	1	-	4	30	70	100
DSEC	MBAF04B54	SAS for Data Sciences	4	3	1	-	4	30	70	100
DSEC	MBAF04B61	Finance Analytics II	4	3	1	-	4	30	70	100
DSEC	MBAF04B62	Marketing Analytics II	4	3	1	-	4	30	70	100
DSEC	MBAF04B63	HR Analytics II	4	3	1	-	4	30	70	100

First Trimester

Course Code: MBA203B11

Objectives

- To provide the knowledge to the students about financial statements and principles underlying them and to develop their skills in reading Annual Financial Reports.
- To familiarize them in brief with accounting mechanics, process and system, but emphasis is laid on sound concepts and their managerial implications.
- To lay a foundation for developing their skills in interpreting financial statements and to familiarize the Accounting Information System

Learning Outcomes

At the end of this course students will be able to:

- Explain the sound accounting concepts and their managerial implications.
- Analyse the financial statements and principles underlying them.
- Prepare financial statements for sole Trading concern and Joint Stock Companies

COURSE CONTENTS	
Unit 1 Introduction to Accounting	15 Hours
Introduction to Financial Accounting- uses and users of accounting informatio	on; GAAP -
Significant Accounting Policies; Accounting Standards ,IFRS and IND-AS; Introd	lucing Book
Keeping and Record Maintenance; The concept of double entry and fundamental	l principles;
Accounting Equation; Journal; Ledger; Trial Balance. Bank reconciliation	statement-
Calculating bank balance at accounting date, Need and preparation, corrected	Cash book
balance, Detection and Rectification of errors; preparation of Suspense account	nt; Forensic
accounting (theory)	
Unit 2 Preparation of Financial Statements	10 Hours
Preparation of Financial Statements only for sole Trading concern and Joint Stock	Companies;
Form and Contents of Financial Statements and Interfaces with Companies Act, 1	956.(As per
the amendments of Companies Act 2013)	
Unit 3 Analysing and Interpreting Financial Statements - I	04 Hours
Comparative; Common Size; Trend Analysis.	
Unit 4 Depreciation Accounting	03 Hours
Depreciation Accounting; Valuation of inventories.	
Unit 5 Accounting Information System	04 Hours
Accounting Information System; Application of TALLY accounting Software	

Prescribed Text Book

Arora, A.N. (2013). Accounting for management (2nd ed.). New Delhi: HPH.

Reference

• Narayanaswamy, R. (2014). Financial accounting (5th ed.). New Delhi: PHI.

- Balwani, N. (2001). Accounting and finance (1st ed.). New Delhi: Excel Books.
- Dr. Jawaharlal. (2001). Accounting for management (1st ed.). New Delhi: HPH.
- Khan and Jain. (2010). Management accounting (5th ed.). New Delhi: TMH.
- Louderback and Holmen. (2002). Managerial accounting (10th ed.). Thomson.
- Ambrish Gupta. (2009). Financial accounting for management (3rd ed.). New Delhi: Pearson.
- Robert Anthony, David Hawkins and Kenneth Merchant (2007). Accounting. (12th ed.) New Delhi: TMH.
- James Stice and Michael Diamond. (2005). Financial accounting (7th ed.) South western: Thomson.
- Tulsian. (2012). Financial accounting (1st ed.). New Delhi: Pearson.
- Warren Reeve Fess. (2004). Financial accounting (9th ed.).South western: Thomson.
- Bannerjee (2009). Financial accounting (3rd ed.). New Delhi: EB.

Course Code: MBA203B12

Credits: 3

Objectives

- To provide the students a conceptual framework of understanding, analysing, and predicting behaviour in organizational context
- To familiarise about the challenges and opportunities in OB

Learning Outcomes:

At the end of this course students will be able to:

- Apply conceptual theories and models in OB
- Demonstrate OB knowledge and practice in managing challenges and create opportunities in the organization

COURSE CONTENTS			
Unit 1Foundations of Organizational Behaviour (OB)	08 Hours		
Concept; Nature; Characteristics; Conceptual Foundations and Importance;	Models of		
Organizational Behaviour; Relevance of organizational behaviour to org	anizational		
effectiveness; Contemporary issues, Disciplines contributing to OB.			
Unit 2 Individual Dimensions in Organizational Behaviour	09 Hours		
Perception and Attitude- Concept; Nature; Process; Importance; Management and B	Behavioural		
Applications of Perception and Attitude; Attitude Measurement; Attitudes and	Workforce		
Diversity; Effects of Perception and Attitude on Work Performance; Personality	- Concept;		
Nature; Types and Theories on Personality; Shaping Personality, Attitude and Job Sa	atisfaction.		
Unit 3 Group and Interpersonal Dimensions	10 Hours		
Learning- Concept and Theories on Learning; Motivation- Theories on Motivation	; Early and		
Contemporary views; Motivating a Diverse Workforce; Leadership- Style and T	Theories of		
Leadership Traits; Behavioural and Situational Theories; Analysis of In	terpersonal		
Relationship; Group Dynamics: Definition; Stages of Group Development	nt; Group		
Cohesiveness; Formal and Informal Groups; Group Processes and Decision Making	g; Conflict-		
Concept; Sources; Types; Functionality and Dysfunctional Conflict; Classif	fication of		
Conflicts, Intra Individual, Interpersonal, Intergroup and Organisational, Res	solution of		
Conflict.			
Unit 4 Organisational Dimensions	09 Hours		
Organisational Power and Politics- Concept; Sources of Power; Distinction betwee	een Power,		
Authority and Influence; Approaches to Power; Political Implications of	of Power;		
Organisational Change- Concept; Nature; Resistance to change; Managing res	sistance to		
change; Implementing Change; Kurt Lewin Theory of Change; Stress- Understanding Stress			
and its Consequences; Managing Stress; Organisational Culture- Concept: Char	racteristics:		

Prescribed Text Book

Elements of Culture; Implications and Process.

• Stephen P Robbins & Seemam Sanghi. (2006). Organizational behaviour pearson (3rd ed.). New Delhi: Prentice Hall.

References

- Aswathappa, K.(2008). Organisation behaviour (8th ed.). New Delhi: Himalaya Publishing House.
- Parikh and Gupta. (2010). Organizational behaviour (2nd ed.). New Delhi: Tata McGraw Hill.
- Newstrom John, W. (2007). Organizational behaviour: Human behaviour at work (12th ed.). New Delhi: Tata McGraw Hill.
- Luthans, F. (2002). Organisation behaviour (9th ed.). New Delhi: Prentice Hall of India.
- Hersey Paul, Blanchard, Kenneth H and Johnson Dewey E. (2007). Management of organisational behaviour: Leading human resources (9th ed.). New Delhi: Pearson Education.
- Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R (2008). Organizational behaviour, (4th ed.). New Delhi: Tata McGraw Hill.

Course Code: MBA203B13

Objectives

- To equip the students to analyze the real world economic issues.
- To make the students familiar in important micro and macroeconomic concepts and theories.

Learning Outcomes:

At the end of this course students will be able to:

- Articulate the concepts of Managerial Economics and analyze the demand and supply
- Perform production & cost analysis and revenue analysis
- Analyze the current macroeconomic issues and evaluate the current macroeconomic planning and developments in the economy.

COURSE CONTENTS

Unit 1 Demand & Supply analysis

Definition and Scope of Managerial Economics; Decision Making - Fundamental concepts that aid decisions Demand Analysis - meaning and determinants of demand- demand function, law of demand; Individual & market demand; Elasticity of demand; Demand forecasting- need and importance, methods, demand forecasting of a new product. Supply - law of supply; price elasticity of supply. Case study on demand & supply

Unit 2 | Production, Cost & Revenue analysis

10 Hours

07 Hours

Production Function - Meaning, types & uses; law of variable proportions- laws of returns to scale; Producer's Equilibrium. Cost Concepts; Analysis of short run costs and long run costs; Economies & diseconomies of scale; Economies of scope; Revenue-TR,AR,MR. Case study on production, cost & revenue

Unit 3 | Markets, Pricing & Profit analysis

12 Hours Market – equilibrium under Perfect Competition, Monopoly, Monopolistic Competition & Oligopoly using the MR-MC method; Price leadership, Collusive Oligopoly, Monopsony & Duopoly (Concepts only). Pricing: Objectives & methods (Cost plus; Administered pricing; Dual pricing; Pricing over the life cycle of the product). Profit policy: Meaning & theories (Dynamic, Innovation, Risk bearing, Uncertainty theories); Profit policy: Planning, control & forecasting). Case study on markets, pricing & profit

Unit 4 | Macro-Economic Analysis 07 Hours National income- meaning; concepts; importance; measurement; problems in calculating Inflation- meaning; types; causes; effects. Business cycle- Meaning; types; phases of business cycle. BOT & BOP-comparison; Components of BOP. Case study on inflation, business cycle, national income & BOP

Prescribed Text Book

Suma Damodaran. (2011). Managerial economics (2nd ed.). New Delhi: Oxford university press.

References:

- Koutsyiannis, A. (2002). Modern micro economics. London: Macmillan.
- Dominick. S. (2004). Micro economic theory. New Delhi: Tata Mcgraw Hill.
- Watson. (1995). Price theory and its uses. Kolkata: Scientific Book Company, Ahuja H.L.
- Miller, R.L. and Vanhoose, D. (1998). Macro Economics: Theories, policies and international applications. South-Western Publishing Company.
- Snowdon, B. and Vane, H.R. (1997). A Macro Economic Reader. London: Routledge.
- Miller, Roger Leroy. (2001). Economics today: The macro view. Addison-Wesley.
- Edward. S. (2002). Macroeconomic theory. Macmillan.

Course Code:Course Title: : QUANTITATIVEMBA203B14TECHNIQUES FOR MANAGEMENT

Objective

- To develop statistical skills for managerial decision making
- To give a base for statistical testing and analysis

Learning Outcomes

At the end of this course students will be able to:

- Use statistical tools to for business decision-making
- Analyse results and draw inference to convey the results of quantitative analysis
- Apply various statistical techniques and calculation of probabilities and the use of hypothesis testing to a range of management problems.

Unit 1 Introduction to Statistics

Business statistics- scope and applications; grouping and displaying data to convey meaning by tables and graphs; summary statistics- measures of central tendency; dispersion; skewness and kurtosis.

Unit 2	Pro	bab	ility Distribu	tions					14 Hour	S
Introduc	tion	to	probability-	probability	rules;	Expectation;	Probability	dist	ributions	_
Binomia	l. Po	isso	n and Normal	Conditional	l Probał	oility Bayes' T	heorem			

Unit 3 Hypothesis Testing

10 Hours

07 Hours

Steps in testing of Hypothesis, Parametric and Nonparametric tests, t, chi- square and F. Hypothesis testing - basic concepts; tests -z, t, ANOVA. Tests for significance for small and large samples, Sample error and Estimation. Non Parametric Tests: M-Whitney Test, H test (K W Test)

Unit 4Correlation , Regression and Time series05HoursCorrelation analysis, Partial and multiple correlations, Regression Analysis : Linear regression,
Multiple regression, Steps in Forecasting, Regression as forecasting tool Time series :
Components of Time series, Moving Average , Least squares05Hours

Prescribed Text Book

Levine, M. D, Krehbiel, C. T. and Berenson, L. M. (2013). Quantitative techniques for management. New Delhi: Pearson Publication.

References

- Levin, R. I. and Rubin. S. D. (2001). Statistics for management. Eastern economy edition. (7th ed.). New Delhi: Prentice Hall of India.
- Sharma, J. K. (2001). Quantitative techniques. (1sted.). New Delhi: McMillan.
- Vohra, N. D. (2006). Quantitative techniques in management. (4th ed.). New Delhi: Tata McGraw hill.

- Anderson, Sweeney, Williams, and Thomson. (2003). Quantitative methods for business. (9th ed.). South Western.
- Sancheti, D. C. & Kapoor, V. K. (2010). Statistics theory, methods and application (7th ed.). New Delhi: Sultan Chand & Sons.
- Gupta. (1976). Statistical methods (7th ed.). New Delhi: Sultan Chand & Sons
- Gupta, S. C. (2005). Fundamental of Statistics. (6th ed.). New Delhi: Himalaya Publishing House.

Course Code: MBA203B15

Credits: 3

Objective

• To develop an understanding of the concepts, issues and strategies in marketing and its competitive management functions.

Learning Outcomes

At the end of this course students will be able to:

- Describe core concepts of marketing and the role of marketing in business and society.
- Formulate a marketing plan including marketing objectives, marketing mix, strategies, budgetary considerations and evaluation criteria.
- Develop marketing strategies that take into account perceived value, competitive pressures and corporate objectives.

COURSE CONTENTS

Unit 1 Introduction to Marketing 8 Hours Importance and Scope of Marketing; Concepts of Marketing; Marketing Management Tasks; Marketing Environment; Marketing and Customer Value; Industrial Marketing; Services Marketing; Global Marketing.

Marketing Planning and Strategies Unit 2

Marketing Information System and Marketing Research; Consumer Behaviour and Buying Decision making Process; Organizational Buyer Behaviour; Market Segmentation and Targeting; Positioning- types and strategies; perceptual mapping.

Unit 3 **Product and Pricing**

Development of Marketing Offerings Strategy; New Product Development; Product line and Decisions; Product-mix; Product Differentiation; Product Life Cycle Management; Brand Management; Packaging; Pricing Strategies and Programs- Setting the Price; Adapting the Price; Initiating Response to Price Changes; Delivering Value; Designing and Managing Value.

Unit 4 **Place and Promotion**

Marketing channels; Designing and Managing Marketing Communications; Advertising; Direct Marketing and Personal Selling; Sales Promotion; Events and Public Relations; Emerging Trends in Marketing: Green Marketing, Digital Marketing, Cause Related Marketing, Social Media Marketing.

Prescribed Text Book

Kotler, Keller, Koshy&Jha.(2007). Marketing management. (12th ed.). New Delhi: Pearson.

References

- William J Stanton. (2006). Fundamentals of marketing.(13th ed.). New Delhi: Tata McGraw-Hill.
- Kumar, A. and Meenakshi. (2009). Marketing management (1st ed.). New Delhi: Vikas.
- Sexena, R. (2006). Marketing management: Text cases in Indian context.(3rded.). New Delhi: Tata McGraw hill.

10 Hours

10 Hours

8 Hours

Course Code: MBA402B11

Course Title: IT for Managers

Objective

- To understand the role of Information Technology in the contemporary business environment.
- To train the students in Micro soft Excel at the intermediary level

Learning Outcomes:

At the end of this course students will be able to:

- Explain the role of Information technology in business decision making
- Apply Information systems in various functional areas
- Use micro soft excel to analyse data and present data visually

COURSE CONTENTSUnit 1Information technology infrastructure components04 HoursComputer hardware and software, introduction to operating systems, types, Networking- networkinfrastructures, internet, intranet, extranet, web client, web servers, web services, Datamanagement – Data, Databases, introduction to data warehouse, Data management, web based data management system. Types of Data and Data Quality

Unit 2	Information Technology in the Business Environment	06 Hours		
Business in	the Information Age- pressure and responses; Business Proce	ss and Business		
Functions; I	solated Systems and Enterprise System; Information technologie	es: concepts and		
management	Information systems, concepts and definitions, classification	n and types of		
information	systems, IT support to people and organizational activities, IT s	upport to supply		
chains and e	nterprise, management Information system infrastructure and arch	itecture, Impacts		
of IT on individuals, organizations and society, IT eliminating time, space and distance, IT urges				
people to re-	people to re-examine their value			
Unit 3	Technology in the Industry 4.0	04 Hours		

Introduction to Artificial Intelligence, Machine Learning – Supervised and Unsupervised Learning, Application of AI - Expert Systems, NLP, Neural Networks, Computer Vision, Speech Recognition; Block Chain, Augmented Reality, Virtual Reality, Internet of Things, 3D Printing, Smart Cities, Managing Technological Changes

Unit 4	Knowledge management	04 Hours
Introduction	to knowledge management, knowledge management activities	, approaches to
knowledge	management, IT in knowledge management, knowledge man	agement system
implementati	on, roles of people in knowledge management, ensuring success	s of KM efforts,
knowledge n	nanagement tools.	

Unit 5	Data management and analysis using spread sheets	06 Hours
Creating Bas	sic Spread sheets, Using Ranges, Creating Formulas- financial, 1	ogical, text, date
and time, lo	okup and reference, statistical and others, Data - Filters, validation	on, sorting, pivot
tables, charts	s – creating charts, types of charts, macros- recording, running and d	leleting macros

Prescribed Text Book

Turban, E., & Volonino, L. (2012). Information technology for management: Transforming organizations in the digital economy. (7th ed.). India: Wiley

References

- Basandra, S. K. (1999). Computers today (1st ed.). New Delhi: Galgotia.
- Cyganski. (2000). Information Technology: Inside and outside (1st ed.). New Delhi: Pearson.
- Turban, Rainer and Potter. (2010). Introduction to information technology. (2nd ed.). Wiley Student Edition.
- Henry, C. Lucas. (2001). Information technology for management, (7th ed.). Tata McGraw Hill.

Course Code: **MBA402B12**

Course Title: MANAGEMENT PROCESS AND COMMUNICATION

Objectives

- To acquire the evolving concepts in managerial planning and scientific decision making
- To understand the role of organizing with other managerial functions •
- To learn the application of overall control for effective management

Learning Outcomes

COURSE CONTENTS

At the end of this course students will be able to:

- Describe various management concepts and its implications to business
- Apply management theories in practise.
- Compose effective business communication to build good interpersonal relations

Unit 1 | Introduction **5** Hours Scope of management; Functions of a manager; Contributions made by Taylor, Gantt, Gilbreth, Fayol, Weber, Elton Mayo, Chester Bernard, Rensis Likert; Approaches to Management- Decision Theory approach, Systems Approach, Levels of Management Unit 2 **Planning and Organising 5** Hours Planning-Types of plans; steps in planning objectives; Concept and process of Managing by Objectives; Nature and purpose of strategies and policies; Strategic planning process; SWOT analysis; Organizing - Process of organizing, Organisation structure, Bases of departmentation; Authority & power ; Line & Staff Authority; Delegation and Decentralization; Span of Management - factors determining effective span Unit 3 | Staffing, Directing and Control **5** Hours Staffing - Position requirements and Job design, Skills and Personal characteristics needed in

managers, Directing -Concepts, principles and significance ,Control process; Bench marking; Types of Control - Feed forward control, Concurrent Control and Feedback Control; Traditional Techniques & Modern Techniques of Control.

Unit 4 Fundamentals Communication

4 Hours Communication - Importance of Communication; Forms of Communication; Process of Communication, Oral Communication; Barriers and Gateways in Communication; Listening; Feedback; non-verbal communication and emotional intelligence, Written communication-Stages of Writing, Letter writing, Resume writing, Email etiquettes and Report writing

Prescribed Text Book

Harold Koontz & Heinz Weihrich. (2010). Essentials of management (8th ed.). New Delhi: Tata McGraw Hill.

References

- Stoner, Freeman and Gilbert Jr. (1995). Management (6th ed.). New Delhi: Prentice Hall of India.
- Stephen Robbins and Coulter Mary. (2005). Management (8th ed.). New Delhi: Prentice Hall.
- Terry & Franklin. (2009). Fundamentals of management (8th ed.).Asia: Pearson Education.
- Lesikar. (2010). Lesikar's basic business communication (12th ed.). New Delhi: Tata McGraw hill
- Sharma, Mohan. (2007). Business communication and report writing (3rd ed.). New Delhi: Tata McGraw hill

Second Trimester

Course Code: MBA203B21

Objectives

- To provide the students with practical legal knowledge of business legal issues & topics.
- To equip the students with glimpses of various business legislations in the global Environment and protection of human rights and women at work place.

Learning Outcomes

At the end of this course students will be able to:

- Comprehend the different corporations and the laws governing them
- Demonstrate proficiency on the major aspects of the NI act
- Evaluate the cases in the area of information technology, women and human rights issues

Course contents

Unit 1 **Introduction and Contract Laws**

Overview of Business Laws in India; Sources of Business Laws; Article 246 with Schedule 7 of Indian Constitution (Business related matters only).Indian Contract Act 1872: Salient features covering essentials of contract, offer, acceptance, consideration, contingent contract. Sale of Goods Act, 1930: Salient features; difference between sale & agreement to sell; Conditions & Warranties; Rights of unpaid seller.

Unit 2 **Companies Amendment Act 2013**

The Companies Act, 2013- Meaning, Characteristics, Kinds and Incorporation - Memorandum of Association alteration therein; Articles of Association alteration therein, its relation with memorandum of Association IPO; Book Building; Difference between private and public company; different kinds of meeting; agenda - quorum; resolutions; winding up of companies.

Unit 3	The Negotiable Instruments Act 1881	07 Hours
The Negotia	ble Instruments Act, 1881 - As Amended by the Negotiable Instrumen	ts. Bills and
Cheques- Pro	omissory notes, Bills of exchange and cheques; Drawer; Drawee; Acceptor; H	older; Holder
in due course	e; Payment in due course; Endorsement and its types; Crossing of cheque;	Dishonour of
cheques- Rea	sons, Penalties.	

Unit 4 **The Intellectual Property and Other Relevant Laws** 8 Hours The Salient Features of the Intellectual Property Law –(The Copyright Act, 1957, The Indian Patent Act, 1970; the Trade Marks Act, 1999, The Geographical Indication of Goods (Registration and Protection)Act, 1999, The Designs Act, 2000), The Right to Information Act, 2005; The Information Technology Act 2000 and amendments 2008; The Indian Patent Act 1970 and 2005; Foreign Exchange Management Act, 1999; The Consumer Protection Act 1986; Environment Protection Act 1986. **3 Hours**

Women and Human Rights at Work Place Unit 5

Gender equality, Harassment of a women in organisation, types, fundamental rights, nature of human rights NHRC, UN protocol on human rights, job reservation in private sectors, discrimination, whistle blowing, supreme court on protecting women rights at work place.

08 Hours

10 Hours

References

- •
- Gulsan, S.S. (2002). Business Law (3rd ed.). New Delhi: EB. Pathak, A. (2012). Legal aspects of business (2rd ed.). New Delhi: TMH. •
- Bulchandani, K.R. (2004). Business law for management (4th ed.). New Delhi: HPH.
- Kapoor, N.D. (2004) Elements of mercantile law (28th ed.). New Delhi: Sultan Chand & • Sons
- Bansal, C.L. (2007). Business and corporate laws, (13th ed.). New Delhi: EB.
- Sarvanvel, P. & Sumathi, S. (2009). Business law for management. (1st ed.). New Delhi: • HPH.

Course Code:	Course Title: ACCOUNTING FOR	Creditar 3	Houman 26
MBA203B22	MANAGERS II	Creans: 5	Hours: 50

Objectives

- To enable students understand the principles, procedures and application of cost and management accounting
- To equip students with the skills required to prepare cost statements and records
- To make students aware of the managerial implications of cost and management accounting

Learning Outcomes

At the end of this course students will be able to:

- Prepare cost records and cost statements.
- Apply cost accounting and management accounting.
- Assess the managerial implications of cost and management accounting.

COURS	SE CONTENTS			
Unit 1	Introduction to Cost Accounting	8 Hours		
Introduc	Introduction to Cost Accounting; Unit Costing - Preparation of Cost Sheet - Tender and			
Quotatio	ns.			
Unit 2	Analysing and Interpreting Financial Statements – II	11 Hours		
Funds F	Funds Flow statement; Cash flow Statement (As per Ind- AS 7); Ratio analysis as a tool for			
decision	making, DuPont Analysis			
Unit 3	Introduction to Management Accounting	07 Hours		
Management Accounting vs Cost Accounting; Budgetary Control – Fixed, Flexible and Cash				
Manage	nent Accounting vs Cost Accounting; Budgetary Control – Fixed, Flexil	ble and Cash		
Budgets	ment Accounting vs Cost Accounting; Budgetary Control – Fixed, Flexil	ble and Cash		
Budgets	Marginal Costing	ble and Cash 10 Hours		
Manage Budgets Unit 4 Margina	Marginal Costing I Costing; Cost Volume Profit Analysis and Application of Marginal Costing	ble and Cash 10 Hours ng – Make or		
Manage Budgets Unit 4 Margina Buy dec	Marginal Costing I Costing; Cost Volume Profit Analysis and Application of Marginal Costing isions, Accepting or Rejecting an Export Offer, Variation in Selling Price,	ble and Cash 10 Hours ng – Make or , Variation in		
Manage Budgets Unit 4 Margina Buy dec Product	Marginal Costing I Costing; Cost Volume Profit Analysis and Application of Marginal Costing isions, Accepting or Rejecting an Export Offer, Variation in Selling Price, Mix and Key Factor Analysis; Standard Costing – Material and Labo	10 Hours ng – Make or , Variation in or Variances;		

Accounting(concepts only)

Prescribed Text Book

Arora, A.N. (2013). Accounting for management (2nd ed.). New Delhi: HPH

References

- Narayanaswamy, R. (2014). Financial accounting (5th ed.). New Delhi: PHI.
- Balwani, N. (2001). Accounting and finance (1st ed.). New Delhi: EB.
- Dr. Jawaharlal. (2001). Accounting for management (1st ed.). New Delhi: HPH.
- Khan and Jain. (2010). Management accounting (5th ed.). New Delhi: TMH.
Course Title: HUMAN RESOURCE MANAGEMENT

Objectives

- To familiarise the students on the fundamentals of Human Resource Management
- To create an understanding of the various policies and practices used in managing HRM.

