

Programme Structure, Syllabi, Outline of Tests, and Course of Reading **under the Faculty of Management**

MBA - 2 years (1st Semester)

L	T	P	Total Credit
3	0	0	3

CBA 601 – Managerial Economics

	Teaching Hours
Unit-1 Theory of demand and supply	14
<ul style="list-style-type: none"> • Nature and scope of economic analysis: its relevance for a managerial decision making • Demand analysis: nature of demand for a product- individual demand and market demand, demand by market segmentation, demand function and determinants of demand • Supply function: determinants of supply of a product, law of supply • Elasticity of supply. Concept of elasticity of demand- income, cross, price and advertising elasticity. Theorems on the price elasticity of demand. Applications of the concept of price elasticity of demand in business decisions. • Consumer Behaviour – Utility Analysis • Indifference Curve Analysis of Demand • Demand forecasting -- need for forecasting and techniques of forecasting 	
Unit-2- Theory of production and cost	13
<ul style="list-style-type: none"> • Production analysis: production function -- neo-classical, Cobb- Douglas, Leontief. • Least cost combination of inputs for a firm. • Concept of an isoquant-- smooth curvature and right angle. • Returns to scale and returns to a factor. Expansion path of a firm. • Cost Analysis: Costs relevant for management decision making. • Economies of scale: Internal and External • Cost Function: Cost & output relationship, Short Run and Long run. • An Analysis of the Objectives of a Business Firm: Profit Maximization Model, Baumoul's Sales Maximization Model, Marris's Model Of 'Managerial Enterprise' Williamson's Model Of 'Managerial Discretion 	
Unit-3- Market structure: Price and Output Decisions	13
<ul style="list-style-type: none"> • Pricing And Output Decisions – Perfectly Competitive and Monopoly Markets • Pricing And Output Decisions –Under Monopolistically Competitive Market • Product Differentiation • Price Discriminating Monopoly • Models Of Oligopolistic Market: The Kinky Demand Curve Model; The Cournot Model • Price Rigidity, Price Leadership Models, Cartels and Collusion 	
Unit-4- Macro Economic Analysis and Business Environment	14

- Economic Policy and Analysis; Macro Economic Variables and Functional Relationships.
- Business Environment: An Exogenous Variable. Factors Influencing the Business Environment.
- National Income Analysis: National Income Aggregates. Approaches to National Income Measurement.
- Models of Circular Flow of Money- Incorporating Savings, Investment, Foreign Trade and Government Sector.
- Models of Income Determination with emphasis on Keynesian Model. Concept of Investment Multiplier.
- Factors Influencing Consumption Function- Objective, Subjective And Structural.
- Demand and Supply of Money: Transaction, Precautionary and Speculative Demand for Money; Liquidity Preference Function; Components of Money Supply.
- Business Cycles: An Analysis of the Fluctuations in the Level of Economic Activity. Phases of Business Cycles.
- Inflation and Deflation: Demand - Pull and Cost -Push Inflation. Impact Of Inflation On Employment, Price Level And Other Macro Economic Variables An Analysis Of Policies To Control Inflation. Deflation.
- Monetary Policy: Objectives of Monetary Policy. Functions of Central Bank.
- Credit Policy and Its Implications on the Corporate Sector.
- Fiscal Policy: meaning, objectives and impact on economy.
- Money Market, Capital Market and Foreign Exchange Market.

Course Learning Outcomes: On completion of the course students will be able to:

- Understand concept of demand & supply equilibrium, cost & production functions, market structures & their relevance to business operations.
- Use the tools of economic theory to explain optimal production and pricing decisions by the firm in each market structure.
- Analyze the causes and consequences of different market conditions.
- Critically assess and describe the constituents and influence of various environmental factors on strategic choices.

Text / Reference Books:

Author	Title	Publisher	Year of publication	ISBN	Pages
H.L. Ahuja	Modern Microeconomics: Theory & Applications	S. Chand Publishing	2017	9789385676130	976
Koutsoyiannis	Modern Microeconomics	Palgrave Macmillan	2008	9780333778210	599
Robert H. Frank	Microeconomics and Behavior	McGraw-Hill Publishing	2020	9780070218925	744
R.L.Varshney, Maheshwari	Managerial Economics	Sultan Chand & Sons	2014	9788180549144	864
Peterson H., W. Chris Lewis, Sudhir K. Jain	Managerial Economic Analysis and Cases	Pearson Education	2005	9788177583861	640
H.L. Ahuja	Macroeconomics – Theory & Practice	S Chand & Company	2016	9789385401350	952
Olivier Blanchard	Macroeconomics	Pearson Education	2020	9789353945220	576

CBA602: Information Technology for Decision Making

L	T	P	Total Credits
3	0	0	3

	Teaching Hours
Unit-1 Information Technology Developments and Trends	13
Information Technologies: Concepts, Data, Information, Knowledge, Introduction to DBMS, Benefits of DBMS over traditional file system, Types of DBMS, Components of DBMS, Concept of Data