Learning Outcomes

At the end of this course students will be able to:

- To enumerate the HR functions and its importance in an organisations.
- To prepare job description and job specification for any role in an organisation.
- To conduct and evaluate interviews effectively

COURSE CONTENTS

Introduction to HRM Unit 1

Concept; Nature and scope of Human Resource Management; growth and development of Human Resource Management in India; Emerging trends of HRM in Globalized economy; Human Resource Planning - Concept, objectives, scope and HRIS, HR Design and Planning, Job Design, job analysis description and specification, Green HRM

Creating the Human Resource Base Unit 2

Concept of equal employment opportunity, Reservation for priority categories, Work place discrimination; Recruitment & Selection-Concept & Objective Concept of affirmative action; Selection- Procedure, Tests and Interviews Orientation; Technology based tools and Social Media Channels in Recruitment Promotion- Bases of Promotion; Transfer- Types of Transfer, Separations, Outplacement

Unit 3 **Developing Human Resources**

Training & Development- Concept; Training vs Development; Learning Principle; Training need assessment; Types of training programmes - on-the-job and off-the-job, In basket Training, Transactional Analysis, Sensitivity Training, Grid training, Apprenticeship training; Evaluation of Training programmes.

HR Evaluation and Compensation Unit 4

10 Hours Performance Management- Performance Appraisal - objectives, uses, methods- Traditional vs. Modern Methods, Management by objectives (MBO) Assessment centre, 360 Appraisal, BARS Compensation Management - Concepts, Objectives, Types - Methods. Rewards and Incentives -Types and Methods

Prescribed Text Book

Garry Dessler. (2007). Human Resource Management.(4thed),New Delhi, Pearson / PHI

References

- Venket Ratnam, C.S. & Srivastav, B.K. (2004). Personnel management & human resource (1st ed.). New Delhi: Tata McGraw hill.
- Mamoria, G. (2006). Personnel management. (2nd ed.). New Delhi: Himalaya publishing house.
- Gomez-Mejia, Balkin & Cardy. (2012). Managing human resources. (7th ed.). New Delhi: Pearson.

10 Hours

08 Hours

Course Code: MBA203B24

Course Title: CORPORATE FINANCE I

Hours: 36

Objectives

- To provide the students basic concepts in corporate finance
- To familiarize the students with the financial environment of business, especially the financial markets
- To understand the basic financial decisions such as financing

Learning Outcomes

At the end of this course students will be able to:

- Examine the sources of financing.
- Apply the time value of money in financial decision making
- Appraise the Capital structure of the firm

COURSE CONTENTS

Unit 1 Meaning and Definition

Meaning and Definition; Goals of Financial Management; Interface between finance and other business functions; Finance Functions; Financial Planning; Factors and estimation of financial requirements of a firm; Capitalizations; Introduction to Financial Markets. Capital Markets - Primary Market -Basics of capital market mechanism, Secondary Market - Basics of stock exchanges and their role- regulatory frame work Money Markets- Basics of money market mechanism, - instruments, - institutions, and legal environment related to this.

Unit 2 Time Value of Money

08 Hours

06Hours

Time Value of Money - Compounding and Discounting; Application of Present Value of lump sum and Annuity.

Unit 3 Cost of Capital

08 Hours

14 Hours

Meaning and Definition; Types of Capital - Cost of Debenture, cost of term loan, cost of preference capital, cost of equity capital, cost of retained earnings; Computation of WACC and WMCC.

Unit 4: Leverages and Capital Structure

Leverage and Capital Structure – Meaning; Types of leverages; Deciding Optimum Capital structure (case studies);Theories of Capital structure: NI, NOI, MM approach and order pecking and its relevance.(case studies on NI,NOI and MM approach)

Prescribed Text Book

Chandra, P. (2015). Financial management. (9thed.). New Delhi: TMH

Books for Reference

- Khan and Jain. (2005). Basic financial management. (1sted.). New Delhi: TMH.
- Van Horne, J. and Wachowicz, J. (2001) Financial management. (12th ed.). New Delhi: Pearson.
- Brigham & Houston. (2007). Fundamentals of financial management. New Delhi: Thomson
- Shah, P. P. (2009). Financial management. (2nd ed.). Biztantra.
- Banerjee, A. (2009). Financial management. (3rd ed.). New Delhi: EB.
- Wild, J. Subramanyam & Halsey, R. (2005) Financial statement analysis. (8th ed.). New Delhi: TMH.

Course Code: MBA203B25

Course Title: OPERATIONS RESEARCH

Hours: 36

Objectives

- To enable students to develop a quantitative approach for effective decision making
- To equip them to make optimal managerial decisions

Learning Outcomes

At the end of this course students will be able to:

- Apply the techniques used in operations research to solve real business problem
- Select an optimum solution with profit maximization
- Demonstrate the significant role of operation research in business decision making

COURSE CONTENTS

Unit 1 Introduction to Operations Research

Scope, applications and limitations; Phases and Models in **OR**. Linear programming Formulation; Graphical method; alternate solution of LP (Simplex and Big M methods); Dual of an LPP. Transportation problem – Initial solution by NWC; LC and Vogel's methods; Optimality check by MODI method; degeneracy; unbalanced problems; Maximization problems. Assignment problem– Hungarian method, maximization problems; travelling salesman problem.

Unit 2 Network Optimisation

Network models- PERT & CPM; Critical path (Concept and practical); Resource allocation- resource levelling and resource smoothing; project time- cost trade off (Concept only, no practical).

Unit 3 Decision Making In Certainty, Uncertainty And Risk

Decision theory- Decision making under uncertainty and risk in management; Expected value of alternative. Decision Tree (simple problems only).Decision in certainty; Game Theory : Two persons Zero sum games; Pure strategies with saddle point, Mixed Strategies, Rule of Dominance, Solutions for Games without saddle point. (No graphical method)

Unit 4 Queuing and Simulation

Queuing theory – features and operating characteristics; problems on (M/M/1) (α /FCFS) Simulationdefinition and scope; codification and database; Monte Carlo methods; Examples of use of simulations in management problems.

Prescribed Text Book

• Sharma, J.K. (2013). Theory and applications (5th ed.). India: McMillan Publisher.

References

- Vohra, N. D. (2007). Quantitative techniques in management. (3rd ed.). New Delhi: TMH.
- Kalavathy, S. (2002). Operations research (2nd ed.). New Delhi: Vikas Publications.
- Render, B. Stair, R and Hanna, M. (2014). Quantitative analysis. (12th ed.). New Delhi: Pearson.
- Hillier, F and Lieberman, G. (2007). Operations research (8thed.). New Delhi: TMH.
- Natarajan, Balasubramani and Tamilarasi. (2005). Operations research. (7th ed.). New Delhi: Pearson.

05 Hours

06 Hours

07 Hours

Course Title: GOVERNACE, RISK AND ETHICS

Objectives

Course Code:

MBA203B26

- To define governance and explain its function in the effective management and control of organisations and of the resources for which they are accountable
- To evaluate the Professional Accountant's role in internal control, review and compliance

Learning Outcomes

At the end of this course students will be able to:

- Recognize the Corporate Governance values
- Appraise the risk in managerial practices.
- Assess the ethical values in a professional manner.

COURSE CONTENTS

Unit 1 Governance and Responsibility

The scope of governance; Agency relationships and theories; The board of directors; Board committees; Directors' remuneration; Different approaches to corporate governance ; Corporate governance and corporate social responsibility; Governance: reporting and disclosure; Public sector governance.

Internal Control and Review Unit 2

Management control systems in corporate governance; Internal control, audit and compliance in corporate governance; Internal control and reporting; Management information in audit and internal control. **07 Hours**

Identifying, Assessing and Controlling Risk Unit 3

Risk and the risk management process; Categories of risk; Identification, assessment and measurement of risk. Targeting and monitoring risk; Methods of controlling and reducing risk; Risk avoidance, retention and modelling.

Professional Values, Ethics and Responsibility Unit 4

11 Hours Ethical theories ; Different approaches to ethics and social responsibility ; Professions and the public interest ; Professional practice and codes of ethics ; Conflicts of interest and the consequences of unethical behaviour; Ethical characteristics of professionalism; Social and environmental issues in the conduct of business and of ethical behavior.

Prescribed Text Book

• Gopalaswamy. (2010). Corporate governance. New Age International (P) Ltd.

References

- Governance Risks and Ethics, Becker Educational Development Corp., 2016.
- Governance Risks and Ethics, Kaplan Publishing, 2016. •
- Governance Risks and Ethics, BPP Learning Media LTD, 2016.
- Baxi, C. V. (1999). Corporate governance. Excel Books. •
- Prasad. (2007). Corporate governance. Prentice Hall Of India.
- Williams, C.A., Smith, M.L., & Young, P. C. Risk Management and Insurance, Irwin McGraw Hill.

09 Hours

Course Code:		C
MBA203B27	Course Title: BUSINESS ANALYTICS	U

Objectives

- To equip students with Principles of Business Analytics and their emerging significance in the contemporary business environment.
- To elaborate the various dimensions of Analytics and Business Intelligence in view of their continued dominance in the business during the recent past.

Learning Outcomes

At the end of this course students will be able to:

- Comprehend the link between business strategy and analytics
- Apply the different types of analytics solutions to business problems
- Demonstrate basic level of working on the data visualization software Tableau

COURSE CONTENTS

Unit 1Business Analytics an Overview07HoursDefinition, Nature and scope, Types of Business Analytics – Descriptive, Predictive and
Prescriptive Analytics, BA model; Link between strategy and business Analytics; Competing
on Analytics, Analytics: The New Path to Value, Application of Analytics – In Healthcare,
Agriculture and Sports

Unit 2Business Intelligence & its application09 HoursDefinition, Evolution of BI; Difference between BI and BA; uses of BI, BI applications
technology and business solutions; BI techniques – Data Visualization, Data Mining,
Reporting, Predictive techniques, OLAP & operation, Statistical analysis, BI roles and
responsibilities

Unit 3 Data Analytics Pro	oject Life Cycle	12 Hours
Phase 1 – Discovery, Phase	2 – Data Preparation, Phase 3 – Model Planning, Phas	e 4 – Model
Building, Phase 5 – Commun	nicate Results, Phase 6 - Operationalize; Introduction	to Big Data,
Big Data Analytics and Tool	S	

Unit 4Data Visualization, Intelligence & Analysis in Tableau08 HoursIntroduction to Tableau, Data representation, Creation of various charts, Creation of
Interactive Dash Board, Visual analytics, OLAP operations, Forecasting and analytics
function.08 Hours

Prescribed Text Book

Prasad, R.N., and Seema, A. (2012). Fundamentals of business analytics (1st ed.). India: Wiley.

- Laursen, G. H. N., and Thorland, J. (2014). Business analytics for managers.India: Wiley.
- EMC Education Services. (2015). Data science and big data analytics discovering, analysing, visualising and presenting data. New Delhi: Wiley.

Third Trimester

Course Code: MBA203B31

Credits: 3

Objectives

- To understand the need and significance of research in managerial decision making
- To develop an analytical aptitude towards management research and reporting
- To become adept in utilizing various statistical tools using software SPSS

Learning Outcomes

At the end of this course students will be able to:

- Prepare and execute a research design for minor research problems
- Use SPSS for analysing data and interpret the results
- Apply APA format for research paper and project

COURSE CONTENTS

Unit 1 Research Problem

Meaning and significance of research in management; Different approaches to research- Scientific method; Types of business research - Historical studies, case studies, survey and experimental studies; Criteria for good research; Manager and researcher relationship; Defining Research problem.

Unit 2 **Research Design**

Meaning; Elements of research design; Features of good research design; Statement of the problem; Review of literature; Identification of the research gap; Objectives of the study; Generating research hypotheses.

Unit 3 Sampling

Sampling techniques; Steps in sampling; Types of sample design; probability and non-probability sampling designs, use of random numbers; size of sample; Sampling errors; Concept of measurement and scaling; Scaling techniques; Characteristics of sound measurement.

Unit 4 **Data Collection and Preparation**

Primary and secondary data; Sources of primary data – observation, interview method, survey method; Ouestionnaire construction and design; Reliability and validity; Processing of research data – Editing, coding, classification, tabulation and graphical representation using software.(Laboratory work).

Unit 5 **Research Report**

Types of reports; Objectives and functions of research reports- formal and informal; Report writing process; Target audience; Pre-research proposals; Progress reports, Final reports; Guidelines for effective writing; Research report format using APA guidelines; Presentation of a report; Persuasive nature of reports; Reports for decision making, Citation and Documentation.

Data Analysis Using SPSS Unit 6

Univariate analysis; Bi-variate analysis; Multivariate analysis; Hypothesis testing – Null and alternate hypothesis, level of significance, one sample, two sample and k samples tests – parametric and nonparametric tests.

04 Hours

05 Hours

10 Hours

05 Hours

05 Hours

Prescribed Text Book

• Cooper, D., and Schindler, P. (2009). Business research methods (9thed.). New Delhi: Tata McGraw Hill.

- Chawla, D., and Sondhi, N. (2011). Research methodology. Noida: Vikas Publishing House.
- Kothari, C. R. (2004). Research methodology: Methods and techniques (2nd ed.). New Delhi: New Age International.
- Malhotra, N. (2002). Marketing research (3rd ed.). New Delhi: Pearson Education.
- (2010). Publication Manual of the American Psychological Association (6th ed.).
 Washington D.C: American Psychological Association.

Course Code: MBA203B32

Course Title: CORPORATE FINANCE II

09 Hours

09 Hours

08 Hours

10 Hours

Objectives

- To provide students with in depth knowledge in investment ,dividend and working capital decisions and its applications
- To enable them to take suitable decisions in a competitive environment

Learning Outcomes

At the end of this course students will be able to:

- Appraise the capital investment proposals
- Recognize the financial risk involved in Capital expenditure decisions
- Determine the working capital requirements.

COURSE CONTENTS

Unit 1 Investment Decisions

Capital Budgeting- Meaning, Importance, Process; Methods of evaluating capital budgeting proposals- PBP, ARR, NPV, IRR & PI.

Unit 2 Risk Analysis

Risk Analysis in Capital Budgeting; Various methods of measuring risk in capital expenditure decision; Risk adjusted discount rate; Certainty equivalent; Sensitivity analysis; Probability distribution approach & Decision tree approach.

Unit 3 Dividend Decision

Meaning - Forms of Dividend; Theory of Relevance; Theory of Irrelevance; Stock Split.

Unit 4 Working Capital Management

Meaning; Concepts; Determinants; Operating cycle; Estimation of working capital – Meaning and importance of cash management; Motives for holding cash; Cash budget; Cost associated with inventories; Inventory Management techniques- Stock levels; Cost associated with maintaining receivables - Credit policy variables.

Prescribed Text Book

Chandra, P. (2010). Financial management (9th ed.). Tata McGraw Hill Education

- Pandey, I. M. (2005). Financial management. Himalaya Publishing House.
- Khan and Jain. (2007). Financial management (6th ed.). Tata McGraw Hill Education.
- Srivastava, R., and Misra, A. (2011). Financial management, Oxford Higher Education.
- Gupta, S. K., and Sharma, R. K. (2016). Financial management Theory and practice (8th ed.). Kalyani publishers.

- Bhalla, V. K. Financial management and policy, text and cases (5th ed.). Anmol Publications.
- Van Horne. & James. Financial management and policy (12th ed.). Prentice Hall.
- Reddy, G. Sudarsana. (2017). Financial management, principles and practice. Himalaya Publishing House.
- Kulkarni, P. V., & Satyaprasad, B. G (2015). Financial management. Himalaya Publishing House.

Course Code: MBA402B31 Course Title: ENTREPRENEURSHIP DEVELOPMENT

Objectives

- To acquaint the students with challenges of starting new ventures
- To enable them to investigate, understand and internalize the process of setting up a new business.

Learning Outcomes:

At the end of this course students will be able to:

- Visualize the Opportunities and Challenges and convert them into viable business ideas and models
- Create a new business plan and a presentation for pitching it to investors

COURSE CONTENTS

Unit 1Introduction06 HoursEntrepreneurship- Concept, knowledge and skills requirement; characteristic of successful
entrepreneurs; role of entrepreneurship in economic development; entrepreneurship process; factors
impacting emergence of entrepreneurship; managerial vs. entrepreneurial approach and emergence of
entrepreneurship.

Unit 2 Starting the Venture

Starting the venture - generating business idea; sources of new ideas; methods of generating ideas; creative problem solving; opportunity recognition; environmental scanning; competitor and industry analysis; feasibility study – market feasibility, technical/operational feasibility, financial feasibility; drawing business plan; preparing project report; presenting business plan to investors.

Unit 3 Business Plan

Functional plans; marketing plan – marketing research for the new venture; steps in preparing marketing plan; contingency planning; organizational plan – form of ownership; designing organization structure; job design; manpower planning; Financial plan – cash budget, working capital proforma, income statement proforma, cash flow, proforma, balance sheet, break even analysis.

Unit 4 Sources of Finance and Institutional Assistance

Sources of finance- debt or equity financing, venture capital; Financial assistance through SFC's, SIDBI, Commercial banks, KSIDC, KSSIC, IFCI; Non-financial Assistance from - DIC, SISI, EDI, SIDO, AWAKE,TCO, TECKSOK, KVIC; Financial incentives for SSI's, and Tax concessions; Industrial Estates-roles and types.Sickness in Small Industries – Reasons and Rehabilitation

Prescribed Text Book

• Arora, Renu, Sood, S. K. (2011). Entrepreneurship development. Ludhiana: Kalyani Publishers.

References

• Brace, R. B., and Duane, R. (2006).Entrepreneurship. NewJersy(USA): Pearson Prentice Hall.

Hours: 24

Credits: 2

06 Hours

06 Hours

- Poornima, C. (2006). Entrepreneurship development and small business enterprises. New Delhi: Pearson Education.
- Robert D. H., Peters, M., and Shephered, D. (2013). Entrepreneurship (9thed.). Tata McGraw Hill.
- Lall, Madhurima, and Sahai, S. (2008). Entrepreneurship (2nded.). New Delhi: Excel Book.

Finance Specialization

Course Code: MBAA04B31

Course Title: PORTFOLIO MANAGEMENT

Objectives

- To acquaint the students with the working of security markets and principles of security analysis
- To provide students with a conceptual and analytical framework of different financial instruments, their risk, returns and strategies in managing funds
- To develop the skills required for portfolio management so as to judge the competitive position of firms in capital market

Learning Outcomes

At the end of this course students will be able to:

- Identify the risk in a Portfolio
- Choose the best Portfolio of investments
- Appraise the Global financial instruments.

COURSE CONTENTS				
Unit 1	Introduction	06 Hours		
Introduction	to Securities and Investment-Concept, Process, Market Indices, Cr	edit Rating		
Agencies, Va	rious investment avenues; Marketable and Non-marketable Securities.			
Unit 2	Risk and Return	13 Hours		
Risk & Retu	Irn - Various types of return and its measurement; Risk and its	types; Risk		
Measurement	(Theory and Problems).			
Unit 3	Investment Analysis	06 Hours		
Investment Analysis- Fundamental analysis, Technical analysis- EMH.				
Unit 4	Portfolio Analysis	18 Hours		
Portfolio Analysis and Management; Markowitz Model -CAPM- SML - CML - APT -				
Optimization of Portfolio- Sharpe Index Model; Methods of evaluating portfolio- Sharpe, Jensen				
and Treynor Models.				
Unit 5	Global Market Indices and Instruments	05 Hours		
World Market Indices; Global instruments - ADRs, GDRs, FCCBs, Foreign Bonds and Global				
mutual funds.				

- Fischer., and Jordan. (1995). Security analysis and portfolio management. Prentice Hall.
- Chandra. P. (2012). Investment analysis and portfolio management. New Delhi: Tata McGraw Hill.
- Bhalla, V. K (2008). Investment management. New Delhi: S. Chand.
- Punithavathy, P. (2011). Security analysis and portfolio management. (1st ed.). New Delhi: Vikas Publishing House.

Course Code: MBAA04B32 Course Title: FINANCIAL MARKETS AND SERVICES

Credits: 4

Objectives

- To equip the students with the major changes, developments and innovations in the Indian Financial System
- To provide students with conceptual and regulatory framework within which the financial institutions operate.
- To familiarize students with various management & operational aspects of capital markets.

Learning Outcomes

At the end of this course students will be able to:

- Exhibit understanding of concepts on Issue management
- Explain the different financial assets and its use
- Demonstrate an intermediate expertise in trading in securities markets

COURSE CONTENTS				
Unit 1	Introduction	03Hours		
Financial	Markets – Function of the Indian Financial System; Structure.			
Unit 2	Capital Markets	20 Hours		
Primary	Market in India - Types of Scripts; Issue of Capital; Primary Market In	ntermediaries.		
Secondary	y Market-Listing, Online trading; OTC; Stock exchange-NSE, BSE, MC	X-SX; Stock		
Indices; I	Role of FPI; Insider Trading; Investor Protection; SEBI-Regulations. Me	oney Market-		
Repos, Reverse Repos, T-Bills, Commercial Bills, Commercial Papers & Certificates of Deposit.				
Unit 3	Non-Banking Financial Services	15 Hours		
Meaning; Leasing and Hire Purchase (Theory only); Venture Capital; Factoring and Forfeiting;				
Credit Rating; Asset Securitization; Merchant Banking – Functions and Services; Depository and				
Custodial Services.				
Unit 4	Mutual Funds and Debt Market	10 Hours		

Meaning; Types of Funds; NAV; Structure; Investment Pattern; ETF; Regulations; Debt Market in India.

- Bhole, L.M., and Jitendra, M. (2009). Financial institutions and markets (5th ed.). New Delhi: Tata McGraw Hill.
- Cifford, G. (2010). Financial markets, institutions and financial services. New Delhi: PHI Learning.
- Gordon. and Natrajan. (2011). Financial markets and services (6th ed.). New Delhi: HPI
- Khan, M. Y. (2008). Financial services (4th ed.). New Delhi: Tata McGraw Hill.
- Meir, K. (2003). Financial institutions and markets. New Delhi: Tata McGraw Hill.
- Madura, J. (2006). Financial institutions & markets (7th ed.). New Delhi: Cengage Learning.
- Punithavathy, P. (2009). Financial markets & services. New Delhi: Vikas Publishing House.

Course Code: MBAA04B33

08 Hours

15 Hours

15 Hours

Credits: 4

Objectives

- To acquaint the students about emerging financial and commodity derivatives.
- To provide the regulatory framework with regard to various types of derivatives.

Learning Outcomes

At the end of this course students will be able to:

- Recognise the different types of Derivatives in India.
- Appraise the types of valuation of Futures and Options
- Locate the trading mechanism of Derivatives in the Exchanges.

COURSE CONTENTS

Unit 1 Introduction

Introduction-Concepts, Historical Growth, Issues, Legal framework.

Unit 2 Financial Derivatives

Forwards; Futures; Types, Valuation of futures Various Financial Futures in India; Financial Options- Concept, Types, Valuation, Various Options in India. Case studies in Options and Hedging Interest rates

Unit 3 Commodity Derivatives

Meaning; Forwards and Futures- Concept, Types, valuation; Commodity Futures- Pricing; Basis and Basis Risk; Hedging and Optimal Hedge; Ratio; Participants; Commodity Exchanges and Regulatory Framework. Case studies in Commodity Hedging.

Unit 4	it 4 Trading, Clearing and Settlement				10Hours					
Financia	ul a	and	commodity	Futures	and	Options	trading	system;	Clearing	Mechanism,
Settlement Mechanism.										

- Fischer., and Jordan. (1995). Security analysis and portfolio management. (6th ed.). New Delhi: Prentice Hall
- Niti Nandini Chatani. (2010). Commodity markets Operations, instruments and applications. New Delhi: TMH.
- Chandra, P. (2003). Investment analysis and portfolio management. (3rd ed.). New Delhi: Tata McGraw Hill.
- Punithavathy, P. (2009). Security analysis and management. (2nd ed.). Bangalore: Vikas Publishing House Pvt. Ltd.
- Bhalla, V. K. (2008). Investment management. New Delhi: S. Chand
- Kulkarni, B. (2011). Commodity markets and derivatives. New Delhi: Excel Books

International Finance Specialization

Course Code: MBAA04B31

Course Title: PORTFOLIO MANAGEMENT

Objectives

- To acquaint the students with the working of security markets and principles of security analysis
- To provide students with a conceptual and analytical framework of different financial instruments, their risk, returns and strategies in managing funds
- To develop the skills required for portfolio management so as to judge the competitive position of firms in capital market

Learning Outcomes

At the end of this course students will be able to:

- Identify the risk in a Portfolio
- Choose the best Portfolio of investments
- Appraise the Global financial instruments.

COURSE CONTENTS					
Unit 1	Introduction	06 Hours			
Introduction	to Securities and Investment-Concept, Process, Market Indices, Cr	edit Rating			
Agencies, Va	rious investment avenues; Marketable and Non-marketable Securities.				
Unit 2	Risk and Return	13 Hours			
Risk & Retu	Irn - Various types of return and its measurement; Risk and its	types; Risk			
Measurement	(Theory and Problems).				
Unit 3	Investment Analysis	06 Hours			
Investment Analysis- Fundamental analysis, Technical analysis- EMH.					
Unit 4	Portfolio Analysis	18 Hours			
Portfolio Analysis and Management; Markowitz Model -CAPM- SML - CML - APT -					
Optimization of Portfolio- Sharpe Index Model; Methods of evaluating portfolio- Sharpe, Jensen					
and Treynor Models.					
Unit 5	Global Market Indices and Instruments	05 Hours			
World Market Indices; Global instruments - ADRs, GDRs, FCCBs, Foreign Bonds and Global					
mutual funds.					

- Fischer., and Jordan. (1995). Security analysis and portfolio management. Prentice Hall.
- Chandra. P. (2012). Investment analysis and portfolio management. New Delhi: Tata McGraw Hill.
- Bhalla, V. K (2008). Investment management. New Delhi: S. Chand.
- Punithavathy, P. (2011). Security analysis and portfolio management. (1st ed.). New Delhi: Vikas Publishing House.

Course Code: MBAB04B31

Course Title: AUDIT AND ASSURANCE

Objectives

- To develop knowledge and understanding of the process of carrying out the assurance engagement and its application in the context of the professional regulatory framework.
- To provide knowledge about audit procedures and audit reporting

Learning Outcomes

At the end of this course students will be able to:

- Plan for an Internal Control System
- Assess the risk as per the Statutory compliance •
- Organise an auditing team •

COURSE CONTENTS

Unit 1 **Regulatory Framework**

06 Hours

13 Hours

The concept of audit and other assurance engagements; External audit; Corporate governance; Professional ethics and ACCA's Code of Ethics and conduct; Internal audit and governance and the differences between external audit and internal audit; The scope of the internal audit function, outsourcing and internal audit assignments.

Planning and risk assessment Unit 2

Obtaining and accepting audit engagements; Objective and general principles; Assessing audit risks; Understanding the entity and its environment; Fraud laws and regulations; Audit planning and documentation.

Unit 3 **Internal control**

06 Hours Internal control systems; Components; The use and evaluation of internal control systems by auditors :Limitations in internal control, Tests of control – General IT controls and applications control: control objectives, procedures and activities: Communication on internal control

control, control objectives, procedures and activities, communication on internal control				
Unit 4 Audit evidence and Audit Procedures				
Financial stat	Financial statement assertions and audit evidence - Quality and quantity of audit evidence;			
Relevance and reliability of audit evidence, Audit procedures; Audit sampling and other means of				
testing; The audit of specific items; Computer assisted audit techniques; The work of others; Not-				
for-profit orga	anization			
Unit 5	Review and reporting	05 Hours		

Subsequent events –Purpose, responsibilities, procedures; Audit finalisation and the final review; Audit reports; basic elements; unmodified audit opinions.

- Audit and assurance, Becker Educational Development Corp. 2016.
- Audit and assurance, Kaplan Publishing. 2016.
- Audit and assurance, BPP Learning Media Ltd. 2016.
- Institute of Chartered Accountants of India: Auditing and assurance standards. ICAI.
- Gupta, K., and Arora, A. Fundamentals of auditing, New Delhi: Tata McGraw Hill Publishing Co. Ltd.

Course Code: MBAB04B32

Course Title: FINANCIAL REPORTING

Objectives

- \bullet To develop knowledge and skills in understanding and applying accounting standards
- To analyse and interpret those financial statements

Learning Outcomes

At the end of this course students will be able to:

- Classify the transactions for Financial Reporting
- Interpret the financial statements
- Demonstrate understanding the consolidated financial statements for decision making

COURSE CONTENTS				
Unit 1	Regulatory Framework	0 6 Hours		
The need for	a conceptual framework; Recognition and measurement - Specialised, no	ot-for-profit,		
and public so	ector entities; The concepts and principles of groups and consolidate	ed financial		
statements.				
Unit 2	Accounting for transactions in financial statements	12 Hours		
Tangible not	n-current assets; Intangible assets; Impairment of assets; Inventory and	biological		
assets; Finar	ncial instruments; Leasing; Taxation; Reporting financial performance;	; Revenue;		
Government	grants.	•		
Unit 3	Analysing and interpreting financial statements	06 Hours		
Limitations o	f financial statements; Calculation and interpretation of accounting ratio	s and trends		
to address users' and stakeholders' needs; Limitations of interpretation techniques; Specialized,				
not-for-profit	and public sector entities.			
Unit 4	Preparation of financial statements	14 Hours		
Preparation of single entity financial statements : Statement of Financial position; statement of				
profit and lo	ss account and other comprehensive income; statement of changes	s in equity;		
Statement of Cash flows.				
Unit 5	Preparation of consolidated financial statements	10 Hours		
Consolidated statement of financial position; Consolidated statement of profit and loss account				
and other con	nprehensive income			

- Financial reporting. Becker Educational Development Corp. 2016.
- Financial reporting. Kaplan Publishing. 2016.
- Financial reporting. BPP Learning Media Ltd. 2016.
- Pendrill, D., and Lewis, R. Advanced financial accounting. Pearson Education Limited.

- Jain, S. P., and Narang, K. L. Advanced accountancy. Kalyani Publishers.
- Reddy., and Murty. Corporate accounting. Margham Publications. Chennai.
- Ghosh, P. K. et'al. Studies in accounting theory. Wiley Eastern Ltd.
- Porwal L. S. Accounting theory An introduction. Tata McGraw-Hill.
- Lele, R. K., and Jawaharlal. Accounting theory. Himalaya Publishing House.
- Vijayakumar, M. P. Financial reporting. ICAI Practice Manual.

Human Resource Specialization

Course Code: MBAC04B31

Course Title: HUMAN RESOURCE ACQUISITION AND CAREER PLANNING

Objectives

- To provide framework for scientific human resource planning and selection both in terms of quantity, mainly in the context of Indian Corporate Environment.
- To familiarise students with regard to employment test and career planning.

Learning Outcomes

At the end of this course students will be able to:

- Explain various steps involved in the recruitment and selection process.
- Implement the recruitment and selection process in an organisation.
- Design the career planning for any role in an organisation

COURSE CONTENTS

Unit 1 Introduction

Human Resource Planning- Concept, Process, Methods and Techniques; Job Analysis Process, Uses; HR Planning and Selection in the Modern Business Environment; changing perspectives in the field of recruitment and selection in the information age.

Unit 2 Recruitment and Selection

Internal and External Sources, Recruitment Evaluation; Significance of Selection; Scientific Selection; Selection process; Evaluation of Selection System; Changing Scenario of Recruitment and Selection in the Information Age from local and global perspective; online-recruitment and selection, Outsourcing.

Unit 3 Employment Tests

Concepts of Testing, Types of tests, Executive Talent Search; Interviewing- Role of Interview, Forms, Steps in Interviewing, Interview Skills, Interview Efficiency, Training and Development of the Interviewer, Campus Selection Interview, Conference Interview; Techniques used for global sourcing; Placement and Induction.

Unit 4 Career Planning

Need for career planning; Factors affecting career choices, Career Stages, Career anchors; Succession planning; Integration of individual and organization interest; Integration process.

References

- Flippo, Edwin B. (2006). Personnel management. New Delhi: Tata McGraw Hill.
- Monappa, A. and Saiyadain, S M. (2004). Personnel management. New Delhi: Tata McGraw-Hill.
- Pigors, P., and Charles, A. Myres. (1981). Personnel administration A viewpoint and a Method. London: McGraw Hill.
- Yoder, D., and Staudahar, P. D. (2004). Personnel management and industrial relations. Englewood Cliffs: Prentice Hall.
- Richard, A. Fear. (1984). The evaluation interview. New York: McGraw Hill.

10 Hours

14 Hours

14 Hours

- Singh, B. P., Chhabra, T. N., and Taneja. P. L. (2000). Personnel management and industrial relations. Delhi: Dhanpat Rai.
- Plumbley, P. R. (1978). Recruitment and selection. London: Institute of Personnel Management.
- Earnest, J. McCremick. (1979). Job analysis methods and applications. New York: AMACOM.
- Anderson, N. (1993). Successful selection interviewing. Cambridge: Blackwell.

Credits: 4

Objectives

- To develop the skills, abilities, and practical elements of employee development and performance improvement in organization
- To apply appropriate methods and techniques for identifying training needs.

Learning Outcomes

At the end of this course students will be able to:

- Comprehend various processes involved in the training and development function
- Align training objectives with that of organisational objectives
- Design a training program according to the needs of the organisation.

COURSE CONTENTS

Unit 1 Introduction

Training, Development and Performance consulting; Design of HRD systems; Development of HRD strategies; Learning and Learning organizations; Training Policies; organizational climate for training and development – a system model.

Training Needs Analysis Unit 2

Objectives of training needs analysis; Identification of training needs and the process, tools and techniques – organizational analysis, task analysis and individual analysis, Setting training objectives.

Design of Training Programmes Unit 3

Linking training needs and objectives of various theories of learning and methods of training – Learning cycles; factors for fixing duration, selection of participants, choice of trainers, course contents, in house arrangements and outsourcing.

Delivering the Training Programmes Unit 4

Conducting the programmes – ice breaking and games; relevance of culture of participants; layout facilitating interaction; Training methods / techniques - E learning, OJT, Outward Bound Training (OBT), Computer Based Training; Audio visual aids.

Unit 5 **Evaluation of Training Programmes**

Transfer of Training; Objectives of evaluation – micro and macro levels; Methods of evaluation – reaction, learning, behaviour and results; Cost benefit analysis; Role of trainer and line manager in evaluations; Design of evaluation – Kirkpatrick's model.

References

- John, P. (1997). Handbook of training and development. Bombay: Jaico Publishing House.
- Steve, T. (1995). Handbook of training and development. Blackwell Business.

11 Hours

08 Hours

08 Hours

11 Hours

- Warren, M.W. (1979). Training for results. Massachusetts: Addison-Wesley.
- Craig, Robert L. (1976). Training and development handbook. New York: McGraw Hill.
- James, G. (1981). Training interventions in job skill development. Massachusetts: Addison Wesley.
- Kenney, J., Bennelly., and Reid, M. A. Reid. (1979). Manpower training and development. London: London Institute of Personnel Management.

Course Code: MBAC04B31

Course Title: PERFORMANCE AND COMPENSATION MANAGEMENT

Objectives

- To provide an understanding of managing performance of employees.
- To understand techniques of compensation design and management in the context of the organizational objectives.

Learning Outcomes

At the end of this course students will be able to:

- Enumerate the role of Performance and Compensation Management in managing the workforce and achieving organizational objectives.
- Design a performance management program and compensation benefits

COURSE CONTENTS

Unit 1 Performance Management

Meaning; Linkage with other HR Systems; Elements of Performance Management; Defining Performance; Facilitating and Encouraging performance; Setting Goals and Targets, Monitoring and Appraising Performance; Appraisal Methods; Errors and Biases; Reducing biases / errors; Features of an effective appraisal system; Performance Counselling.

Unit 2 | **Principles of Compensation Determination**

Compensation Principles; Equity (internal and external), Bargaining ability of employee unions and individual employees; Statutory requirements; Ability to pay, Job worth; Demand-supply conditions in job market; Job evaluation and salary survey.

Unit 3 Compensation and Benefits

Types - Piece rate, time rate and skill based approaches; Daily, weekly and monthly payments; Characteristics of best compensation plans; Fixed pay and variable pay; Terminologiescompensation, benefit, salary, pay, basic pay, wage, allowance, incentive, commission, reward, recognition, perquisite, fringe benefit, subsistence allowance, reimbursement, consolidated pay, stipend, service charges, pay scales, severance pay, terminal benefit, bonus, joining bonus, retention bonus, relocation pay, increment, stagnation increment and retirement benefits; Workers compensation, Managerial compensation and Executive compensation.

Unit 4 | Pay Design

14 Hours

Designing pay structures, (Pay policy line, Pay grades, Broad banding); Pay for performance / Pay for knowledge Seniority / Merit, Incentives and benefits, Incentives, Individual incentive plans, Piece-work, Group incentive plans, Scanlon plan, Improsharei plan, Enterprise incentive plans, ESOPs; Benefits - Types of benefits; Employee Assistance - Health care, Long term care; Requirements of an effective benefit programmes; Concerns of management; Important issues in Executive compensation; International compensation practices.

References

- Fisher, C. D. (2005). Human resource management. (6th ed.). Biztantra.
- Kleiman, L. (2009). Human resource management. (5th ed.). Biztantra.

Credits: 4



10 Hours

14 Hours

Marketing Specialization

Course Code: Course Title: SALES AND MARKETING MBAD04B31 CHANNEL MANAGEMENT

Objectives

- To highlight the importance of sales force management.
- To understand the role of marketing channel management functions for the overall success of the marketing efforts of an organization.

Learning Outcomes:

At the end of this course students will be able to:

- Demonstrate conceptual and practical knowledge of Sales force, Distribution and Logistics Management.
- Prepare a Sales force strategy and design a Distribution and Logistics plan to meet Marketing objectives of the firm.

COURSE CONTENTS
Unit 1Introduction10 Hours
Selling as a part of Marketing; Sales Management Process; Role of Sales Manager; Concept of
Personal Selling; Sales Management and Salesmanship; Personal Selling Process; Qualities of a
Successful Salesman; Goal Setting Process; Demand Analysis and Techniques of Sales
Forecasting; Preparation of Sales Budget; Formulating Selling Strategies; Designing Sales
Territories and Sales Quota.
Unit 2Sales Force Management10 Hours
Sales Force - Organizing, Designing the Structure and Size, Recruitment and Selection, Leading
and Motivating, Training and Compensating; Sales Contests; Evaluation and Analysis.
Unit 3Distribution Channels10 Hours
Concept of Marketing ChannelNature and Importance; Recruitment of channel members
screening, criteria for selecting the channel members-Sales factors, Product factors , Experience
factors, Administrative factors and Risk factors; Types of Channels, Policies and Strategies.
Unit 4Channel Integration10 Hours
Importance; Marketing systems: Vertical - Types - Corporate VMS, Contractual VMS
Horizontal marketing systems, Designing and managing Hybrid systems. Motivating the channe
members; Modification and refinement of existing channels; Multi-channel marketing system

Managing channel relationship-cooperation, coordination, conflict and power. Value Networks Unit 5 **Logistics Management**

08 Hours Components, Functions - Procurement, Inbound / Outbound Logistics, Receipts, Warehousing, Stock control, Order picking, Material handling, Physical distribution, Recycling, Returns, Waste disposal; Role of ERP.

References

- Coughlan. (2007). Marketing channels. Anderson: PHI.
- Panda, T. K., and Sahadev, S. (2005). Sales and distribution management. Oxford • Publications.
- Gupta, S. L. (2009). Sales and distribution management. Excel Books India
- Still., & Cundiff. (1994). Sales management. New Delhi: Pearson Publishing House.

Credits: 4 Hours: 48

Course Code: Course Title: ADVERTISING MANAGEMENT Credits: 4 **MBAD04B32**

Objectives

- To understand the process of marketing communications and integrate marketing communications theory and concepts with all elements of the promotional mix.
- To acquaint students with advertising campaigns and implementations.

Learning Outcomes

At the end of this course students will be able to:

- Identify and respond to clients' advertising and marketing communications objectives by applying principles of marketing and communications.
- Perform a market segmentation analysis, identify the organization's target market/audience and define the consumer behaviour of each segment.
- Develop an advertising plan and present and defend it persuasively.
- Evaluation of the effectiveness of advertising and marketing communications initiatives.

COURSE CONTENTS

Unit 1 Introduction

Definition, Importance and History of Advertising; Classification of Advertisements-purpose, media used, geography and Target audience; Advertising functions; Benefits of advertising; Impact of Ads on children; Women and advertising; Ethics in Advertising-puffery, shock ads, Weasel claim, subliminal and surrogate advertising; Social and economic effects of Advertising; **Regulatory bodies**

Unit 2 Advertising Research and Strategy

Advertising Plan; Advertising Objectives- Creative Strategy, Message strategy, Media Strategy, Advertising Budget, Implementation and Evaluation; Advertising Research- Purpose, Research objectives, Components, Creative component research, Attitude measures; Copy Testing and Media Research; Account planning, Innovation Adoption Model, Information Processing Model FCB Planning Model

Unit 3 Creativity and Advertising

Advertising Models- AIDA model, Hierarchy of effects; Message-Themes and Appeals; Elements of Creative Advertising, planning creative strategy, creative process, Creativity versus profit, Creativity through language, Rhetoric of advertising, Linguistic deviations; key factors in successful Advertising; Components of a Print Ad-visual, headline, copy, style, slogan and logo, types of Layout, boxes, rules and fonts.

Unit 4 | Advertising Media

Print Media- Characteristics, Media Class and Media Vehicle Categories, Direct mail, Outdoor, Transit, types; Television and radio-Story Board, advantages and limitations, Rating, Reach and frequency; Online Advertising-types, SEO ,PPC, challenges, mobile advertising; Sales promotions, Public relations and Publicity; Measuring the Effectiveness of the advertising Program. Advertising in a multi-cultural environment.

10 Hours

14 Hours

10 Hours

14 Hours

- Aaker, D., & Myers, J. (2003). Advertising management, Prentice Hall.
- O'Guinn, T., Allen, C., Semenik, R. J., and Scheinbaum, A. C. (2015). Advertising and integrated brand promotion. CENGAGE ISBN 9789386668639
- Belch, G. and Belch, M. (2003). Advertising and promotion: An integrated marketing communications perspective, (6th ed.). Mc-Graw Hill.
- Cialdini, R. B. (1993). Influence: The psychology of persuasion.
- Ogilvy, D. (1963). Confessions of and advertising man. New York: Atheneum.
- Ogilvy, D. (1983). Ogilvy on advertising. New York: Random House Vintage Books.

Course Code: MBAD04B33

Course Title: CONSUMER BEHAVIOUR

10 Hours

14 Hours

Objectives

- To explore the consumer's psyche.
- To guide students to understand consumer purchase decisions about product and services.

Learning Outcomes

At the end of this course students will be able to:

- Explain the customer decision process
- Prepare the customer experience strategy & Develop customer diffusion strategy

COURSE CONTENTS

Unit 1 Introduction

Consumer behaviour and consumer research; Customer centric organizations; Customer loyalty and retention strategy; global marketing strategy; Consumer decision process model, Types, Variables affecting the decision process.

Unit 2 Individual Determinants

Demographics, Psychographics, and Personality; Consumer Motivation, Consumer experiences; Consumer Knowledge; Consumer beliefs, Feelings, Attitudes, Intentions, Importance of customer satisfaction; Factors affecting satisfaction level – Demographic, Economic, personality, personal values and Lifestyle; Motivational conflict &need priorities, intensity.

Unit 3Influences on Consumer Behaviour14 HoursImportance, Types, Sources and Benefits; Culture, Changing values, Social class, Family life
cycle stage on consumer behaviour; Role behaviour –Individual, Group, Changing roles of
women, Children, Culture, Ethnicity, and Social Class; Group and Personal Influences,
Reference Groups: Opinion Leaders; Making Contact with Customer; Shaping Consumer's
Opinion

Unit 4Online Consumer Behaviour10 HoursIntroduction, Model; Consumers' Online Identity; Sources of Information for consumer
learning; Online search behaviour; Consumer Trust and Loyalty in e-tail; e-word of mouth and
the firm's promotional strategy; Consumer learning; Word of mouth; Diffusion of innovations;
Diffusion process; Opinions change; and consumer opinion; Consumer protection act10 Hours

- Roger, B., Miniard, P., & Engel, J. (1990). Consumer behaviour. (6th ed.). New Delhi. Thomson Learning.
- Loudon, D. J., & Della, B., Albert. (2006). Consumer behaviour. New Delhi: Tata McGraw Hill.
- Angeline, G. Close (2012). Online consumer behaviour. Routledge Taylor & amp; Francis Group, New York
- Schiffman, L. G., & Kanuk, L. L. (2003). Consumer behaviour. New Delhi: Pearson Education
- Soloman, M. R. (2006). Consumer behaviour Buying, having and being. (10th ed.). New Delhi: Pearson Education.

General Management Specialization

Course Code: MBAE04B31

Course Title: MANAGING PUBLIC PRIVATE PARTNERSHIPS

Hours: 48

Objectives

- To illustrate the value of partnerships in sectors like infrastructure, health, education, urban renewal and business development services.
- To list factors critical to successful cooperation, and a suggested approach to planning, implementing, and operating successful public-private ventures.

Learning Outcomes:

At the end of this course students will be able to:

- Discuss challenges and opportunities through Public Private Partnerships in sectors such as Infrastructure, Health, Education and Urban Renewal services
- Asses the Critical Success Factors (CSF's) in PPP projects and Plan, Organize, Implement and sustain projects.

COURSE CONTENTS

Unit 1 Introduction

Rationale and options for PPP -Sector wise analysis of PPP, Determinants; Types of PPP options -Service Management Contracts, Joint Ventures, Divestiture, Licensing, Leases and Concessions, Opportunities and challenges.

Unit 2 PPP Planning

Screening PPP Project – Opportunities, Pre-feasibility Project Identification and Selection Process; Cost comparator and value for money models; Project finance and risk allocation, Planning for PPPs, Credit enhancement techniques for PPP Project financing.

Unit 3 PPP Strategies

PPP Procurement Strategies; Selecting the appropriate Procurement Method and Tendering Regulations for PPPs in India; HR systems - Government and civil society, PPP negotiations skills and techniques; Risk mitigation strategies.

Unit 4 Regulatory Frameworks

Regulation, Monitoring and Compliance; Key elements for an appropriate enabling and regulatory environment for PPPs, Simulation, Structuring and regulating a PPP contract, Institutionalizing PPP Processes within public systems and within the private sector.

Prescribed Text Book

• Ramesh, G., Prasad, V., Nagadevara, G., Suraj, A. (2010). Public-private partnerships. ISBN-13: 978-0415599245.

References

- Akintola Akintoye Matthias Beck, Cliff Hardcastle (2003). Public-private partnerships: managing risks and opportunities".ISBN-13: 978-0632064656
- Joshi, R. N. (2013). Public private partnership in infrastructure. Vision Books ISBN13/10: 9788170947967 / 8170947960

10 Hours

14 Hours

d Tendering

Course Code: **Course Title: EMOTIONAL INTELLIGENCE AND MBAE04B32 MANAGERIALEFFECTIVENESS**

Credits: 4

Objectives

- To create an in-depth understanding of concepts relating to emotional intelligence and interpersonal effectiveness.
- To highlight the need and scope of Emotional Intelligence for managerial effectiveness.

Learning Outcomes

After completing the course students will be able to:

- Describe the different concepts related to emotional intelligence like self-awareness, adaptability, recognition patterns and teamwork
- Illustrate managerial effectiveness and the factors influencing it.

COURSE CONTENTS Unit 1 | Introduction

8 Hours Emotional Intelligence – Meaning, Self-Awareness, Threshold; Relevance of 360 Feedbacks; Emotional Intelligent Leadership.

Unit 2 | Adaptability

Emotional Self-Control, Positive Outlook, and Adaptability; Qualitative Research - Basics, Participant Observation; Conducting a Behavioral Interview; Social-Awareness- Empathy and Listening Skills, Empathy and Cultural Diversity.

Unit 3 Recognition Pattern

360 Feedbacks and Development Plan; Cognitive Competencies- Pattern Recognition and Systems Thinking, Relationship Management; Influence and Inspirational Leadership; Conflict Management - Teamwork, Coaching and Mentoring Group Project; Background Research.

Unit 4 | Managerial Effectiveness

Concept, Definition; Approaches - Person, Process and Product, Bridging the Gap, Measuring Managerial Effectiveness; Current Industrial and Government practices; Management of managerial effectiveness- Effective manager as an optimizer; Organizational processes, Organizational climate, Leader-Group influences, Job challenge, Competition, Managerial styles.

Prescribed Text Book

Goleman, D. (1998). Working with emotional intelligence. New York: Bantam Books.

15 Hours

Hours: 48

15 Hours

Course Code:	Course Title: KNOWI EDGE MANACEMENT	Creditar 1
MBAE04B33	Course flue: KNOWLEDGE MANAGEMENT	Creans: 4

Objectives

- To understand various aspects of knowledge management.
- To gain idea of knowledge management tools and systems

Learning Outcomes

At the end of this course students will be able to:

- Examine the various facets of knowledge, understand the knowledge Infrastructure and develop a knowledge culture within the organization
- Construct a robust knowledge management system with right tools and techniques.

COURSE CONTENTS			
Unit 1Introduction14 Ho	urs		
Knowledge Management-Knowledge Economy , impact of Technology; Know	ledge		
Management Matrix and Strategy; Prioritizing knowledge strategies; knowledge	as a		
strategic asset Knowledge Attributes; Fundamentals of knowledge formation; Taci	t and		
Explicit knowledge; Knowledge sourcing, abstraction, conversion and diffusion.			
Unit 2Knowledge Management Systems10 Ho	urs		
Knowledge Management and organizational learning, architecture, important considerational learning, architecture, archit	tions;		
Collection and Codification of Knowledge; Repositories, structure and life cycle; Know	ledge		
Management infrastructure; Knowledge Management applications, Collaborative platform	ns.		
Unit 3Knowledge Culture in Organizations14 Ho	urs		
Developing and Sustaining Knowledge culture; Knowledge culture enablers; implementing			
knowledge; culture enhancement programs; Communities of practice; devel	oping		
organizational memory.			
Unit 4Knowledge Management Tools10Hou	ırs		
Knowledge Management tools, techniques and measurements; Knowledge audit; Knowledge			
Careers; Practical implementation of Knowledge Management Systems – Case studies.			

Prescribed Text Book

• Sapple, H. C. W. (2003). Handbook on knowledge management. New York: Springer.

- Morey, D., Maybury, M., and Thuraisingham, B. (2001). Knowledge management classic and contemporary works. Hyderabad: Universities Press India Private Limited.
- Firestone, J. M., and McElroy, M. W., (2003). Key issues in the new knowledge management. Oxford: Butterworth Hienemann.
- Warier, S. (2003). Knowledge management. Noida: Vikas Publishing House Private Limited.
- Barnes. S. (2002). Knowledge management system theory and practice. US: Thomson Learning.
BUSINESS INTELLIGENCE & ANALYTICS

Course Code: MBAF04B31

10 Hours

10 Hours

10 Hours

Objectives

- To give an introduction to the software R and how to write elementary programs
- To demonstrate how statistical models are implemented and applied and to enable students to be able to use R to effectively to compute statistical and graphical procedures

Learning Outcomes

At the end of this course students will be able to:

- Use R software for data visualization and data analysis
- Execute statistical tests for doing hypothesis testing
- Apply functions and re-sampling methods for model testing & validation

COURSE CONTENTS

Unit 1Overview of the R language08 HoursDefining the R project, Obtaining R, Using the R console, A sample R session, Basic programming
concepts, Scripts, Text editors for R, Graphical User Interfaces (GUIs) for R, Packages, Variable
classes (factor, numeric, logical, complex, missing), Vectors and matrices, Data frames and lists,
Data sets included in R packages, Summarizing and exploring data.08 Hours

Unit 2 Dealing with data

Reading data from external files, Storing data to external files, Creating and storing R workspaces, Basic exploratory graphics, Mathematical operations, Basic matrix computation, Textual operations, Searches, strings, and pattern matching, Regular sequences, Random sequences, Sampling from distributions

Unit 3 Graphics and Data Visualisation

More slicing and extracting data, Basic plots, Adding overlaid lines, text, etc. Graphical parameters Data exploration, Summary graphics. Brief introduction to regression graphics, Generating data, Histogram, Bar / Line Chart, Box plot, Scatter plot, Graphics presentation, Interactive graphics. Animations, High-density data displays, Heatmaps, Mosaic Map, Map Visualization, 3D Graphs Correlogram, Partitioning graphics.

Unit 4 Hypothesis testing and data handling

t-tests, ANOVA, Sorting/rearranging data structures, General modeling syntax, Extracting model results, Confidence intervals, Graphics for regression, Tabular displays, Extracting model results, Confidence intervals, Regression diagnostics

Unit 5Functions & resampling methods for model validation10 HoursApplying functions, Writing your own functions, Modifying existing functions, Permutation testing
Bootstrapping, Cross-validation methods.10 Hours

Prescribed Text Book

• Norman, M. S. The art of R programming : tour of statistical software design

References

• Garrett. G., and Hadley, W. (2016). R for Data Science. O'Reilly Media

Course Code: MBAF04B32

Objectives

- To develop knowledge and understanding of using MS-Excel to perform data analysis.
- To identify ways and means to combine SQL query and reporting processes in Excel in arriving at charts , graphs and analysis.

Learning Outcomes

At the end of this course students will be able to:

- Create pivot tables and pivot charts for data analysis
- Build data models and add calculated fields
- Use SQL functions with SQL

COURSE CONTENTS

Unit 1 **Dealing with Data in Excel 08 Hours** Excel as Database and Data Aggregator, From Spreadsheet to Database, Interpreting File Extensions, Using Excel as a Database, Importing from Other Formats, Opening Text Files in Excel, Importing Data from XML. Importing XML with Attributes, Importing JSON Format Using the Data Tab to Import Data, Importing Data from Tables on a Web Site, Data Wrangling and Data Scrubbing, Correcting Capitalization, Splitting Delimited Fields, Splitting Complex, Delimited Fields, Removing Duplicates, Input Validation, Working with Data Forms, Selecting Records

Unit 2 **Pivot Tables and Pivot Charts 08 Hours** Defining a Pivot Table, Pivot Tables Recommended in Excel 2013, Defining Questions, Creating a Pivot Table, Changing the Pivot Table, Creating a Breakdown of Sales by Salesperson for Each Day, Showing Sales by Month, Creating a Pivot Chart, Adjusting, Subtotals and Grand Totals, Analyzing Sales by Day of Week, Creating a Pivot Chart of Sales by Day of Week, Using Slicers, Adding a Time Line, Importing Pivot Table, Data from the Azure Marketplace

Unit 3 **Building a Data Model**

10 Hours Enabling PowerPivot, Relational Databases, Database Terminology, Creating a Data Model from Excel Tables, Loading Data Directly into the Data Model, Creating a Pivot Table from Two Tables Creating a Pivot Table from Multiple Tables, Adding Calculated Columns, Adding Calculated Fields to the Data Model

Unit 4 Using SQL in Excel

10 Hours

History of SQL, NoSQL, NewSQL, SQL++,SQL Syntax ,SQL Aggregate Functions, Subtotals Joining Tables, Importing an External Database, Specifying a JOIN Condition and Selected Fields Using SQL to Extract Summary Statistics, Generating a Report of Total Order Value by Employee Using MSQuery, Elements of the Power View Design Screen, Considerations When Using Power View, Types of Fields, A Single Table Example, Viewing the Data in Different Ways, Creating a Bar Chart for a Single Year, Column Chart, Displaying Multiple Years, Adding a Map, Using Tiles Showing Orders by Employee, Aggregating Orders by Product, Data Analysis Expressions (DAX), DAX Operators, Analyzing Profitability, Using the SUMX Function, Using the CALCULATE Function

Unit 5 **PowerMap and Statistical Calculations 12 Hours** Plotting a Map, Key Power Map Ribbon Options, Adding a 2D Chart, Inferential Statistics, Review of Descriptive Statistics, Calculating Descriptive Statistics, Measures of Dispersion, Excel Statistical Functions, Charting Data, Analysis ToolPak Functions, Using a Pivot Table to Create a Histogram Scatter Chart, Getting a Free Azure Account, Importing Hadoop Files into Power Query, Creating an Azure Storage Account, Provisioning a Hadoop Cluster, Importing into Excel, Creating a Pivot Table Creating a Map in Power Map

Prescribed Text Book

• Linoff, G. S. (2016). Data Analysis Using SQL and Excel. Wiley Publishing.

Course Code: MBAF04B33

Objectives

- To be able to write relatively advanced, well structured, computer programs in Python
- To be familiar with principles and techniques for optimizing the performance of Python numeric applications

Learning Outcomes

At the end of this course students will be able to:

- Use Ipython and other packages for data analysis
- Perform data visualization using Python
- Use Pandas and related packages and perform data modelling

COURSE CONTENTS

COURSE CONTENTS			
Unit 1	Introduction to Python language and Essentials	10 Hours	
How to use the Python standard library to write programs, access various tools, and document and			
automate analy	tical processes. Types (strings, lists, dictionaries, and more)Control F	Flow (if-then	
statements, loop	bing), Organizing code (functions, modules, packages), Reading and writin	g files	
Overview of Ol	pject-Oriented Programming (OOP)		
Unit 2	Accessing and Preparing data	10 Hours	
IPython Shell, (Custom environment settings, Jupyter Notebooks, Script editor, Packag	ges: NumPy,	
SciPy, scikit-learn, Pandas, Matplotlib, Seaborn, etc. Data types and objects, Loading packages,			
namespaces, Rea	ading and writingdata, Simpleplotting, Controlflow, Debugging, Codeprofili	ingAcquiring	
Data with Pytho	n: Loading from CSV files, Accessing SQL databases, Cleansing Data	with Python:	
Stripping out ex-	traneous information, Normalizing data, Formatting data		
Unit 3	Data Exploration and Data Visualisation	10 Hours	
Working with	Pandas data structures: Series and Data Frames, Accessing your data	ta: indexing,	
slicing, fancy i	ndexing, Boolean indexing, Data wrangling, including dealing with dat	es and times	
and missing data, Adding, dropping, selecting, creating, and combining rows and columns NumPy			
Essentials: The NumPyarray, N-dimensional array operations and manipulations, Memory mapped			
files, Data Visualization,2D plotting with Matplotlib, Advanced data visualization with Seaborn			
Unit 4	Exploiting Data with Pandas	10 Hours	
Database access with DB-API2 and SQL Alchemy, Executing SQL commands from Pandas Loading			
database data into a Data Frame, Combining& manipulating Data Frames: merge, join, concatenate			
Data manipulation with Pandas, Statistical analysis with Pandas, Time series analysis with Panda			

Data manipulation with Pandas, Statistical analysis with Pandas, Time series analysis with Panda Split-apply-combine with Data Frames, Data summarization and aggregation methods Pandas powerful group by method, Reshaping, pivoting, and transforming your data, Simple and rolling statistics

Unit 5Real World Modelling08 HoursDeep learning of the data analysis tools through lectures, & hands-on exercises, Develop transferable
skills through application to authentic data sets, Predict the future with time series analysis08 Hours

Prescribed Text Book

McKinney, W. (2017). Python for data Analysis: Data wrangling with Pandas, NumPy, and IPython (2nd ed.). O'Reilly Media

Fourth Trimester

Course Code:	Course Title: INTERNSHIP AND	Credits: 6	Hours, 190
MBA2P6B41	PROJECT REPORT		nours: 180

Objective

- To make the students to identify a problem form the industry, research and analyse it
- To expose the students to the challenges of the Corporate world experiences through corporate immersion

Learning Outcomes

At the end of this course students will be able to:

- Apply the acquired theoretical knowledge to solve a business problem
- Conduct an academic research project
- Prepare and present a research project report

COURSE DESCRIPTION

The students are required to undergo internship training along with Project for a period of 10 weeks as a part of their MBA programme during fifth trimester. This training will be required to be carried out after the Third End Trimester Examinations. During the project the students must work in an organization for a period of 10 weeks and study the company closely to understand the company with regard to its inception, performance, departments, industry, and products and must identify a company specific problem. The project would culminate by finding a solution to the identified problem. In this project work the students are required to take up research work with any organization. The internship and project work will carry 6 credits, which carries 150 marks (100 marks for Project work and 50 marks for Viva Voce Examination).

Fifth Trimester

Course Code: MBA203B51

Course Title: PRODUCTION AND OPERATIONSMANAGEMENT

Objectives

- To enhance knowledge and understanding of product design, development and delivery.
- To familiarize students on concepts on quality and maintenance management

Learning Outcomes:

At the end of this course students will be able to:

- Express sound knowledge of Production Designs, Plants Location and Layouts, Operations Management and Quality Management techniques.
- Analyze the efficient planning and implementation of Production and Operations techniques to the supply chain objectives of the firm.

COURSE CONTENTS

Unit 1Introduction10 HoursNature of Production, Importance and Scope ; Plant Location - Location Models; Plant Layout -
Types of Plant Layout; Product Design – Factors influencing design; Approaches to design; Process
Design – Process types, Vertical Integration, Make or Buy decision; Work Study, Method Study,
Work Measurement.(Theory & Problems)

Unit 2 Material Planning

Material Flow Systems - Push and Pull Systems, Aggregate Planning, MRP I, MRP II, ERP, MPS, Capacity Planning, DRP; Vendor Identification and Rating; Value Engineering; Line Balancing. (Problems).

Unit 3 Material Management

Classification of Inventory; Inventory cost; ABC analysis; JIT; Fixed Order Quantity System; Fixed Order Period System; EOQ and Computation of Total Inventory Cost. (Problems); Introduction to Supply Chain Management and Logistics Management.

Unit 4 Quality and Maintenance Management

Quality Control - Quality Gurus and their contribution to the world of Quality Management; Seven Tools of Quality Control; Lean management; ISO Standards; Quality Circles; Total Quality Management: Statistical Process Control – Types of control charts (theory only); Introduction to Six Sigma, QFD, POKAYOKE. Maintenance Management – Types of Maintenance, Total Productive Maintenance, and 5'S' concept.

Prescribed Text Book

• Ashwathappa., and Bhatt, S. (2012). Production and operations management (2nd ed.). Mumbai: Himalaya Publishing House.

References

- Chary S N. (2007). Production & operations management (3rd ed.). New Delhi: Tata McGraw Hill.
- Chunawalla., and Patel. (2007). Production and operations management, (6th ed.). Mumbai: Himalaya Publishing House.
- Heizer, J., Render, B., and Rajashekhar, J. (2009). Operations management (9th ed.). New Delhi: Pearson Education Inc.
- Gaither, N., and Frazier, G. (2009).Operations management, (9th ed.). New Delhi: Cengage Learning Pvt Ltd.

08 Hours

10 Hours

Course Code: MBA203B52

Objectives

- To understand the intricacies of business in an International environment
- To learn the role of foreign exchange in international cash flows
- To be aware of international financing decisions of MNCs

Learning Outcomes

At the end of this course students will be able to:

- Understand exchange rate dynamics
- Forecast exchange rates using international parity relationship theories
- Prepare capital budgets for MNC

COURSE CONTENTS

Unit 1 International Financial Environment

International Financial Environment, Globalisation and the Multinational Firm; International Monetary System; Current Exchange Rate Mechanisms; Balance of Payments (theory).

Unit 2 Foreign Exchange Markets

Market for Foreign Exchange; Rate of Exchange, Direct and indirect quotations, Cross rates, Spread; Spot and forward markets; Forward Rate Differential; Exchange Rate Determination.

Unit 3 International Parity Relationships

International Parity Relationships - Purchasing Power Parity (PPP), International Fisher Effect (IFE) and Interest Rate Parity (IRP); Forecasting Foreign Exchange Rates.

Unit 4 Financial Management of Multinational Corporations

10 Hours

06Hours

12 Hours

08 Hours

Foreign Direct Investment; International Cost of Capital (Theory); Multinational Capital Structure (Theory); International Capital Budgeting (Theory and problems); Multinational Cash Management; International Taxation Environment (Theory).

Prescribed Text Book

• Apte, P. G. (2009). International financial management (5th ed.). New Delhi: Tata McGraw Hill Education Pvt. Ltd.

- Eieteman, D. K., Stonehill, A. I., Moffett, M. A., and Pandey, A. (2007). Multinational business finance, (10th ed.). New Delhi: Pearson Education.
- Eun, C. S., and Resnick, B. G. (2008). International financial management (4th ed.). New Delhi: Tata McGraw Hill Education Pvt. Ltd.
- Jain. P.K., Peyrard, J., and Yadav, S. S. (2006). International financial management. New Delhi: Macmillan India Ltd.
- Madura, J. (2008). International financial management. New Delhi: Cengage Learning.
- Shapiro, A. C. (2002). International financial management. (4th ed.). New Delhi: Prentice Hall of India Ltd.
- Vyuptakesh, S. (2006). International financial management. New Delhi: PHI Ltd.
- Madhu, V. (2010). International financial management (3rd ed.). New Delhi: Excel Books.

Finance Specialization

Course Code: MBAA04B51

Course Title: DIRECT TAXATION

05 Hours

05Hours

28 Hours

Objectives

- To expose the students to the various provision of Income Tax Act relating to computation of Income individual assesse only.
- To provide a conceptual framework of taxation for financial planning

Learning Outcomes

At the end of this course students will be able to:

- Recognise the tax incidence of Direct Taxation.
- Classify the income from difference heads under Income Tax
- Calculate the Income Tax payable by an individual

COURSE CONTENTS

Unit 1 Foundation to Taxation

Impact of tax on savings and Investments; Ways to reduce tax burden-Tax evasion, avoidance and planning; Legal frame work, Cannons of taxation; Finance Bill; Scheme of income tax; Definitions - Assesse, person, assessment year, previous year; Income- gross total income, total income, agricultural income, exempted incomes u/s 10 (restricted to individual assesse); Direct Vs. Indirect taxes; A brief discussion of DTC.

Unit 2 Residential Status and Tax Incidence

Concept of Residential status, residential status of individual assesse (Theory only) - resident and ordinarily resident, resident but not ordinarily resident, non-resident; Residential status and incidence of tax – Indian and foreign income, incidence of tax for different tax payers, meaning of receipt of income, receipt vs. remittance, actual receipt vs. deemed receipt; Simple problems on tax incidence.

Unit 3 Sources of Income

(a)Salary Income: Concept of salary income, incomes forming part of salary, various kinds of retirement benefits along with their tax provisions, computation of income from salary (Simple Problems).

(b)Income From House Property: Meaning of house property, treatment as owner of house property, treatment of rental income from properties under different circumstances, determination of the annual value of a house property; Computation of income from house property after deductions u/s 24 (Simple problems).

(c) Capital Gains -Theory and problems (Excluding exemptions).

(d)Incomes taxable under the head other sources (Theory and simple problems)

Unit 4	Assessment of Individuals	10 Hours
Deductions u/s: 80 C, 80 CCC, 80 CCD, 80 D, 80 DD, 80 E, 80 G, 80 GG, 80 GGA, 80 QQB,		
80 U and other relevant section introduced in current finance bill applicable to individual		
assesse; Rebate u/s 87A; Computation of total income and tax liability of Individual assesse,		
problems	- In case of Business & Profession (Computed income shall be given).	

Prescribed Text Book

• Prasad, B. Direct taxes law and practice. Wishwa Prakashana.

- Pagare, D. (2002). Law and practice of income tax sultan chand and sons.
- Dr. Mehrotra., and Dr. Goyal. (2006-07). Direct Taxes Law and Practice (26th ed.). Sahitya Bhavan Publication.
- Dr. Singhania, V. K. (2014). Direct taxes law and practice (51st ed.). Taxmann publication.

Course Code: **MBAA04B52**

Course Title: STRATEGIC FINANCIAL MANAGEMENT

Hours: 48

Objectives

- To introduce the student to the tools and concepts needed to deal effectively with the formulation, Implementation and Monitoring of Strategic Financial decisions of the firm.
- To understand the process of corporate restructuring.
- To acquaint them value based management

Learning Outcomes

At the end of this course students will be able to:

- Demonstrate understanding the approaches for Corporate valuation
- Prepare value metrics for corporate
- Outline the Capital Re-structuring plans •

COURSE CONTENTS

Unit 1 | Strategic Financing Decisions

Meaning and importance of Strategic Financial Management, Scope and Constituents of Strategic Financial Management.

Unit 2 | Corporate Valuation

Meaning and approaches to Corporate Valuation - Adjusted Book Value Approach, Stock and Debt Approach, Comparable Companies Approach, Discounted Cash Flow Approach - Concept of Free Cash Flow to the Firm, Two and Three Stage Valuation Models.

Unit 3 Value Metrics

Shareholder Value Creation – Traditional and Modern Approaches – Value Drivers. Approaches to Value Based Management - Marakon Approach, Alcar Approach, McKinsey Approach, EVA Approach, BCG Approach. Metrics for Measurement of Performance - EPS, ROI, EBIT, EBITDA, RONA, ROCE, TSR, TBR, MVA, CVA, CFROI - Concept of Economic Depreciation. Executive Compensation and Value Creation. Employee Stock Option Plan. Balanced Scorecard

Unit 4 | Corporate Restructuring

Meaning and forms of corporate Restructuring – Spin off, Split off, Split up, Leveraged Buyout, Takeovers, Divestiture and other forms of corporate restructuring.

Unit 5 | Mergers & Acquisitions

Corporate Restructuring – Meaning and Forms. Mergers and acquisitions – Definition, Types, Motives for Merger or Acquisition, Steps involved in Merger, Mechanics of Merger – Legal, Accounting and Tax, Valuation for Mergers and Acquisitions, Financing of Merger and settlement - Exchange Ratio, Stock Vs. Cash Payments, (Problems) Defensive Tactics of Takeovers and disinvestment of PSU's.

Prescribed Text Book

Chandra, P. Financial management. Tata McGraw Hill Publishing Limited.

18 Hours

13 Hours

04 Hours

10 Hours

- Grinblatt, M., & Titaman, S. Financial markets & corporate strategy. Tata McGraw Hill.
- Bhat, S. Financial management. Excel Books
- Srivastava, R.M. Financial management and police. HPH
- Jakhotiya, G.P. Strategic financial management. Vikas Publishing House Private Limited.
- Vedpuriswar, A.V. Strategic financial management Achieving sustainable competitive advantage. Vision Books.
- Allen. Introduction to strategic financial management.

Course Code: MBAA04B53

Course Title: COMMERCIAL AND INVESTMENT BANKING

Objectives

- To provide a basic understanding of concept and functioning of commercial and investment banking industry in India
- To familiarize types of banking system regulation and control
- To familiarize core and support services of investment banks.

Learning Outcomes

At the end of this course students will be able to:

- Classify different types of banks in India and its functions
- Enumerate the modern trends in banking services
- Describe the Investment banking and services offered in India

COURSE CONTENTS

Unit 1 Evolution and Trends in Banking in India

Evolution of Banking Institutions in India- Nationalization, Role of Commercial Banks, Types of Commercial Banks, Sources of income for banks, Commercial Banking products, Banking reforms after 1990. Role of developmental banks in India, Banking Systems, E-Banking, Payment system, settlement system, Introduction- Investment Banking Vs. Merchant Banking; Evolution of American and European Investment Banks

Unit 2 Credit control, Regulation and Technology in Banking

16 Hours

11 Hours

RBI and its Role, monetary and credit policy, CRR, SLR in Banks, Banking system and Banks in India, Banking Regulation Act 1949. IRAC Norms (i.e, Income Recognition and Asset Classification norms), Non-performing Assets, Securitization Act. E-Banking, Payment system, settlement system, New Technology in banking, E-Services, debit and credit cards, Dynamic, Currency & EMI cards, Internet Banking, ATM, MICR, NEFT, RTGS, DEMAT, Concept of Green Banking, Green funding.

Unit 3 Risk Management

BASEL I, II and III, CRAR and RBI Prudential norms on New capital Adequacy and framework.

Unit 4Investment Banking in India08 HoursOrigin, Growth and Constraints in Investment Banking in India; Regulatory Framework for
investment banking; Anatomy of some leading Indian Investment Banks.08 Hours

Unit 5 Core Services of Indian Investment Banks

07 Hours

06 Hours

Role of investment banker in IPO; M &A Advisory; Corporate Advisory; Secondary Market Activities – Asset Management Services, Wealth Management Services

Prescribed Text Book

• Koch, W. T., and Scott, S. M. Bank management (2005). India: Thomson (South-Western).

- Khan, M. Y. Indian financial system (2004). New Delhi: Tata McGraw Hill.
- Srivastava, R. M. Management of Indian financial institutions (2005). Himalaya Publishing House.
- Avadhani. V. A. Investments and securities markets in India (2004). Himalaya Publishing House,
- Srinivasan, N. P. and Saravanavel, P. Development banking in India and abroad (2001). Ludhiana: Kalyani Publications.
- Fischer., and Jordan. (1987). Security analysis and portfolio management. Prentice-Hall, Pearson.
- Chandra, P. (2012). Investment analysis and portfolio management. McGraw-Hill.
- Rupert, R. H. (1993). The new era of investment banking. Probus Publishing Company.
- Bhat, S. (2009). Security analysis and portfolio management. New Delhi: Excel Books.

Course Code: MBAA04B54

Course Title: SECURITIES VALUATION

Objectives

- To understand various fixed income securities.
- To know fixed income markets and instruments, as well as the risks associated with fixed income investments.
- To familiarize the equity valuation

Learning Outcomes

At the end of this course students will be able to:

- Classify the Money market instruments •
- Calculate the Bond Prices •
- Identify the different types of valuation for Equities and Bonds •

COURSE CONTENTS			
Hours			
Types of			
epos and			
Reverse Repos.			
Hours			
Theoretical bond pricing; Different types of yield - Current yield, YTM, realized			
yield to maturity; Bond price theorems; Term structure of interest rates; Zero-			
Coupon; Yield Curve and its computation; Determinants of interest rates; Bond risks			
Houng			
nours			
trategies;			

Unit 4 | Equity Valuation

12 Hours Techniques of Equity valuation; Balance sheet valuation; Dividend discount models -Single period valuation, Multi-period valuation, Zero growth model, Two stage growth model, H Model; Relative Valuation techniques - P/E ratio, Price-book value ratio and Price-sales ratio

Prescribed Text Book

Fabozzi, J. (2012). The handbook of fixed income securities (2nd ed.). McGraw-Hill.

References

Prasanna, C. (2010). Investment analysis and portfolio management (3rd ed.). McGraw-Hill.

International Finance Specialization

Course Code: MBAA04B51

Course Title: DIRECT TAXATION

05 Hours

05 Hours

28 Hours

10 Hours

Objectives

- To expose the students to the various provision of Income Tax Act relating to computation of Income individual assesse only.
- To provide a conceptual framework of taxation for financial planning

Learning Outcomes

At the end of this course students will be able to:

- Recognise the tax incidence of Direct Taxation.
- Classify the income from difference heads under Income Tax
- Calculate the Income Tax payable by an individual

COURSE CONTENTS

Unit 1Foundation to Taxation

Impact of tax on savings and Investments; Ways to reduce tax burden-Tax evasion, avoidance and planning; Legal frame work, Cannons of taxation; Finance Bill; Scheme of income tax; Definitions - Assesse, person, assessment year, previous year; Income- gross total income, total income, agricultural income, exempted incomes u/s 10 (restricted to individual assesse); Direct Vs. Indirect taxes; A brief discussion of DTC.

Unit 2 Residential Status and Tax Incidence

Concept of Residential status, residential status of individual assesse (Theory only) - resident and ordinarily resident, resident but not ordinarily resident, non-resident; Residential status and incidence of tax – Indian and foreign income, incidence of tax for different tax payers, meaning of receipt of income, receipt vs. remittance, actual receipt vs. deemed receipt; Simple problems on tax incidence.

Unit 3 Sources of Income

(a) Salary Income: Concept of salary income, incomes forming part of salary, various kinds of retirement benefits along with their tax provisions, computation of income from salary (Simple Problems). (b) Income From House Property: Meaning of house property, treatment as owner of house property, treatment of rental income from properties under different circumstances, determination of the annual value of a house property; Computation of income from house property after deductions u/s 24 (Simple problems). (c) Capital Gains -Theory and problems (Excluding exemptions).(d) Incomes taxable under the head other sources (Theory and simple problems)

Unit 4 Assessment of Individuals

Deductions u/s: 80 C, 80 CCC, 80 CCD, 80 D, 80 DD, 80 E, 80 G, 80 GG, 80 GGA, 80 QQB, 80 U and other relevant section introduced in current finance bill applicable to individual assesse; Rebate u/s 87A; Computation of total income and tax liability of Individual assesse, problems - In case of Business & Profession (Computed income shall be given).

Prescribed Text Book

• Prasad, B. Direct taxes law and practice. Wishwa Prakashana.

- Pagare, D. (2002). Law and practice of income tax. Sultan Chand and Sons.
- Dr. Mehrotra., and Dr. Goyal. (2006-07). Direct taxes law and practice (26th ed.). Sahitya Bhavan Publication.
- Dr. Singhania, V. K. (2014). Direct taxes law and practice (51st ed.). Taxmann publication.

Course Code:
MBAB04B51

Course Title: PERFORMANCE MANAGEMENT

Objectives

- To develop knowledge and skills in the application of management accounting techniques to quantitative and qualitative information for planning, decision making, performance evaluation and control.
- To provide knowledge about performance measurement and control

Learning Outcomes

At the end of this course students will be able to:

- Describe the dimensions of performance relevant to financial firms.
- Calculate contemporary measures of financial measures of performance
- Analyse business performance of private and public sectors

COURSE CONTENTS			
Unit 1Specialist cost and management accounting techniques06 Hor	urs		
Activity Based Costing -Cost drivers; Target costing - Target costing in service	and		
manufacturing industries; Life cycle costing; Throughput accounting -Theory of constra	ints;		
Throughput Accounting Ratio; Environmental accounting.			
Unit 2Decision making techniques12 Hot	urs		
Relevant cost analysis - Opportunity costs; Cost volume profit analysis - Break-even pe	oint;		
Margin of safety; Break even charts, profit volume charts; Limiting factors -Shadow prices; S	lack		
for decision making, Pricing decisions - price elasticity of demand; Pricing strategies; Mak	e or		
buy and other short term decisions; Dealing with risk and uncertainty in decision making			
Unit 3Budgeting and control11 Hot	urs		
Budgetary systems ; Types of budget – Fixed, Flexible, zero based, activity based, incremental,			
top down, bottom up, master and functional budgets, Quantitative analysis in budgetin	ıg –		
Learning rate and learning effect; Learning curve, Standard costing			
Unit 4Analysis of Variances14 Hot	urs		
Material mix and yield variances; Sales mix and quantity variances; Planning and operational			
variances; Performance analysis and behavioural aspects.			
Unit 5Performance measurement and control05 Hor	urs		
Performance management information system; review; Performance analysis in private sector			
organisation; Divisional performance and transfer pricing ; Performance analysis in not-for-			
profit organisations and the public sector ; External considerations and behavioural aspects.			

Prescribed Text Book

• Kaplan, R. S., Atkinson, A. A. (1998). Advanced management accounting. Prentice Hall.

- Performance management. Becker Educational Development Corp. 2016.
- Performance management. Kaplan Publishing. 2016.
- Performance management. BPP Learning Media LTD. 2016.
- Colin, D. (2001). Management and cost accounting. Thomson Learning.
- Garison, R. H. & Noreeb, E. W. (2000). Managerial accounting. New Delhi: McGraw Hill.
- Jawaharlal. (2009). Advanced management accounting text, problems and cases. S. Chand
- Hilton, R. W. (2006). Managerial accounting. New Delhi: McGraw Hill.
- Leonard, B. E., and Cardy, R. L. Performance management: concepts, skills, and exercises.
- Cokins, G. Performance management: integrating strategy execution, methodologies.

Course Code:
MBAB04B52

Course Title: ADVANCED FINANCIAL MANAGEMENT

Objectives

- To explain and evaluate the role and responsibility of the senior financial executive or advisor in meeting conflicting needs of stakeholders
- To evaluate the impact of macro-economics and recognise the role of international financial institutions in the financial management of multinationals
- To evaluate potential investment decisions and assessing their financial and strategic consequences, both domestically and internationally

Learning Outcomes

At the end of this course students will be able to:

- Appraise the investment proposal
- Recognise the valuation of financial re-structuring
- Select the financial derivatives for hedging.

COURSE CONTENTS

Unit 1Role and Responsibility towardsStakeholders and Economic06 HoursEnvironment for Multinational Organizations

Role and responsibility towards stakeholders and Economic environment for multinational Organizations: The role and responsibility of senior financial executive/advisor ; Financial strategy formulation; Conflicting stakeholder interests ; Ethical issues in financial management; Environmental issues and integrated reporting ; Management of international trade and finance; Strategic business and financial planning for multinational organizations.

0		
Unit 2	Advanced Investment Appraisal	10 Hours
Discoun	ted cash flow techniques; Application of option pricing theory in investment	nt decisions;
Impact of	of financing on investment decisions and adjusted present values; Valuation ar	nd the use of
free cash	flows; International investment and financing decisions.	

Unit 3Acquisitions, Mergers, Corporate Reconstruction and Re-organisation14 HoursM&A versus other growth strategies; Valuation for M&As; Regulatory framework and processes;
Financing M&A; Financial reconstruction; Business re-organisation.14 Hours

Unit 4	Treasury and Advanced Risk Management Techniques	09 Hours
The role	of the treasury function in multinationals; The use of financial derivatives to h	nedge
against f	orex risk; The use of financial derivatives to hedge against interest rate risk	

Unit 5	Emerging issues in Finance and Financial Management	14 Hours
Develo	pments in world financial markets; Developments in international trade and fin	iance;
Develo	pments in Islamic financing.	

Prescribed Text Book

• Hampton, J. Financial decision making - concepts, problems & cases. PHI

- Schall., & Haley. Financial management. McGraw Hill. New York.
- Brealey., & Myres. Principles of corporate finance. McGraw Hill. New York.
- Chandra, P. Financial management, theory and practice. Tata McGraw Hill.
- Khan., & Jain. Financial management. Tata McGraw Hill.
- Pandey, I. M. Financial management. Viaks Publishing House.
- Kuchal, S. C. Financial management. Allahabad: Chaitanya Publishers.
- Chakraborthy et.al. Financial management and control. Mcmillan India Ltd.

Course Code: MBAB04B53

Course Title: STRATEGIC BUSINESS REPORTING

Objectives

- To evaluate the financial reporting framework
- To prepare the financial statements of groups of entities in accordance with relevant accounting standards
- To discuss the implications of changes in accounting regulation on financial reporting
- To appraise the financial performance and position of entities

Learning Outcomes

At the end of this course students will be able to:

- Apply fundamental ethical and professional principles to ethical dilemmas and discuss the consequences of unethical behaviour
- Evaluate the appropriateness of the financial reporting framework and critically discuss changes in accounting regulation
- Apply professional judgment in the reporting of the financial performance of a range of entities
- Prepare the financial statements of groups of entities
- Interpret and advise on the meaning of financial statements that include non-financial data including segmental, sustainability and integrated reports for different stakeholders

COURSE CONTENTS

Unit 1 The professional and ethical duty of the accountant and financial 06 Hours reporting framework

Professional behaviour and compliance with accounting standards; Ethical requirements of corporate reporting and consequences of unethical behaviour; Social responsibility; The applications, strengths and weaknesses of an accounting framework; Critical evaluation of principles and practices.

Unit 2 Reporting the financial performance of entities **10 Hours**

Performance reporting; non-current assets; Financial instruments; Leases; Segment reporting; Employee benefits; Income taxes; Provisions, contingencies and events after the reporting the date; Related parties; Share-based payment; Reporting requirements of SMEs.

Unit 3 | Financial statement of groups of entities

Group accounting including statements of cash flows; Continuing and discontinued interests; Changes in group structures; Foreign transactions and entities; Financial reporting in specialized, not-for-profit and public sector entities.

Unit 4 The appraisal of financial performance and position of entities **14 Hours**

The effect of changes in accounting standards on accounting system; Proposed changes to accounting standards; The creation of suitable accounting policies; Analysis and interpretation of financial information and measurement of performance

Unit 5 Current developments

04 Hours

Environment and Social reporting; Convergence between national and international accounting standards; Current reporting issues

Prescribed Text Book

• Dr. Porwal, L. S. (2010). Accounting theory. New Delhi: Tata McGraw Hill.

- Dr. Saini, A. L. IFRS for India. Snow white publications.
- Tripathy, S. Roadmap to IFRS and Indian accounting standards.
- IFRS explained A guide to International financial reporting standards. BPP learning Media.
- Ghosh, T. P. IFRS for finance executives. Taxman allied services private limited.
- Garg, K. IFRS concepts and applications. Bharath law house private limited.
- Kirk, R. J. IFRS: A Quick Reference Guide. Elsevier Ltd.
- Kumar, V. M. P. First lesson to international financial reporting standards beginners guide. Prime Knowledge Services.
- Finch, C. A student's guide to international financial reporting standards. Kalpan Publishing.

Human Resource Specialization

Course Code:	Course Title: LABOUR LEGISLATIONS	Credits: 4	Hourse
MBAC04B51	AND WELFARE		nours: 4

Objectives

- To understand the legislations on working conditions, employment and remuneration.
- To familiarise with laws and policies relating to welfare measures.

Learning Outcomes

At the end of this course students will be able to:

- Comprehend various labour legislations on working conditions, employment, wages and bonus
- Devise welfare measures for labourers of different kinds

COURSE CONTENTSUnit 1Labour Legislations on Working Conditions18 HoursFactories Act – 1948; Shops and Establishments Act–1947; Contract labour (Regulation & Abolition) Act – 1970; Provisions relating to health, safety & welfare measures; Night shift work.

Unit 2 | Legislation on Employment

Industrial Employment (Standing Order) Act – 1946 (With recent amendments).

Unit 3Legislations on Wages and Bonus15 HoursPayment of Wages Act – 1936; Minimum Wages Act – 1948; Payment of Bonus Act – 1965;
Equal Remuneration Act 1976 (With recent amendments).15 Hours

Unit 4 Labour Welfare

10Hours

05 Hours

Concept, Scope, Need; Voluntary Welfare Measures, Statutory Welfare Measures; Labour Welfare Funds, Education and Training Schemes; Welfare of Special Categories of Labour - Child Labour, Female Labour, Contract Labour, Construction Labour, Agricultural Labour, Differently abled Labour, BPO & KPO Labour; Social Assistance, Social Security - implications.

Prescribed Text Book

• Mishra, S. N. (2010). Industrial and labour law. New Delhi: Central Law Publication.

- Singh, B. D. (2009). Labour laws for managers. New Delhi: Excel Books.
- Sharma, A. M. (2011). Industrial jurisprudence and labor legislation (6th ed.). Himalaya Publishing House.
- Singh, B. D. (2011). Industrial relations (1st ed.). Excel Books.
- Blanpain, R. (2010).Comparative labour law and industrial relations (10th ed.). Kluwer Academic Publishers.
- Kapoor, N. D. (2013). Industrial legislation. Bare Acts

Course Code: **MBAC04B52**

Course Title: STRATEGIC HUMAN RESOURCE MANAGEMENT

Objectives

• To understand the integration between Corporate Strategy and Human Resource Management from managerial perspective.

• To understand HR functions as a strategic partner in the formulation and implementation of the company's strategies.

Learning Outcomes

At the end of this course students will be able to:

- Apply critical thinking skills in analysing theoretical & applied perspectives of strategic HRM
- Demonstrate the application of problem solving and evaluation skills in HRM
- Describe the dynamic nature of global competition and of social and technological trends and their significance for HRM practice.

COURSE CONTENTS

Unit 1 | Introduction

Strategic Human Resource Management -Definitions, Concept, Characteristics, Significance and Evolution; Prerequisites; Models of SHRM: Schools of thought, SHRM themes, SHRM framework.

Unit 2 | Emerging Trends in HRM

Emerging HR skills and Competencies; Influence of External and Internal environmental factors in HRM; Impact of technology on HRM and E-HRM: Changing practices and emerging trends; Investment perspective to HRM.

Unit 3 | Strategic HRM

Importance of HR to strategy; Role of HRM in strategy formulation; HR planning and strategic planning integration: Approaches and steps; Strategic HR planning typologies.

Application of SHRM- Strategy driven role behaviours, culture and subsystems; Workforce utilization and employment practices; Strategic staffing, Strategic learning, Strategic reward, Strategic Appraisal and Development.

Unit 4 | Evaluating HR Practices

Performance impact of HR practices; Evaluating Strategic contributions of HR practices, Dimensions of evaluation, Approaches and Methods of evaluation, Trends in evaluation; Employer branding and HR-Market integration; Emerging issues and concerns in SHRM.

Prescribed Text Book

• Greer, C. R. (2001). Strategic human resource management. New Delhi: Pearson Education.

References

- Chanda, A. and Kabra, S. (2000). HR strategy. New York: SAGE Publications.
- Tyson, S. (1995). HR strategy. London: Pitman Publishing.
- Recent articles from HBR and other relevant international and Indian publications.

10 Hours

14 Hours

10 Hours

Course Code: **Course Title: ORGANISATIONAL CHANGE** MBAC04B53 AND DEVELOPMENT

Objectives

- To understand the theory and practice relating to the processes of organization development and change.
- To develop insight and competence in diagnostic and intervention processes and skills for initiating and facilitating change in organizations.

Learning Outcomes

At the end of this course students will be able to:

- Demonstrate understanding on the need for change in the current economic climate
- Comprehend the organisational change and development concepts.
- Implement change interventions effectively in organisations

COURSE CONTENTS

Unit 1 Introduction

Organisational Development - Definition, Nature and Scope, Models; OD practitioner role, competencies and professional ethics; OD processes- Initiating OD relationship, Contracting and diagnosing the problem; Diagnosing models - Open systems, Individual level, Group level and organizational level diagnosis; collection and analysis for diagnostic information, Feedback.

Unit 2 Designing OD Interventions

Employee process interventions - Coaching, Training and Development, Consultation, Third party intervention and Team building; Organization confrontation - Meeting, Intergroup relations; Intervention and Large group interventions; Techno Structural Interventions-Structural design, Downsizing, Reengineering, Employee Involvement, Work design, Socio -Technical systems approach.

Organizational Change Unit 3

Organisational change - Definition, Nature, Types, Theories, Forces, Kurt Lewin's model, Change Need Analysis, Contents of change; Building capability for change, Change Agent, Action Research and dialogue, Cultural change, Creating support systems and managing transition, Process oriented, Competitor oriented and Customer oriented strategies.

Unit 4 Mobilizing Support and Executing Change **10 Hours** Four approaches to change; Framing change; Negotiating change; Executing change,

Challenges of execution, Developing cross functional linkages, Resistance to change and Overcoming resistance.

Prescribed Text Book

Cummings, T. G., and Worley, C. G. (2005). Organizational development and change. Stamford: Cengage Learning.

14 Hours

14 Hours

- Harigopal, K. (2006). Managing organizational change. New Delhi: Response Books.
- Nilakant, V. and Ramnarayan, S. (2006). Change management. New Delhi: Response books.
- Palmer., Dunford., and Akin. (2009). Managing organizational change. (2nd ed.). New York: McGraw-Hill.
- Singh, K. (2010). Organizational change and development. Bangalore: Excel Books
- Ramnarayan, S. and Rao, T. V. (2011). Organizational development. New Delhi: Sage Publication.
- French, W. L., Bell, C. H., & Veena Jr. (1995). Organization development. Bangalore: Pearson Education.
- Sharma, R. (2007). Change management. New Delhi: Tata McGraw Hill.

Course Code: **Course Title: BUILDING LEARNING MBAC04B54 ORGANIZATION AND HRIS**

Objectives

- To provide insight on learning organizations, knowledge management and HRIS.
- To develop capabilities for effective leadership for talent management. •

Learning Outcome

At the end of this course students will be able to:

• Demonstrate the importance of knowledge management and talent management for building learning organization.

Credits: 4

Hours: 48

- Identify different leadership and the role of it in learning organization.
- Describe the role of HRIS in learning organization.

Unit 1 Introduction **10 Hours** Nature of Learning Organisation, Peter Senge's Model; Three phases of learning, Double loop learning, Adaptive and Generative Learning, Building a Learning Organization. Core issues and themes in building learning enterprise - Vision, Strategy, Organization structure, Techniques and approaches; Coping with change.

Unit 2 **Knowledge Management**

Definition, Nature and scope; Reasons for managing knowledge; Knowledge intensive organization, Infrastructure for knowledge management, Role of information technology in knowledge management.

Unit 3 Leadership

COURSE CONTENTS

Leadership in contrast with managers, Classical studies on leadership, trait theory, participative vs. autocratic, person oriented Vs. production oriented, Leaders and followers, member exchange model, attribution approach, leader expectation of followers' behaviour, Transformational Leadership, Charismatic Leadership, Providing HR leadership to business.

Unit 4 **Talent Management**

Meaning and Significance; Aligning HRM goals to business, Attracting and Retaining talent; Employer branding activities; Inculcating performance ,culture, Right sizing, Work life balance initiatives.

Unit 5 HRIS

HRIS- Meaning, goals, objects, components of HRIS – SAP, People Soft applications.

Prescribed Text Book

Luthans, F. (2012). Organizational behaviour. (10th ed.). New Delhi: Tata McGraw Hill.

References

- Rastogi, P. N. (2009). Building a learning organization. New Delhi: Wheeler Publishing Company.
- Natarajan, G. (2010). Knowledge management. New Delhi: Tata McGraw Hill.
- Rao, M. M. (2011). Learning with knowledge. New Delhi: Tata McGraw Hill.

10 Hours

12 Hours

11 Hours

Marketing Specialization

Course Code: MBAD04B51

Course Title: SERVICES MARKETING

Objectives

- To develop insights on emerging trends in the service sector of a developing economy.
- To deal with issues involved in management of services.

Learning Outcomes:

At the end of this course students will be able to:

- Narrate the key differences in services marketing and must be able to tangibilize services into meaningful products.
- Formulate a services Marketing strategy, deal with issues in marketing services and know the insights in services trends.

Unit 1 Introduction

Services marketing- Origin, Growth and classification of services, Emergence of Service Economy; Nature of Services; Goods and Services Marketing; Marketing Challenges in service business; Marketing framework for service business.

Unit 2 Customer Behaviour

Consumer - behavior in services, search, experience, choice; Customer Expectations; Customer satisfaction; Services Marketing Mix – 7Ps of marketing mix, product, price, place, promotion, people, process and physical evidence.

Unit 3 Quality Assessment

Service Quality: Quality Issues and Quality Models – Gaps and SERVQUAL / RATER; Demand-supply Management; Advertising, Branding, Packaging and Pricing of services.

Unit 4 Services Strategy

Services failure; Service recovery; Customer retention; Customer Relationship Management; Designing of service strategy; Concepts of Marketing of financial services, tourism services, health services; Service Industry in India.

Prescribed Text Book

- Jha. Service marketing. Himalaya.
- Lovelock., Writz., & Chatterjee. Services marketing: people, technology, strategy. New Delhi: Pearson Education.
- Nargundkar, R. Services marketing. Tata McGraw Hill

References

- Apte, G. (2004). Services marketing. Oxford University Press.
- Bhattarcharjee. (2009). Services Marketing. New Delhi: Excel Books
- Nargundkar. (2010). Service marketing. (3rd ed.).Tata McGraw Hill.
- Nimit & Chowdhary, M. (2009). Text book of marketing of services: The Indian experience. MacMillan India Limited
- Srinivasan, R. (2010). Services marketing. New Delhi: PHI Learning Pvt ltd.
- Zeithaml, V. A and Bitner, M. J. (2002). Services Marketing. New York, McGraw Hill.

10Hours

14 Hours

14 Hours

Course Code: MBAD04B52

Course Title: RETAIL MANAGEMENT

Objectives

- To know the concept, process and management of retail business
- To be acquainted with retail strategy and overall planning processes. •

Learning Outcomes

At the end of this course students will be able to:

- Explain the retailing business concepts and its types
- Differentiate various retail formats on the basis of various attributes
- Judge the pros and cons of a retail store attributes

COURSE CONTENTS

Unit 1 Nature and Importance of Retailing

Retailing and Retailers; Place of Retailing in Marketing Mix; Economic and Social importance; Size of Retail Market; Operating Expenses and Profits; Retailing in India; Classifying Retail Firms- Forms of Ownership, Operational Structure, Service and Price Orientation, Merchandise Offering.

Unit 2 **Store and Non-store Retailing**

Types of Merchandisers - Single Line Store, General Store, Variety Store, Departmental Store, Supermarket, Superstore, Combination Store, Hypermarket, Discount Store, Warehouse Showroom, Catalogue Storing, In-home Retailing; Sponsored Cooperative Chain; Manufacturers' Sponsored Franchising System.

Unit 3 **Retail Strategy and Decision**

Retail Perspective; Understanding the Retail Customer; Target Market Selection; Merchandise -Planning and Management, Merchandise Buying; Retail Pricing and Merchandise Performance; Store - Location, Size, Image, Design and Layout; Shop Design.

Unit 4 **Creating and Sustaining Value**

Retail Marketing Communication; Servicing the Retail Customer; Supply Chain Management; Growth of Shopping Malls, Factory Outlet and Discount Malls.

Prescribed Text Book

• Gilbert, D. (2003). Retail marketing management. (2nd ed.). Pearson India.

References

- Pradhan, S. (2013). Retailing management text & cases. New Delhi: MH Publications.
- Lusch, R. F., Dunne, P., and Gable, M. (1994). Retail management (2nd ed.). South Western Pub. Co

14 Hours

10 Hours

10 Hours
Course Code: MBAD04B53

Objectives

- To obtain a solid understanding of digital marketing arena, and the requisite knowledge
- To acquaint the students to learn qualitatively and quantitatively evaluate marketing impact.

Learning Outcomes

At the end of this course students will be able to:

- Analyse the confluence of marketing, operations, and human resources in real-time delivery.
- Demonstrate cognitive knowledge of the skills required in conducting online research
- Investigate and evaluate issues in adapting to globalised markets that are constantly changing

COURSE CONTENTS

Unit 1Introduction10 HoursDigital marketing channels and classifications; Relationship to purchase funnel Fundamental
Ideas Underlying Digital Marketing: Search costs; Data-enabled capabilities; Internet "Law of
Gravity" Marketing Opportunities on the Internet; Web Business Models; Indian digital
marketing scenario. Content Marketing and Influencer Marketing

Unit 2 | Display & Search Advertising

Programmatic and traditional buying; Ad targeting; Ad "retargeting"; User ad annoyance; Measuring impact; "Super Bowl Impossibility Theorem". Sponsored search; Search engine optimization; Evaluation metrics; Strategic aspects of "Broad Match" and automation tools; "Poaching" on keyword; Measuring effectiveness; Spill overs from display to search; Attribution, Google Ads

Unit 3 Social Media Marketing

10 Hours

10 Hours

10 Hours

Web1.0,2.0 &3.0; Web 4.0, Social Media Strategy; e-WOM; Facebook Marketing; YouTube Marketing; LinkedIn Marketing; Twitter Marketing; Google Analytics, User engagement on social networks; Social advertising; Social, media analytics; Impact of online reputation; Social Technology and its marketing influence in India

Unit 4 Mobile Marketing

Understanding the Mobile Consumer; Mobile Search; Mobile Ads; Quick Response (QR) Codes; Near Field Communication (NFC); SMS; Mobile Analytics; Mobile only marketing; Cashless marketing in India; User response to privacy concerns; Data sharing "paradox"; Impact of privacy regulation on ad targeting and effectiveness; The "Dark Side": Digital ad fraud.

Prescribed Text Book

• Gupta, S. (2017). Digital marketing. McGraw Hill Education ISBN 9789387067608.

- Ryan, D. (2014). Understanding digital marketing: marketing strategies for engaging the digital generation (3rd ed.). Kogan Page. ISBN-10: 0749471026
- Clarke, A. (2016). SEO 2017 Learn search engine optimization with smart internet marketing strategies. ISBN-13: 978-0470529393
- Rowles, D. (2014). Mobile marketing: how mobile technology is revolutionizing marketing.
- Communication and advertising. Kogan Pages. ISBN 978-0-7494-6938-2

Course Code: MBAD04B54

Course Title: BUSINESS TO BUSINESS MARKETING

Credits: 4

Hours: 48

Objectives

- To give insights to the students about the applications of marketing concepts in business to business marketing.
- To enable students differentiate B2B marketing from consumer marketing with real time cases.

Learning Outcomes

At the end of this course students will be able to:

- Translate Marketing knowledge into a Business to Business Marketing context by understanding negotiation and relationship process.
- Employ Marketing Mix strategies to newer Business to Business opportunities and tackle critical problems that arise.

COURSE CONTENTS		
Unit 1 Introduction	10Hours	
Business Marketing, Business and Consumer marketing; Nature of Industri	al goods and	
services; The supply chain ; Classifying goods for the business mark	et; CVP and	
characteristics of business markets; Business marketing strategy; The organization	ational buying	
process; TCO; Segmenting purchase categories; E-procurement and E-sou	rcing; Ethics,	
whistle blower; Buying center risk reduction strategies.		
Unit 2 Relationship Management	14 Hours	
Relationship marketing, types and nature of relationships; Managing	buyer seller	
relationships, significance of switching costs; Measuring customer profitability	ity; Managing	
unprofitable customers; acquiring and firing customers; Relationship market	ing programs,	
financial impact and targeting.		
Unit 3 Market opportunities	10 Hours	
Business market segmentation bases, requirements and benefits; Risk and return	n in customer	
portfolio; choosing market segments and implementing strategies; Demar	d forecasting	
quantitative and qualitative; Business marketing planning and functiona	l integration;	
International business process perspective; Capturing global advantage ,marke	t and resource	
access; Global market entry options advantages and disadvantages.		
Unit 4 Managing 4Ps	14 Hours	
Product policy, positioning and technology adoption lifecycle; Management of i	nnovation and	
technology; New product development process and disrupters; Fast paced product		
development; Business service marketing experiences, satisfaction and challenges; Service		
perishability and non-ownership; Hybrid offerings; Business marketing channel management;		
Logistics and supply chain management; Pricing Strategies; Managing sales force and account		
management process ; Business marketing promotion mix; Evaluating business marketing		
strategy and performance.		

Prescribed Text Book

• Hutt, M. D., Sharma, D., & Spah, T. W. (2010). B2B marketing (11th ed.). Cengage Learning.

- Vitale, R., Pfoertsch, W., & Giglierano, J. (2010) Business to business marketing. ISBN13: 9780136058281
- Brennan, R., Canning, L., & McDowell, R. (2014). Business to business marketing (3rd ed.). Sage Publishing.

General Management Specialization

Course Code: **MBAE04B51**

Course Title: FAMILY BUSINESS MANAGEMENT

Hours: 48

Objectives

- To understand the unique assets and vulnerabilities of family enterprises.
- To study the relationship between the role of the board, the family council, and top • management in providing effective governance for family business continuity.

Learning Outcomes:

At the end of this course students will be able to:

- Differentiate the family with family business.
- Outline the growth in business and relationship in family.
- Prepare modes of succession planning in family business

COURSE CONTENTS

Unit 1 Introduction

Family business-Nature and scope; Competitive strengths and weaknesses of the Family firm; Perspectives from psychology, Sociology and anthropology; Dynamics of family interactions and effects on the firm.

Unit 2 **Different Perspectives**

As an outsider in a family firm, Role of board of directors and family councils; Entering and exiting the family firm; Role of women in the family firm; Cultural perspectives; Case studies in Indian scenario.

Unit 3 **Power and Politics**

Power struggles in the family firm, Management of succession, Approaches to financing the family firm, Estate and special legal issues in the family firm; Case studies in Indian scenario.

Unit 4 **Family Business Strategies**

Corporate and Business growth strategies of family run conglomerates, Infusing professional talent, Mergers and Acquisitions, Consolidation; Innovation in Family business management; Future scope of family business.

Prescribed Text Book

• Aronoff, C. E., McClure, S. L., and Ward, J. L. (2003). Family business succession: the final test of greatness (2nd ed.). Marietta, GA: Family Enterprise Publishers.

References

• Craig E. A., & Ward, J. L. (2010). Family business governance: maximizing family and business potential (family business leadership). ISBN Number: 0230111068, 978-0230111066

10 Hours

14 Hours

10 Hours

14 Hours

Course Code: MBAE04B52

Credits: 4

Objectives

- To enrich issue based inputs of the severity of IPR and its relevance in the globalised era
- To understand how IPR affects technology transfer across countries

Learning Outcomes

At the end of this course students will be able to:

- Deliberate on the different forms of Intellectual Properties
- Understanding of various International IPRs and its applications in business
- Use the Legal aspects of IPRs in business conflicts

COURS	E CONTENTS	
Unit 1	Introduction	08 Hours
IPR- M	eaning, Invention and Creativity, An Overview of Intellectual	Property (IP),
Importa	nce, Protection, types; Forms of Industrial Properties- Patents, Ind	ustrial Designs,
Plant Va	rieties, Copyrights, Trademarks.	
Unit 2	International Protection of Intellectual Property Rights	15 Hours
General	Agreement on Trade and Tariff (GATT), Establishment of WTO,	GATS ; Patent
Co-oper	ation Treaty, TRIPS agreement, Bern Convention, Rome convention,	
Unit 3	Patents, Copyrights, Trademarks, Other Intellectual	15 Hours
	Property Rights	

Introduction to Patents- Overview, Historical development, Concepts on Novelty, Utility, Non-obviousness; Patentable and Non-Patentable Inventions; Procedure for Filing of patents; Acquisition of Patent rights; Compulsory Licenses, Patent offices in India and Jurisdiction; Copyrights and related rights, Trade Marks and rights arising from Trademark registration, Definitions, Industrial Designs, Protection of Geographical Indications at National and International levels, Plant Varieties, Application Procedures, Trade Secret.

Unit 4	Legal Aspects of Intellectual Property Rights	10 Hours
Infringe	ment of Patents and Remedies; Modification of granted Patents;	
Violatio	n-Copyright and related rights, Trade Marks; Protection against unf	air competition;
Enforce	ment of Intellectual Property Rights.	

Prescribed Text Book

• Ganguli, P. (2008). Intellectual property rights. New Delhi: McGraw Hill Education India

References

• Chandrasekaran, A. (2004). Intellectual property law. Chennai, India: C. Sitaraman & Co. Pvt. Ltd.

- Reddy, G. P. (2004). Intellectual property rights & other law. Hyderabad, India: Gogia Law Agency.
- Narayanan, P. (2002). Patent law. (4th ed.). Kolkata, India: Eastern Law House.
- Narayanan. P. (2002). Intellectual property rights (3rd ed.). Kolkata, India: Eastern law House.
- Dr. Vashishth, V. (2002). Law & practice of intellectual property in India. New Delhi, India: Bharath Law House Pvt. Ltd.
- Unni. V. K. (2002). Trademarks & the emerging concepts of cyber property Rights. Kolkata, India. Eastern Law House.

Course Code: MBAE04B53

Course Title: DISASTER MANAGEMENT

Objectives

- To understand various disasters management practices followed.
- To monitor and control the outcomes of disaster management practices.

Learning Outcomes

At the end of this course students will be able to:

- Demonstrate understanding on the Emergency/Disaster Management Cycle
- Apply technology in Disaster Management
- Develop a strategy for Prevention, Mitigation, Preparedness, Response and Recovery

COURSE CONTENTS Unit 1 Introduction

10 Hours

Definition, Disaster Preparedness, Goals and Objectives of ISDR Programme, Risk Identification, Risk Sharing; Disaster and Development - Development Plans and Disaster Management, Alternative to Dominant Approach, Disaster - Development Linkages, Principle of Risk Partnership.

Unit 2	Application	of Techr	ology In Disas	ster Risk Mi	tigation	14 Hour	rs
Data Ba	ses, RDBMS	, Manage	ment Informati	ion Systems, I	Decision S	upport Syste	em
and Ot	her Systems	like GIS	5, Geographic	Information	Systems,	Intranets an	nd
Extrane	ts, Video Tele	conferen	cing; Trigger N	lechanism, Re	emote Sensi	ing-an Insigl	ht,
Contrib	ution of Remo	ote Sensin	g and GIS.				

Unit 3Awareness of Risk Reduction10 HoursTriggerMechanism, Constitution of Trigger Mechanism, Risk Reduction by
Education, Disaster Information Networks, Risk Reduction by Public Awareness;
Disaster Management Committees- Roles and Responsibilities.10 Hours

Unit 4Business continuity Planning14HoursImplication of Development Planning, Financial Arrangements, Areas of
Improvement, Disaster Preparedness, Community Based Disaster Management,
Emergency Response; Seismic Waves, Earthquakes and Faults, Measures of An
Earthquake, Magnitude And Intensity, Ground Damage, Tsunamis and Earthquakes.

Prescribed Text Book

• Amitasinvhal. (2010). Understanding earthquake disasters. TMH.

References

• Pardeepsahni., Dhameja, A., and Medury, U. (2001). Disaster mitigation: Experiences and reflections. PHI Learning Pvt. Ltd.

Course Code: Course Title: TECHNOLOGY MANAGEMENT MBAE04B54

Hours: 48

Credits: 4

Objectives

- To equip the students the different aspects of impact of emerging technology
- To study about managing technology issues. •

Learning Outcomes

At the end of this course students will be able to:

- Devise a technology strategy for a firm
- Demonstrate an understanding of the various factors and issues in technology management
- Elucidate on the technology management in emerging industries

COURSE CONTENTS

Unit 1 Introduction

Science and Technology Policy systems; Leveraging Knowledge; Learning Organization and World Class Organization; Dual use Technology; Integrating Road mapping into Technical Planning; Legal aspects of Technology Management.

Unit 2 | Critical Factors in Managing Technology

14 Hours International Technology Management policy; Flexibility in Technology Management; Management of Change and Choice of Technology; Technology sourcing; Managing Uncertainty, Complexity and Chaos; R&D, Productivity and Business Appraisal of Technology potentials; Innovation and Design Management.

Unit 3 | Business and Technology Strategy

10 Hours

10 Hours

Global Competitiveness, Technology strategy and Planning, Technology Alliances and Joint Ventures ; Critical Technology Bridging , Marketing Technology , Technology intelligence (TI), Corporate Venturing, Integrating Road mapping with Business and Technology.

Unit 4 | Technology Management in Emerging Industries

14 Hours Globalization of industry, Managing technologies in emerging industries, Knowledge Intensive industries- Bio-pharm, Biotechnology, ICT, Nanotechnology, Material Science and other emerging industries; Technology Transfer, Collaborative Innovation Environment; Business & Government relations, Technological Competitiveness in developing and developed countries.

Prescribed Text Book

• Frederic, B. (1996). Strategic technology management. New Delhi, India: McGraw Hill

- Gaynor, G. H. (1996). Handbook of technology management. New Delhi, India: McGraw Hill
- Szakonyl, R. (2006). Handbook of technology management. Noida, India: Vikas Books **Private Limited**
- Khalil, T. M. (2000). Management of technology. New Delhi, India: Tata McGraw Hill.

Business Intelligence & Analytics Specialization

Course Code: MBAF04B51

Objective

• To inculcate the Analytics Practices deployed in various financial verticals across industries and thereby educating students to develop deeper practical skills.

Learning Outcomes

At the end of this course students will be able to:

- Comprehend understanding on analytics in debt market, risk and Insurance
- Use R software for statistical analysis of financial data

COURSE CO	NTENTS	
Unit 1	Data Analytics for Debt market	08 Hours
Market Compa	risons Returns, Relative Value and Volatility, Correlations, Dispersion, I	Duration and
Weightings Au	nalysing the Market: Risk Segments, Bucketing Sectors, Building Ind	ustry Equity
Monitors, Lean	ning from market Shocks, The Crowded Trade, Data For Credit Selection	on: Financial
Metrics, Oper	ational data, Financial liquidity, Difference between Credit Analysi	is and Data
Analytics, Cree	dit Scoring, Analytics used in Relative Value, Price Movements, Using	Equity Data,
Maintenance C	ovenants, Analytics and Non-Financial Information	
Unit 2	Analysis of Market Technical	08 Hours
Market Dema	nd Technical: Demand Data and Other Demand Impacts, Market Suppl	y Technical:
Analysing Pri	ce talk and Pricing, Post placement Trading, Supply and Demand Impac	t. Bond Data
and Fundamen	ntal data, Third party vendors of financial data, Use of word recognition	on, Covenant
Analysis, Mul	tiple Scenario analysis, Data Mining, Collatralised Loan Obligation(CLC) Analytics,
Basics affecti	ng CLO issuance, Performance attribution: Allocation Effect, Selec	ction Effect,
Interaction Ef	fect, Two Factor approach to Performance attribution	
Unit 3	Market Risk Analytics	10 Hours
VaR Measure	ement Methodologies, Application of VaR Models like Marginal,	Incremental,
Component and	nd Annualising VaR, Coherent Risk measures, Conditional VaR, Scena	rio Analysis
and Stress To	esting, Regime-Switching Models, VaR based Capital requirement.	Counterparty
Credit Risk A	Analytics: Mark-to-Market Value, Expected exposure, effective expected	cted positive
exposure, Rec	overy rate, Re-hypothecation. Managing Counter party risk with Big Dat	a, Enterprise
Data Manager	nent, Sovereign and Country risk, Implied Country Risk in Market Prices	
Unit 4	Insurance Analytics	10 Hours
Introduction, 1	nsurance analytic evolution, Key insurance process Analytics: Custo	omer service
Analytics, New	v business processes, payments, Underwriting :Assessment, Classificat	ion, Pricing,
Profitability, A	ctuarial Analytics rate Development and filings, product development, R	eserving and
Reporting, Cla	ims analytics: Registration, Adjustment, Fraud management, medical r	nanagement,
Litigation ma	nagement Legal Analytics: Compliance management, Complaint r	nanagement,
litigation mana	gement Profitability management and Reinsurance	T
Unit 5	Financial Analytics with R	12 Hours
Generating Pr	ices from Log Returns, Securities Data importing and Cleansing, Nor	mal Mixture

models of Price Movements, Auto –Regressive Integrated moving averages processes, Sharpe Ratio, The Quantmod Package, Data mining with Portfolio Optimisation, Sparsity and Connectedness of Undirected Graphs, The Wishart Distribution, Chart Anlytics, Reshape2 Package, Combining Income statement with Price Statistics, Value Investing, Algorithm for Implied Volatility, The Rcpp Package, Exercises.

Prescribed Text Book

• Kricheff, R. S. Data analytics for corporate debt markets: using data for investing, trading, capital markets, and portfolio management. FT Press Analytics.

- Saporito, P. L. Applied insurance analytics: A framework for driving more value from data assets, technologies, and tools. FT Press Analytics
- Reddy, R. E. (2014). Enterprise risk analytics for capital markets: proactive and realtime risk management.
- Bennett, M. J., & Hugen, D. L. (2016). Financial analytics with R: building a laptop Laboratory for data science.

Course Code: MBAF04B52

Objective

• To equip students with the domain expertise of marketing sciences along with analytical methods and procedures in taking various decisions pertaining to marketing programs and processes

Learning Outcomes

At the end of this course students will be able to:

- Understand application of analytics in Marketing and its dimensions
- Perform data mining with R in the social media
- Use R software to analyse and report marketing data

COURSE CONTENTS

Unit 1 Introduction to Marketing Analytics	08 Hours
Eco Systemic Conditions for Analytic success, Slicing and Dicing marketin	ng Data with
Excel, Calculating percentage of sales and Revenue of each store, Pulling Dat	a from Pivot
Table using GETPIVOTDATA function, Summarising monthly Sales for	ce rankings.
Estimating Linear and power demand curves, Using Solver Table to price mult	iple products
and to find Optimal Bundle Prices. Running a regression to forecast Sales with I	Data Analysis
Add-in, Modelling Interaction with Non -Linearities, Winters Method and Me	ean Absolute
Percentage Error(MAPE), Using Neural networks to predict Sales	
Unit 2 Segmentation and Market Analytics	10 Hours
Clustering Indian Tier I, Tier II and Tier III Cities, User-Based Collaborative fi	ltering, Item-
based filtering, Decision Tree Construction, Pruning Tress and CART.S-cu	rve on New
product development, fitting the pearl on S-curve with seasonality, Fitting the	he Gompertz
Curve, Using the bass Model to forecast new products, Deflating Inte	ntions Data,
Modification of the bass model,	
Using Copernican Principle, Simulating Remaining life of Product.	
Unit 3 Customer Analytics	10 Hours
Full Profile Conjoint Analysis, Developing a Conjoint Simulator, Maximu	m likelihood
Estimate of Logistic Regression Model, Performing Logistic Regression with	Count Data,
Random Utility theory, Dynamic Discrete Choice, Independence of Irrelevant	alternatives,
Discrete Choice and Price elasticity. Measuring Sensitivity Analysis with one-w	way and two-
way tables, Markov Chain Model of Customer Value, Using Monte Carlo s	simulation to
predict success of marketing initiative,	
Customer acquisition and Retention Model and optimising spending on acquisiti	on.
Unit 4 Social Media Mining with R	10 Hours
Obtaining data Dealiminany analyzan Datantials and Ditfalls of Social Madia D	Vatas Ominian

Obtaining data, Preliminary analyses, Potentials and Pitfalls of Social Media Data: Opinion mining made difficult, Sentiment and its measurement, The nature of social media data, Traditional versus non-traditional social data, Measurement and inferential challenges, Good data versus bad data, Understanding sentiments, Scherer's typology of emotions, Sentiment

polarity – data and classification, Supervised social media mining :lexicon-based sentiment, Naive Bayes classifiers, Unsupervised social media mining : Item Response Theory for text scaling

Unit 5 Marketing Analytics with R

10 Hours

Reducing Data Complexity: Consumer Brand Rating Data, Rescaling the Data, Principal Component Analysis and Perceptual maps, PCA for Brand Ratings, Linear Model of online Spend, Linear Models for Binary outcomes, Sales Table Data, Fitting Logistic Regression Model, Uplift Models with R using Logistic Regression, Hierarchical Linear Models, Random Forest Classification, Retail transaction Data: market Baskets, Consumer heterogeneity to choice Model, Design of Choice based Conjoint Surveys, Share prediction for identical alternatives Exercises.

Prescribed Text Book

• Chapman, C. N., and McDonnell, F. E. (2015). R for marketing research and analytics.

References

• Winston, W. L. Marketing analytics: data - driven techniques with microsoft excel.

Course Code: MBAF04B53

Course Title: HR ANALYTICS I

Objectives

- To develop knowledge and skills of the process of carrying out human resource analytics processes in an in-depth manner
- To nurture the skills to use analytics in HR planning, sourcing, on-boarding and talent engagement

Learning Outcomes

- Perform planning and run HR3P model in Excel
- Transform talent management data in graphs and plots using R software
- Demonstrate understanding on the current and future trends in HR analytics

COURSE CONTENTS

Unit 1 Overview of HR Analytics

Introduction to HR Analytics, Its relevance & need, Role of HR analytics, the changing environment, The influence of the Millennials, Globalization of the workforce economy, Data & challenges, The seven pillars of success of people analytics

Unit 2 Workforce Planning Analytics

Importance of Strategic Workforce planning, Key workforce characteristics, Role of simulations in scenario planning, HR3P Model in Excel in Insights and Succession Planning. Importance of Scenario Planning, Direct and Indirect costs of Absenteeism, Basics of Psychometrics, Clean and merge HR Data, ROI of selection Procedures

Unit 3 Talent Sourcing & Acquisition analytics

Challenges in Talent sourcing, need for Talent sourcing analytics, Talent sourcing in the era of big data, the mobile impact on talent sourcing, Talent acquisition analytics meaning, Different phases, Role of analytics in selection

Unit 4 | Talent Engagement Analytics

On-boarding process & stages, OPEN analytical framework for effective on-boarding, Importance of employee engagement, role of analytics in employee engagement surveys, Analytics ascendency Model, HR analytics maturity, Transform talent management data in graphs and plots using R

Unit 5 Future of HR Analytics

Identifying common Pitfalls of HR data, Confusion matrix ,Rise of employee behavioural data, Changing role of people analytics, Automated Big data analytics and the role of big data, People analytics as a specialized department, Employee data privacy issues, Machine Learning in HR Analytics, Role of Data Scientists within HR analytics

Prescribed Text Book

• Isson, J. P., & Harriott, J. S. (2016). People analytics in the era of big data. Wiley publication.

12 Hours

08 Hours

08 Hours

08 Hours

12 Hours

- Bhattacharyya, D. K. (2017). HR analytics: understanding theories and applications (1st ed.). Sage Publications India Private Limited.
- Miller, T. (2016). HR analytics and innovations in workforce planning (Human resource management and organizational behaviour collection). Business Expert Press.

Course Code:

Course Title: SAS for Data sciences MBAF04B54

Objectives

- To understand and assimilate SAS programming techniques and illustrations
- To aptly integrate with business decisions involving all analytics types and simulation

Learning Outcomes

At the end of this course students will be able to:

- Apply basic logical and statistical functions in SAS
- Use SAS graphs and reports for data visualization and analysis
- Perform statistical analysis on different types of data

COURSE CONTENTS

Unit 1	Introduction to	C A G
Unit I	Introduction to	DA

10 Hours

SAS System & Architecture, Modules, Features, Variables and SAS Syntax Rules, SAS Data Sets, Data Set Options, Operators, Reading Raw Data, Infile Statement With Options, Working With External Files & Options, Multiple Observations, Input Styles, Select Statement, Leave and Continue Statements, Creating & Redefining Variables, Where Statement, If - Then Else Statement, Goto, Stop And Error Statements, Output Statement, Put Statement, Do Loops, Modifying And Combining Data Sets, Updating Master Data Set

Unit 2 **Base SAS Procedures**

SAS Functions, Proc sort, Proc Print, Proc Means, Proc Freq, Proc Plot, Proc Chart, Proc Copy Proc Append, Proc Datasets, Macro Concepts, Macros And Macro Variables, Creating Macro Variables, Using Macro Variables, Creating Modular Code With Macros, Invoking A Macro, Adding Parameters To Macros, Macros With Conditional Logic, Using Various Procedures In Macros, Automatic Variables Macro Functions, Including External Macros

Unit 3	SAS Graph and Reports
U	

12 Hours

08 Hours

10 Hours

Chart Procedure, Vertical, Horizontal, Pie, Group, Subgroups, Plot Procedure, Multiple Plots & Overlay, Symbol Statement, Title And Footnote Statements, Creating RTF File, Html File, PDF File, Frequency Report, One-Way and Cross Tabular, Summary Statistics, Rbreak Statement, Tabulate Procedure, One-Dimensional Tables, Two-Dimensional Tables

Unit 4	SAS/STAT

ProcUnivariate, ProcCorr, ProcReg, ProcAnova, Obtaining Descriptive Statistics, Obtaining Inferential Statistics from Categorical Data, Analysis, Obtaining Inferential Statistics from Continuous Data

Unit 5 Analysis of Data sets Using SAS **08 Hours** Key concepts for creating and transforming analysis data sets (Using DATA steps and PROC TRANSPOSE), Comparing Data sets using PROC COMPARE, Understanding and creating Timeto-Event, Change-from-Baseline, Critical variables data sets

- Elliott, A. C., and Woodward, W. A. (2015). SAS essentials: mastering SAS for data analytics. Wiley Publishing.
- Marasinghe, M. G., and Kennedy, W. J. (2014). SAS for data analysis: intermediate statistical methods (statistics and computing). Springer.

Sixth Trimester

Course Code:
MBA204B61

Objective

- To develop an understanding of the Strategic Management process in a dynamic and competitive global environment.
- To enable students to understand the intricacies of leadership skills and competency building techniques and managing conflicts

Learning Outcomes

At the end of this course students will be able to:

- Demonstrate understanding on the various types of strategies and implementation
- Build high performance teams and empowered work force
- Enumerate the role of a leader in the VUCA world of business

COURSE CONTENTS

Unit 1 Introduction to Strategic management

Strategy, levels of strategy, strategic decision making, Strategic management, process of strategic management, Strategic intent – concept of stretch, leverage and fit, vision, mission, Environmental appraisal, organizational appraisal goal, objective organizational appraisal

Unit 2 Strategies - implementation and evaluation

Corporate level strategies, Business level strategies, methods for pursuing strategies, strategic implementation and evaluation

Unit 3 Leadership overview

12 Hours

12 Hours

12Hours

Leader, leadership, Interactional framework of leadership, AOR model, Sources of Leader power and motives, Leadership and values, intelligence and leadership- Triachic theory, Leadership and stress – ABC model, Ginnett's team leadership model, Building high performance teams – Rocket model, Characteristics of transactional, transformational and charismatic leaders

Unit 4Leadership Strategies in Uncertain Environment12 HoursUnderstanding VUCA environment, BGYO WORLD, Role of technology in leadership and
change12 Hours

Prescribed Text Book

Thomson, A. A., and Strickland, A. J. (2002). Strategic management – concept and cases. New Delhi, India : Tata McGraw Hill.

- Kazmi, A. (2004). Business policy and strategic management. New Delhi, India: TataMcGraw Hill.
- Hughes, R. L., Ginnett, R. C., & Curphy, G. J. (2011). Leadership enhancing the lessons of experience (5th ed.). India: TMG India
- Lussier, R. N., & Achua, C. F. (2011). Effective leadership. Cengage Learning

Course Code: MBA204B62

Course Title: INTERNATIONAL BUSINESS

Credits: 4

Objectives

- To facilitate an understanding of International Business in a multi-polar, multi-cultural world
- To examine the critical factors for business successes in emerging markets.
- To familiarize export import procedures and documentation

Learning Outcomes

At the end of this course students will be able to:

- Demonstrate understanding on international factors affecting domestic concerns
- Comprehend the regional economic integration and economic and political integration
- Explain the businesses expansion abroad

COURSE CONTENTS

Unit 1 Introduction to International Business

Introduction, Introduction to International Business, Elements of International Business, Business Environment - Economic Globalisation , International Environment, Political Environment, Demographic environment, Legal Environment

11 Hours Unit 2 International Trade theories and their application

Introduction, Why do nations trade, Theories of International trade- mercantilism, Absolute advantage, Comparative advantage, Heckscher- Ohlin, Product life cycle theory and Porter's diamond model.

Unit 3 Forms of Integration

Economic Institutions and Agreements-WTO ; IMF ; UNCTAD, World bank; Economic Integration - Free Trade Agreements, Regional Trade Agreements - BRICS, SAARC; SAPTA; NAFTA, MERCOSUR, Common Wealth Countries, Agreements on General Trade, GATT, Integration of developing Countries.

Global Orientation Unit 4

EPRG framework; Global Market Entry Strategies, Direct Exporting, Licensing, Franchising, Partnering., Joint Ventures, Global acquisitions and Mergers, Turnkey projects. Foreign Direct Investments, Horizontal and Vertical FDI.

Unit 5 **India's Foreign Trade Policy**

Export and Import procedures. Instruments of trade policy; Developments of world trading system. Role of Electronic Trading system in Global Trade, Challenges for Indian Businesses in abroad.

Prescribed Text Book

Chary, S. N. (2006). Elements of international business. India: Wiley India Edition.

11 Hours

08Hours

08Hours

10 Hours

- Hill, C. W. L., & Jain, A. K. (2009). International business: competing in the global market place (6th ed.). Tata Mcgraw Hill Publishing Co ltd.
- Sundaram, A. K., and Black, J. S. (2003). The international business environment: text and cases. India: Prentice Hall of India.
- Cherunilam, F. (2010). International business: text and cases (4th ed. Revised). News Delhi, India: PHI Learning Private Limited.
- Paul, J. Business environment text and cases (2006). New Delhi, India: Tata Mcgraw Hill Publishing Co ltd.
- Cherunilam, F. (2011). International business. New Delhi, India: Prentice Hall Of India
- Cherunilam, F. (2013). International business environment (6th ed.). HPH
- Harrison. et al. (2001). International business. Oxford.
- Kiran, R. U. (2010). Export import and logistics management. PHI

FINANCE SPECIALIZATION

Course Code
MBAA04B61

Course Title: Corporate Taxation and GST

Objectives

- To acquaint the student with the assessment of companies.
- To acquaint the student with the calculation of Goods and Services Tax.

Learning Outcomes

At the end of this course students will be able to:

- Understand and make use of the knowledge of GST rules in taking managerial decisions in various tax related matters
- Perform the tax assessment of companies and compute taxable incomes of corporates
- Analyse the tax implications of business decisions.

COURSE CONTENTS

Unit 1 | Assessment Of Companies – I

Meaning of Company - Types of Companies - Salient features of company taxation, scheme of taxing business income of companies, business allowances, disallowances and depreciation; Computation of total income of companies - Determination of Tax Liability (Problems); deductions under section 80 applicable to companies only. 10.11

Unit 2 Assessment Of Companies – If	10 Hours
MAT - Carry Forward and set off of losses - Tax on Distributed Profits -Procedure for	r assessment,
deduction of tax at source, advance payment of tax, refunds, appeals and revision.	

Unit 3 | Introduction to GST

Meaning - Levy and Exemptions - Time of supply - Value of supply - Registration: GSTIN-Invoice - Bill of Supply - Vouchers - credit and debit notes.

Unit 4 | Input Tax Credit

Valuation of Goods and Services - Input tax Credit - Transfer of Input tax credit - Apportionment, Reversal and Reclaim of ITC – Input service distributor.

Unit 5 Calculation of GST and Payment of Tax

Composition Scheme - Reverse Charge Mechanism - Computation of GST- Payment of tax, interest, penalty -Tax deduction at source - Refund of tax - Filing of Returns.

Prescribed Text Book

Singhania, V. K. Taxman's direct tax laws.

References

- Prasad, B, Direct tax laws and practice.
- Lal, B. B., and Vashisht, N. Income tax, wealth tax and tax planning.
- Manmohan. Direct taxes with tax planning aspects.
- Ahuja, G., and Dr. Gupta, R. Direct tax law and practice and tax planning.
- Singhania, V. K., & Singhania, M. Corporate tax planning and business tax procedure. Taxmann Publication Pvt. Ltd.

05 Hours

15 Hours

08Hours

10Hours

Course Title: INTERNATIONAL FINANCIAL MANAGEMENT

Objectives

- To provide a framework for analysis and managerial decision making in a MNC context
- To familiarize students with forex exposure and measures to manage it

Learning Outcomes:

At the end of this course students will be able to:

- Understand the functional operation of currency derivatives
- Assess foreign exchange exposure
- Apply practical methods to manage FOREX risk

COURSE CONTENTS						
Unit 1	International Parity Relationships	12 Hours				
Introduc	Introduction to IFM; International Parity Relationships - Purchasing Power Parity (PPP),					
International Fisher Effect (IFE) and Interest Rate Parity (IRP); Comparison between						
PPP, IF	PPP, IFE and IRP; Covered Interest Arbitrage (CIA).					

Unit 2	Currency Derivatives	10 Hours
Derivati	ves in the Forex Market; Foreign Currency Forwards; Currency Futur	res; Foreign
Currenc	y Options; Currency and Interest Rate Swaps.	

Unit 3	Foreign Exchange Exposure and Risk Management	18 Hours
Types	of Exposure; Translation Exposure -Methods of Translation and	Hedging;
Transac	tion Exposure - Meaning and Hedging; Economic Exposure -Me	asurement,
Determi	inants and Management; Country Risk Analysis.	

Unit 4	Inte	rnational	Fina	ncial In	stitution	s and Market	S		08 Hours
Internati	ional	Banking	and	Money	Market;	International	Bond	Market;	International
Equity Markets; Eurocurrency Markets and Depository Receipts.									

Prescribed Text Book

• Apte, P.G. (2009). International financial management (5th ed.). New Delhi, India: Tata McGraw Hill Education Pvt. Ltd.

- Eieteman, D. K., Stonehill, A. I., Moffett, M. A., & Pandey, A. (2007). Multinational business finance (10th ed.). New Delhi, India: Pearson Education.
- Eun, C. S., and Resnick, B. G. (2008). International financial management (4th ed.). New Delhi, India: Tata McGraw Hill Education Pvt. Ltd.
- Jain. P.K., Peyrard, J., and Yadav, S. S. (2006). International financial management. New Delhi, India: Macmillan India Ltd.
- Madura, J. (2008). International financial management. New Delhi: Cengage Learning.
- Shapiro, A. C. (2002). International financial management. (4th ed.). New Delhi, India: Prentice Hall of India.
- Vyuptakesh, S. (2006). International financial management. New Delhi, India: PHI.
- Vij, M. (2010). International financial management (3rd ed.). New Delhi, India: Excel

Course Code: MBAA04B63 Course Title: FI

Objectives

- To familiarize students with the basic repertoire of models used by econometricians.
- To develop the students' ability to formulate, estimate and critically evaluate financial econometric models by software applications using Gretl.

Learning Outcomes

At the end of this course students will be able to:

- Identify the suitable prediction model.
- Relate the exact forecasting model for business application
- Estimate the forecasting trends

COURSE CONTENTS

Unit 1 Introduction

Econometrics and its Methodology; Basic definitions- sample, population, random variable; Data- cross-section, time series, panel data; Types of Variables; Descriptive Statistics-. Basics of Econometric Modeling, Bivariate Econometric Modeling, Trivariate Econometric Modeling, Multivariate Econometric Modeling.

Unit 2	Classical Linear Regression Models	14 Hours

Population and sample regression functions; the nature of the error term; Assumptions of Classical Linear regression Model (CLRM), Heteroscedasticity, Multicollinearity and Auto-Correlation, Gauss-Markov theorem, Problems of specification error, Concepts of R 2 and adjusted R 2; Analysis of Variance approach. Practical application of Econometric modeling using Open Source software Gretl- DescriptiveStatistics, Correlation, Estimation of MLR using real data

Unit 3Time series Econometrics10 HoursBasics of Time series, Analysis of Trend (method of Least Squares) and Seasonality
(Simpleaverages and Ratio to Trend method), Concepts of Co-Integration and Causality
Practical application using Open Source software Gretl for Co-integration Test & amp;
Causality Test

Unit 4 Forecasting Models

10Hours

14 Hours

Stationarity and Unit Root Test, Box - Jenkins Methods Autoregressive (AR) Process, Moving Average (MA) Process, Autoregressive Moving Average (ARMA) Box-Jenkins Methodology, Process and Autoregressive Integrated Moving Average (ARIMA) Process(Theory and basic problems). ARMA modelling and forecasting Practical application using Open Source software Gretl for Box - Jenkins Methods, Correlogram and estimation of ARIMA models

- Brooks, C. (2016). Introductory econometrics for finance (3rd ed.). Cambridge.
- Campbell, L., and Mac Kinlay. (1997). The econometrics of financial market. Princeton.
- Greene, W. (2000). Econometric analysis (4th ed.). Prentice Hall.

- Hayashi, F. (2000). Econometric. Princeton University Press. •
- Tsay, R. S. (2002). Analysis of financial time series. John Wiley and Sons
 Gujarati, D. P.D. (2008). Basic econometrics. (5th ed.). New York: McGrawHill.
 Lahiri, M. (2012). Introduction to econometrics (4th ed.). Wiley India Edition

INTERNATIONAL FINANCE SPECIALIZATION

Course Code
MBAA04B61

Course Title: Corporate Taxation and GST

Objectives

- To acquaint the student with the assessment of companies.
- To acquaint the student with the calculation of Goods and Services Tax.

Learning Outcomes

At the end of this course students will be able to:

- Understand and make use of the knowledge of GST rules in taking managerial decisions in various tax related matters
- Perform the tax assessment of companies and compute taxable incomes of corporates
- Appreciate the tax implications of business decisions.

COURSE CONTENTS

Unit 1 | Assessment Of Companies - I

Meaning of Company - Types of Companies - Salient features of company taxation, scheme of taxing business income of companies, business allowances, disallowances and depreciation; Computation of total income of companies - Determination of Tax Liability (Problems); deductions under section 80 applicable to companies only.

Unit 2	Ass	sessment Of G	Con	npanı	es - 11						10	Hours
Compan	ies:	Computation	of	total	income	of	companies	-	Determination	of	Tax	Liability
(Problem	ns); (deductions und	ler s	ection	80 appli	cab	le to compar	nie	s only.			

Unit 3 | Introduction to GST

Meaning – Levy and Exemptions – Time value of supply – Registration: GSTIN- Invoice – Bill of Supply-Vouchers - credit and debit notes.

Unit 4 | Input Tax Credit

Valuation of Goods and Services - Input tax Credit - Transfer of Input tax credit - Apportionment, Reversal and Reclaim of ITC – Input service distributor.

Unit 5 Calculation of GST and Payment of Tax

10Hours Composition Scheme - Reverse Charge Mechanism - Computation of GST- Payment of tax, interest, penalty -Tax deduction at source - Refund of tax - Filing of Returns.

Prescribed Text Book

Singhania, V. K. Taxman's direct tax laws.

References

- Prasad, B, Direct tax laws and practice.
- Lal, B. B., and Vashisht, N. Income tax, wealth tax and tax planning.
- Manmohan. Direct taxes with tax planning aspects.
- Ahuja, G., and Dr. Gupta, R. Direct tax law and practice and tax planning.
- Singhania, V. K., & Singhania, M. Corporate tax planning and business tax procedure. Taxmann Publication Pvt. Ltd.

05 Hours

15 Hours

08Hours

Course Title: INTERNATIONAL FINANCIAL MANAGEMENT

Objectives

- To provide a framework for analysis & managerial decision making in a MNC context
- To familiarize students with forex exposure and measures to manage it

Learning Outcomes

At the end of this course students will be able to:

- Recognise the application of International parity relationship
- Examine the Foreign Exchange exposure
- Differentiate the types of International Financial Instruments

COURSE CONTENTS

Unit 1 International Parity Relationships

12 Hours Introduction to IFM; International Parity Relationships - Purchasing Power Parity (PPP), International Fisher Effect (IFE) and Interest Rate Parity (IRP); Comparison between PPP, IFE and IRP; Covered Interest Arbitrage (CIA).

Unit 2 Currency Derivatives

Derivatives in the Forex Market; Foreign Currency Forwards; Currency Futures; Foreign Currency Options; Currency and Interest Rate Swaps.

Unit 3 | Foreign Exchange Exposure and Risk Management **18 Hours** Types of Exposure; Translation Exposure -Methods of Translation and Hedging; Transaction Exposure - Meaning and Hedging; Economic Exposure -Measurement, Determinants and Management; Country Risk Analysis.

Unit 4 International Financial Institutions and Markets **09 Hours** International Banking and Money Market; International Bond Market; International Equity Markets; Eurocurrency Markets and Depository Receipts.

Prescribed Text Book

• Apte, P.G. (2009). International financial management (5th ed.). New Delhi, India: Tata McGraw Hill Education Pvt. Ltd.

References

- Eieteman, D. K., Stonehill, A. I., Moffett, M. A., & Pandey, A. (2007). Multinational business finance (10th ed.). New Delhi, India: Pearson Education.
- Eun, C. S., and Resnick, B. G. (2008). International financial management (4th ed.). New Delhi, India: Tata McGraw Hill Education Pvt. Ltd.
- Jain. P.K., Peyrard, J., and Yadav, S. S. (2006). International financial management. New Delhi. India: Macmillan India Ltd.
- Madura, J. (2008). International financial management. New Delhi: Cengage Learning.
- Shapiro, A. C. (2002). International financial management. (4th ed.). New Delhi, India: Prentice Hall of India.
- Vyuptakesh, S. (2006). International financial management. New Delhi, India: PHI.
- Vij, M. (2010). International financial management (3rd ed.). New Delhi, India: Excel

09 Hours

Course Code:
MBAB04B61

Course Title: ADVANCED PERFORMANCE MANAGEMENT

Credits: 4

Objectives

- Demonstrate in-depth knowledge about strategic planning and control models to plan and monitor organisational performance
- Assess the impact of current developments in management accounting and performance management on measuring, evaluating and improving organisational performance

Learning Outcomes

At the end of this course students will be able to:

- Calculate contemporary measures of financial measures of performance
- Design strategies to evaluate business performance
- Evaluate the impact of business environment on business performance

COURSE CONTENTS				
Unit 1 Strategic planning, control and external influences on performance	06 Hours			
Performance management and control of the organisation; Changes in business s	structure and			
management accounting; Effect of Information Technology (IT) on strategic	management			
accounting; Other environmental and ethical issues; Changing business environmer	nt; Impact of			
external factors on strategy and performance.				
Unit 2 Performance measurement systems and design	12 Hours			
Performance management information systems; Sources of management information	n; Recording			
and processing methods; Management reports.				
Unit 3 Strategic performance measurement	10 Hours			
Performance hierarchy; Strategic performance measures in private sector; Divisional	performance			
and transfer pricing issues; Strategic performance measures in not-for profit organis	sations; Non-			
financial performance indictors; Performance measurement and the reward sys	stems, Other			
behavioural aspects of performance measurement				
Unit 4 Performance evaluation and corporate failure	15 Hours			
Alternative views of performance measurement and management; Strategic performance issues in				
complex business structures; Predicting and preventing corporate failure				
Unit 5 Current developments	05 Hours			
Current developments in management accounting technique: Current issues and trend	ls in			

performance management

Prescribed Text Book

• Advanced performance management (2016). Becker Educational Development Corp.

- Advanced performance management (2016). Kaplan Publishing.
- Advanced performance management (2016). BPP Learning Media LTD.
- Leonard, B. E. & Cardy, R. L. Performance management: Concepts, Skills, & Exercises.
- Gary C. Performance Management. Integrating strategy execution, methodologies.

HUMAN RESOURCES SPECIALIZATION

Course Code: MBAC04B61

Credits: 4

Objectives

- To acquaint the students about different HRD system
- To learn different techniques of developing people through HRD interventions.

Learning Outcomes

At the end of this course students will be able to:

- Explain and apply significant concepts and theories underpinning HRD
- Develop skills in identifying HRD needs
- Design, implement and evaluate HRD programs

COURSE CONTENTS							
Unit 1Introduction to Human Resource Development10 Hours							
Concept; Relat	tionship between human resource management and hu	man resource					
development; HRD mechanisms, processes and outcomes; HRD matrix; HRD interventions;							
Roles and competencies of HRD professionals; Challenges in HRD.							
Unit 2	HRD Process	14 Hours					

Assessing need for HRD; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating effectiveness of HRD Programs; HRD audit; HRD culture and climate.

Unit 3 HRD Activities

12 Hours

Employee development activities- Approaches to employee development, leadership development, action learning, assessment and development centres; Intellectual capital and HRD; HRD mechanisms for workers; Role of trade unions; Industrial relations and HRD; Influence of motivation and development activities.

Unit 4 HRD Applications and Trends

12 Hours

Coaching and mentoring; Career management and development; Employee counselling; Competency mapping; PCMM, Balanced Score Card, Appreciative inquiry; Integrating HRD with technology, Employer branding and other emerging trends.

Prescribed Text Book

- Khardelwal, A. K., Abraham S. J., & Verma K. K. (1991). Alternative approaches and strategies of HRD. Jaipur, India: National HRD Network, Rawat Publications.
- Maheshwari, B. L., & Sinha, D. P. (1991). Management of change through HRD. Hyderabad, India: National HRD Network, Tata McGraw Hill.
- Udai, P., & Rao T. U. (2010). Designing and managing human resource systems. New Delhi, India: Oxford & IBH Publication.
- Udai, P., & Lynton, R. P. (2000). Training for development. New Delhi, India: Vistar Publications.

- Werner J. M., & DeSimone, R.L. Human resource development. South Western.
- Nadler, L. Corporate human resources development. Van Nostrand Reinhold.
- Mankin, D. Human resource development. India: Oxford University Press.
- Haldar, U. K. Human resource development. India: Oxford University Press.
- Rao, T.V. Future of HRD. India: Macmillan Publishers.
- Rao, T.V. HRD score card 2500 Based on HRD audit. Response Books. SAGE Publications.
- Rao, T.V. Hurconomics for talent management: Making the HRD missionary businessdriven. Pearson Education.
- Curtis, B., Hefley, W. E., and Miller, S. A. The people capability maturity model: Guidelines for improving workforce. Pearson Education.
- Kaplan, R.S., and Norton, D.P. (1992). The balanced scorecard: measures that drive Performance. Harvard Business Review.

Course Code: MBAC04B62

Course Title: LEGAL ENVIRONMENT AND INDUSTRIAL LEGISLATIONS

Objectives

- To make student understand the legal framework of labour legislations in India.
- To familiarise students with measures to bring about inclusive growth in the economy.

Learning Outcomes

At the end of this course students will be able to:

- Comprehend the various Legislations on social security
- Analyse industrial disputes as per the provisions in the act

COURSE CONTENTS						
Unit 1	Legal Environment	10 Hours				
Concepts of Justice- Indian Judicial Structure, Objective, Scope, Growth						
Legislatio	on in India, Impact of ILO & Labour Laws.					
Unit 2	Industrial laws	10 Hours				
Trade U	Jnion Act – 1926; Industrial Disputes Act – 1947(w	ith recent				
amendme	ents).					
Unit 3	Legislation on Social Security - I	14 Hours				
Workmen	n's Compensation Act 1923, Employee State Insurance	Act 1948,				
Employees Provident Fund and Miscellaneous provisions Act 1952 (with recent						
amendments).						
Unit 4	Legislation on Social Security - II	14 Hours				
Maternity	Benefit Act 1961, Payment of Gratuity Act 1972 and Misc. Act	1996 (with				

recent amendments).

- Mishra, S. N. (2010). Industrial and labour law. New Delhi, India: Central Law Publication.
- Singh, B. D. (2009). Labor laws for managers. New Delhi, India: Excel Books.
- Sharma, A. M. (2011). Industrial jurisprudence and labor legislation (6th ed.). Himalaya Publishing House.
- Singh, B. D. (2011). Industrial relations (1st ed.). Excel Books.
- Roger, B. (2001). Comparative labour law and industrial relations (1st ed.). Kluwer Academic Publishers.
- Kapoor, N. D. (2012). Industrial Legislation. New Delhi, India: Sultan Chand.

Course Code:	Course Title: INTERNATIONAL HUMAN	Cradita 3	Hourse 18
MBAC04B63	RESOURCE MANAGEMENT	Creans: 5	nours: 40

Objectives

- To study the concepts and model of International Human Resource Management.
- To understand the HRM practices in different countries with major emphasis on the International dimensions.

Learning Outcomes

At the end of this course students will be able to:

- Understand issues, opportunities and challenges pertaining to international HRM
- Develop competency in dealing with cross cultural situations
- Demonstrate understanding on the strategic and functional roles of HRM in various international contexts

COURSE CONTENTSUnit 1Introduction

12 Hours

12 Hours

12 Hours

International HRM – Meaning, Differences between Domestic and International Human Resource Management; Expanding role of HRM in International Firms; International HRM Approaches; Path to Global Status; Mode of Operation; HR and Expansion Strategies. International HRM- Moving Beyond Models, Challenges and Implications-Managing People in International Context

Unit 2 International Staffing and Training

International Recruitment and Selection – Issues, Factors moderating performance. Selection Criteria, Dual Career couples. Expatriation, Repatriation, Career Anxiety. Coping with New Role Demands, Labor Relations. HR outsourcing. Training & Development; Issues and Strategies – Pre - departure training programmes, Training Methods and Models, Effectiveness. Developing staff through International Assignments. Trends in IHRM training

Unit 3 International Performance and Compensation

Multinational Performance Management – Performance Appraisal – Criteria, Methods. Performance Management of Expatriates. Trends in Performance Management International Compensation – Objectives – Components of an International Compensation, Approaches and trends

Unit 4 | Cross Cultural Management

12 Hours

Paradigm, Fundamentals of Culture, National Culture, Cross- Cultural Perspectives, Cultural Paradox, Cultural Sensitivity. Proposed to include Hofstede's, Globe and Trompenaar's Cross Cultural models

- Bernardin, H. J. and Russell, J. E. (1998). Human resource management (2nd ed.). Singapore: Irwin-McGraw.
- Harvard Business Review: HB Press and Related Periodicals
- Punnett, B. (1997). International perspective on organizational behavior and human resource.
- Dowling, P. J. et al., (2013). International human resource management: managing people in a multinational context (6th ed.). New Delhi, India: PHI.

MARKETING SPECIALIZATION
Course Code: MBAD04B61

Course Title: INTERNATIONAL MARKETING

Objectives

- To prepare an international marketing plan and evaluate Global strategies that support an organization's marketing activities
- To study international marketing challenges.

Learning Outcomes

At the end of this course students will be able to:

- Analyze the International business from a multi-centric perspective
- Exhibit knowledge of global marketing challenges
- Formulate market research and marketing plan for global marketplace

COURSE CONTENTS			
Unit 1Introduction to International Marketing10 Hours			
Introduction, Scope of International Marketing, International Marketing vs. Domestic			
Marketing, Principles of International Marketing, Customer value and the value			
equation, Competitive or differential advantage, Management Orientations, MNCs and			
TNCs, Benefits of international marketing.			
Unit 2Planning for International Marketing10 Hours			
Marketing Research, Marketing Information, System, Market Analysis; Foreign Market			
Entry Strategies – Exporting, Licensing, Joint Ventures, Strategic Alliances,			
Acquisitions, Franchising, Assembly Operations, Management Contracts, Turnkey			
Operations, Free Trade Zones.			
Unit 3International Marketing Strategies14 Hours			
International Marketing Research Introduction, Concept of Marketing Research, Need			
for Marketing Research, Approach to Marketing Research, Scope of International			
Marketing Research, International Marketing Research Process, market surveys,			
marketing information system			
Unit 4Marketing Strategy Implementation and Evaluation07Hours			
International Product Policy and Planning Introduction, Products: National and			
International, the new Product Development, International Product Planning, Product			
Adoption and Standardization, International Market Segmentation, International Pricing			
Policy: Introduction, Price and Non-Price Factors, Methods of Pricing, International			
Pricing Strategies, Dumping and Price Distortion, Counter Trade			
Unit 5International Distribution and Logistics Planning07 Hours			
Introduction, International Logistics Planning, Distribution – Definition and Importance,			
Direct and Indirect Channels, factors Involved in Distribution Systems, Modes of			
Transportation, and International Packaging. International Promotional Strategies.			

References

 Philip, A., & Cateora, R. International marketing (7th ed.). New Delhi, India: Irwin Tata McGraw-Hill Publishing Company Limited.

- SakOnkvisit, B., & Shaw, J. J. International marketing analysis and strategy (2000). New Delhi, India: Pearson (Prentice Hall of India Pvt Ltd) Publication.
- Dana, C., & Lascu, N. (2003). International marketing. University of Richmond. Atomic Dog Publishing.
- Albaum, D. G., Duerr, E., & Strandskov, J. (2006). International marketing and export marketing (5th ed.). New Delhi, India: Pearson Publication.

Course Code: MBAD04B62

14 Hours

14 Hours

Objectives

- To acquaint with brand management strategies and brand equity.
- To throw light on brand repositioning strategies and brand limitations.

Learning Outcomes

At the end of this course students will be able to:

- Explain branding concepts and ideas in their own words
- Conduct the brand equity and brand performance measurements
- Develop a brand, including positioning and communication strategy

COURSE CONTENTS

Unit 1 Introduction

Brand – Definition, Evolution, Significance, Types and scope; Branding of Goods, Services, Retailers and Distributors, People, Organizations, Sports, Arts, and Entertainment, Geographic Locations; Branding Challenges and Opportunities; Measuring Brand equity – Definition, Cost Based Method, Price Based method, Customer based.

Unit 2 Brand Positioning

Definition and criteria for choosing brand elements; Options and Tactics for Brand names, URL's, Logos and Symbols, Characters, Slogans, Jingles, Packing; Brand Circle, Umbrella Brand, Single and Multi-Branding, Co-Branding; Product positioning - Three C's of positioning- Competitive positioning; Brand Image- Meaning and Definition, Sources; Brand Personality - Meaning and Definition, Types, Elements; Brand Ambassadors- Celebrity Branding; FMCG and Retail Branding.

Unit 3 | Brand Repositioning

Brand Extension- Meaning, Types, Needs, Advantages and Disadvantages, Value from customer point, Evaluating Opportunities; Brand recalling and Brand Repositioning-Meaning, Types of repositioning strategies in Indian marketing –Rebranding.

Unit 4 Brand Barriers

10 Hours

10 Hours

Brand Imitations- Meaning, Kinds, Factors; Imitation Vs. Later Market Entry; First Mover Advantages, Free Rider Effects, Benefits for Late Entrants, Imitation Strategies; Geographic Extension, Sources Of Opportunities for Global Brand, Single Name to Global Brand; Brand Barriers to Globalization, Employer Branding.

- Chaturvedi B.M. (2005). Total brand management: an introduction. Bangalore, India: Oxford University Press.
- Das, N. (2002). Brand management perspectives and practices. Hyderabad, India: ICFAI University Press.

- Kapfere, J. N. (2012). The new strategic brand management. (5th ed.). Londan: Kogan Page.
- D, Pati. (2002). Branding concepts. Gurgaon, India: Macmillan.
- Ray. (1990). Brand management financial perspectives. New Delhi, India: Tata McGraw Hill.
- Sengupta, S. (1990). Brand positioning strategies for competitive advantage. New Delhi, India: Tata McGraw Hill.

Course Code: **MBAD04B63**

Course Title: CUSTOMER RELATIONSHIP & SUPPLY CHAIN MANAGEMENT

Objectives

- To introduce the concepts on Customer Relationship Management.
- To introduce the concepts, challenges in Supply Chain Management

Learning Outcomes

At the end of this course students will be able to:

- Demonstrate understanding on the conceptual foundations of relationship marketing and its implications for further knowledge development in the field of business.
- Apply sales and operations planning, MRP and lean manufacturing concepts
- Devise logistics and purchasing techniques to improve supply chain operations
- Use quality management tools for process improvement

COURSE CONTENTS

Unit 1 Introduction to CRM

10 Hours

Cost of acquiring customers; Turning customer acquisition into customer loyalty; Internet and its effect on CRM; Terminologies in CRM; CRM and business intelligence; Marketing retrospective on product to customer; Campaign management; CRM marketing initiatives; Customer privacy; Marketing automation; Call centre and customer care; Automating the contact centre; Customer service for success.

Unit 2 | Technology in CRM and implementation **14 Hours** Sales force automation and mobile CRM; Field force automation; Evolution of e - CRM; multichannel CRM, Data integration; Major types of data analysis; Click stream analysis; Personalization and collaborative filtering; **Pre-implementation** checklist; CRM implementation and challenges:

Unit 3 | Introduction to Supply Chain Management

14 Hours Supply chain –objectives–importance–what is SCM - decision phases in supply chain –process view-Nature and scope of SCM, supply chain drivers-facilities - inventory - transportation sourcing – pricing - obstacles. Understanding Supply chain dynamics – Bullwhip effect, impact of lead time, inventory management, offshoring & outsourcing, Designing the supply chain – The Toyota Production System

Unit 4 | SCM Across Organization

10 Hours

Procurement – Strategic & operational issues in procurement, Items of procurement, contracts, markets & auctions. Distribution Management - Strategic & operational issues on Distribution, Items of distribution & delivery, Transportation, storage & warehousing, The role of contracts in distribution & marketing

- Dyche, J. (2001). Customer relationship management. New York. Addision-Wesley
- Chopra, S., Meindl, P., & Kalra, D. V. (2009). Supply chain management-strategy, planning and operation (3rd ed.). Prentice Hall.
- Rangaraj, N., Raghuram, G., and Srinivasan, M. M. (2009). Supply chain management for competitive advantage. Tata McGraw Hill.

GENERAL MANAGEMENT SPECIALISATION

Course Code: MBAE04B61

Objectives

- To know the fundamentals of Quality Management
- To understand the approaches, tools, techniques and applications in total quality • management.

Learning Outcomes

COURSE CONTENTS

At the end of this course students will be able to:

new management tools; Benchmarking and POKA YOKE.

- Demonstrate understanding on the impact of TQM on the organisation's success.
- Apply effectively the various tools of TQM in an organisation
- Use statistics and technology effectively to control quality

Unit 1 Introduction to Quality Management **10 Hours** Definitions - TQM framework, benefits, awareness and obstacles; Quality - vision, mission and policy statements; Customer Focus - customer perception of quality, Translating needs into requirements, customer retention; Dimensions of product and service quality; Cost of quality; Overview of the contributions of Walter Shewhart, Deming, Juran, Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi, and Shingeo; Concepts of Quality circle, Japanese 5S principles and 8D methodology.

Statistical Process Control and Process Capability 14 Hours Unit 2 Meaning and significance of Statistical Process Control (SPC) – construction of control charts for variables and attributes; Process Capability - meaning, significance and measurement; Sixsigma concepts of Process Capability; Total Productive Maintenance (TPM) - relevance to TQM; Business Process Re-engineering (BPR) – principles, applications, reengineering process, benefits and limitations.

Unit 3 **Tools and Techniques for Quality Management** 14 Hours Quality Function Deployment (QFD) - Benefits, Voice of customer, information organization, House of Quality (HOQ), building a HOQ, QFD process; FMEA - requirements of reliability, failure rate, stages, design, process and documentation; Taguchi techniques - Introduction, loss function, parameter and tolerance design, signal to noise ratio; Seven old (statistical) tools; Seven

Quality Systems Organizing and Implementation 10 Hours Unit 4 Introduction to IS/ISO 9004:2000 – Quality Management Systems, Guidelines for performance, Improvements; Quality Audits; TQM culture, Leadership, Quality Council, Employee involvement, Motivation, Empowerment, Recognition and Reward; Information Technology Computers and quality functions, Internet and electronic communications, Information quality issues.

Text Book

Bester field, D. H., et.al. (2004). Total quality management. (3rd ed.). New Delhi, India: • Pearson Education.

Hours: 48

Credits: 4

- Charantimath, P. M. (2003). Total quality management. New Delhi, India: Pearson Education.
- Indian standard -Quality Management Systems– Guidelines for performance improvement (Fifth Revision). New Delhi. Bureau of Indian Standards

Course Code: MBAE04B62

Course Title: E-GOVERNANCE

Objectives

- To provide the knowledge of good governance using information and communication technologies.
- To study different E- governance models.

Learning Outcomes

At the end of this course students will be able to:

- Operationalize the E-Governance model
- Identify the suitable e-Governance strategy for Infrastructure planning and development
- Appraise the e-Governance model

COURSE CONTENTS Unit 1 Introduc

Introduction

10 Hours

E-Governance-Definition, Need, Nature and Scope, Issues, Applications and Digital Divide; Evolution of E-Governance, Present global trends in E-Governance, Other related issues.

Unit 2	Models of E-Governance	10 Hours
Digital Governa	nce - Broadcasting/ Wilder Dissemination Model, Critical	Flow Model,
Comparative An	nalysis Model, Mobilization and Lobbying Model, Inter	active-Service
Model, Govern	ment-to-Citizen-to-Government Model (G2C2G); Evol	ution in E-
Governance and	Maturity Models- Five Maturity Levels, Characteristics of M	aturity Levels,
Key areas, Towa	rds Good Governance.	

Unit 3	Infrastructure and Strategies	10 Hours
E - readiness, In	nfrastructural Preparedness - Digital System, Legal, Institution	onal, Human,
Technological;	Evolutionary Stages in E-Governance - Introduction, N	lational Data
Warehouses, C	ensus Data, Prices of Essential Commodities, Agricu	ulture, Rural
Development, H	lealth, Planning, Education, Commerce and Trade, Other S	ectors; Other
areas for Data W	arehousing and Data Mining	
TT		10 TT

Unit 4Case Studies18 HoursNepalese Context- Cyber Laws, Implementation in the Land Reform, Human Resource
Management Software; India: NICNET, Collectorate, Computer-aided Administration of
Registration Department (CARD), Smart Nagarpalika, National Reservoir Level and
Capacity Monitoring System, Computerization in Andhra Pradesh, EkalSevaKentra,
SachivalayaVahini, Bhoomi, IT in Judiciary, E-Khazana, DGFT, PRAJA, E-Seva, E-
Panchyat, General Information Services of National Informatics Centre; E-Governance
initiative in USA; E-Governance in China Brazil and Sri Lanka.18 Hours

- Backus, M. (2001). E-Governance in developing countries. IICD Research Brief.
- Prabhu, C. S. R. (2004). E-Governance: concepts and case studies. Prentice-Hall of India Private Limited.

Course Code: MBAE04B63

Course Title: EVENT MANAGEMENT

Objectives

- To imbibe knowledge and skills towards conceptualizing and planning of events.
- To understand different ways of managing diverse events.

Learning Outcomes

At the end of this course students will be able to:

- Devise a plan for various aspects of an event
- Demonstrate understanding of various types of events and the associated activities
- Build logistics management strategies for a small event and an exhibition

COURSE CONTENTSUnit 1IntroductionDesigning - Corporate Events, Corporate Hospitality

Designing - Corporate Events, Corporate Hospitality Ensuring ROI; Managing Customer Expectations; Types of Corporate Events; In-House vs Event Management Companies; Corporate Event Packages; Staff Events, Customer Events Team Building, Menu and Wine Selection.

Unit 2 Event Activities

Charity Events and Award Ceremonies; Setting Fundraising Targets and Objectives; Working with Volunteers and Committees; Generating Goodwill and Media Exposure; Commissioning Celebrities; MCs and Entertainment; Outdoor Events, Concerts, Logistics, Types of Outdoor Events, Risk Management.

Unit 3 Event Planning

12 Hours

10 Hours

12 Hours

Health and Safety Planning and Logistics; Marketing and Sponsorship; HR Management; Programming Entertainment and Celebrity Events; Concerts, Launches, Fashion shows, National Festivals and High-Profile Charity Events Liasioning with Agents; Contract Negotiations; Client Briefings.

Unit 4 Exhibition Management

14 Hours

Types, Trade Shows vs. Consumer Shows; Running an Exhibition, Exhibiting a Show; Designing Exhibition Stands; Managing a Sales Team; Making the Most Out of Exhibiting; Event Logistics Sports Event Management; Creativity; Types of Sporting Hospitality; Logistics and Onsite Management Choosing Sporting Celebrities and Managing Expectations Paparazzi and Entourages; Onsite Staff Selection and Admissions Management

- Goldblatt, J., and Nelson, K. S. (2001). The international dictionary of event management. John Wiley & Sons, Inc. ISBN-13: 978-0471394532
- Silvers, J. R. (2012). Professional event coordination. Wiley Desktop Editions. ISBN-13: 978-0471263050
- Wagen, L. V. D., and Carlos, B. R. (2004). Event management. Prentice Hall Inc. ISBN-13: 978-0131149380

BUSINESS INTELLIGENCE & ANALYTICS

Course Code: MBAF04B61

Objectives

- To engage students with application of financial verticals and bringing them to face with real life situations through data analysis using software packages
- To provide knowledge about visualisations and dashboard scenario.

Learning Outcomes

At the end of this course students will be able to:

- Use SAS for analysis of financial and accounting information
- Create financial calculator using Python
- Perform data visualization of the financial data via Matplotlib

COURSE CONTENTS

Unit $\overline{1}$ Financial Research using SAS **08 Hours** Using SAS to conduct variance ratio testing of asset prices, Background for the random walk theory of Asset prices, The Data, Sample SAS code for variance Ratio Specification Testing, Background for Analysing Fundamental Accounting Information And Market Performance, Combining Identical Trades, Correcting Time Stamps and computing the Tick Test, Computing Quote Changes and combining them with Trades, Estimation of trade costs, VAR Estimation, Sample SAS Program to Evaluate Financial Distress Characterization Unit 2 **Python as a Financial Calculator 10 Hours** Default input values for a function, Indentation is critical in Python, Checking the existence ,Defining, Activating of functions, Debugging a program from a Python editor, Two ways to call our pv f() function, Generating module, Types of comments, The if() function, Annuity estimation, Converting the interest rates, Continuously compounded interest rate, Net present value and the NPV rule, Defining the payback period and the payback period rule, IRR and the IRR rule, Python to Price a Call Option, More information about modules, Module dependency Unit 3 **Visual Finance via Matplotlib 10 Hours** Installing Matplotlib via Active Python, Working with DuPont identity, Graphical representation of the portfolio diversification effect, Number of stocks and portfolio risk, Retrieving historical price data from Yahoo! Finance, Histogram showing return distribution, Comparing stock and market returns, Understanding the time value of money, Candlesticks representation of stocks' daily price, Graphical representation of two-year price movement, and intra-day graphical representations, Presenting both closing price and trading volume, Adding mathematical formulae to our graph,

Adding simple images to
Comparing return versus volatility for several stocksImages to
comparing return versus volatility for several stocksUnit 4Statistical Analysis of Time Series10 HoursDatabase access with DB-API2 and SQL Alchemy, Executing SQL commands from Pandas
Loading database data into a Data Frame, Combining and manipulating Data Frames: merge, join,
concatenate Data manipulation with Pandas, Statistical analysis with Pandas, Time series analysis
with Pandas Split-apply-combine with Data Frames, Data summarization and aggregation methods
Pandas powerful group by method, Reshaping, pivoting, and transforming your data, Simple and
rolling statistics

Unit 5Black-Scholes-Merton Monte Carlo Simulation Model and Options10 HoursPayoff and profit/loss functions for the call and put options, European versus American optionsCash flows, types of options, a right, and an obligation, Normal distribution, standard normal
distribution, and cumulative standard normal distribution, The Black-Scholes-Merton option model
on non-dividend paying stocks, Various trading strategies, Covered call – long a stock and short a
call, Straddle – buy a call and a put with the same exercise prices, A calendar spread, Butterfly with
calls, The put-call parity and its graphical representation, Binomial tree (the CRR method) and its
graphical representation, Hedging strategies. Using the Monte Carlo simulation to price average
options, Pricing barrier options using the Monte Carlo simulation, Barrier in-and-out parity,
Graphical presentation of an up-and-out and up-and-in parity, Pricing look back options with
floating strikes, Using the Sobol sequence to improve the efficiency

Text Book

• Yves, H. (2015). Derivatives analytics with Python: data analysis, models, simulation, calibration and hedging. The Wiley Finance Series 2015

Course Code: MBAF04B62

Credits: 4

Objectives

- To develop advanced decision making skills using cross domain expertise through illustrations and cases.
- To provide knowledge about the significance and merit of prescriptive analytics in marketing domain with software application methods

Learning Outcomes

At the end of this course students will be able to:

- Demonstrate understanding on the application of Analytics on E-commerce, Customer behavioural data and supply chain
- Appraise different types of customer analytics
- Differentiate the nature of traditional and social media data for text mining and analysis

COURSE CONTENTS

Unit 1	E Commerce Analytics	08 Hours	
Measuring the	e Importance of the Node, Importance of the Link, Random and Regula	ar Networks,	
Network Cont	agion, A bass version of tipping Point, Watts model on Viral marketing,	Text mining	
Definitions, G	iving structure to unstructured text, Applying Text Mining in Real Life s	situations. E-	
Commerce Ar	nalytics Value Chain, Identifying and Prioritising Demand, Activating H	E Commerce	
Analytics En	vironment, Preparing wrangling Data, Analysing, Predicting, Opti	imising and	
Automating v	vith data, Socialising Analytics, Economic Impact of Analytics.		
Unit 2	Visualising Dash-boarding and Reporting	10 Hours	
RASTA appr	oach to Reporting, LIVEN approach to Dash-boarding, Facts and	Dimensions,	
Inventory Fac	t, Product Fact, Order Fact, Order Item Fact, Customers Fact, Customer	r order Fact,	
Customer con	version Optimisation and its Process, Value proposition, Data Privacy and	d Security	
Unit 3	Customer Analytics	10 Hours	
Questioning C	Sustomer Data with Analytical framework, Types of Customer Analytics,	Segmenting	
Customers, Pe	rforming Cohort Analysis, Calculating Customer Life time Value, Cost	of Customer	
acquisition an	d its cost, Analysing Customer Churn, Voice-of -the Customer Analyt	ics, Receny,	
Frequency and	I Monetary Analysis, Share of Wallet, Scoring Customers, Clustering an	d Predicting	
Customers, Pe	rsonalising Customer Experience, Engagement Mapping and Types of A	ttribution	
Unit 4	Behavioural and Sentiment Analytics	10 Hours	
Obtaining data	a, Preliminary analyses, Potentials and Pitfalls of Social Media Data: Opi	inion mining	
made difficult, Sentiment and its measurement, The nature of social media data, Traditional versus			
non-traditional social data, Measurement and inferential challenges, Good data versus bad data,			
Understanding sentiments, Scherer's typology of emotions, Sentiment polarity - data and			
classification, Supervised social media mining :lexicon-based sentiment, Naive Bayes classifiers,			
Unsupervised social media mining : Item Response Theory for text scaling			

Unit 5 Supply Chain Analytics

10 Hours

Supply chain disruptions: Economic, Environment and Technological, Characteristics of Supply chain risk, Analysis of potential triggers, Analysis of supply chain constitution, Risk-aware supply chain optimisation, Supply chain risk mitigation and optimisation, CPLP-Risk, Euler Method Applied to fresh produce, pharmaceutical supply chain network, Fast fashion Apparel supply chain

Text Book

• Wayne, J. P. Ecommerce analytics: analyse and improve the impact of your digital strategy. FT Press Analytics

- Winston, L. Marketing analytics: data-driven techniques with Microsoft excel.
- Heckmann, I. (2016). Towards supply chain risk analytics: fundamentals, simulation, optimization.
- Nagurney, A., Min Yu., Masoumi, A. H., & Nagurney, L. S. (2013). Networks against time: supply chain analytics for perishable products. (Springer Briefs in Optimization).

Course Code: MBAF04B63

Objectives

- To lay a foundation on the predictive skills in HR analytics
- To impart advanced analytics techniques and its application in performance management, retention and employee wellness

Learning Outcomes

At the end of this course students will be able to:

- Describe the application of predictive analytics in HR
- Articulate the use of analytics in performance management, retention and employee wellness
- Understand the various advanced HR analytics techniques

COURSE CONTENTS				
Unit 1	Introduction to Predictive Analytics in HR	08 Hours		
Meaning of Pr	Meaning of Predictive HR Analytics, Need, Uses, Predictive Modelling, HR analytics & HR			
strategy, From	descriptive reports to predictive analytics, Statistical significance, Inform	nation		
sources & ana	lysis			
Unit 2	Analytics in performance management	10 Hours		
Need for Analytics in Performance Management, Linking individual objectives to organizational				
objectives, Performance measures, Incentives & promotions, Best practices, Role of Predictive				
analytics to optimize career pathways & employee promotions				
Unit 3	Retention Analytics	12 Hours		
Employee life time value and cost modelling, Retention Analytics - Meaning, Need, the Retention				
Analytics process, Deploying Retention Analytics, Implementing proactive talent retention models,				
Talent attrition predictive modelling, the segmentation strategy of Talent Retention Model				
Unit 4	Analytics in Employee Wellness, Health & Safety	8 Hours		
Employee wellness, meaning, need, best practices, optimizing employee wellness, health &				
workplace safety with predictive analytics				
Unit 5	Advanced HR Analytics techniques	10 Hours		
Mediation process, Moderation & Interaction analysis, Multi-level linear modelling, curvilinear				
relationships, Structural Equation Models, Growth Models, Latent Class Analysis, Response				
surface methodology & polynomial regression				

Text Book

• Dr. Edwards, M., & Kirsten. (2016). Predictive HR analytics: mastering the HR metric (1st ed.). Kogan Page Publication.

References

• Gene, P., Boyce, B., & Jac Fitz-Enz. (2015). Human capital analytics: how to harness the potential of your organization's greatest asset. Wiley Publication.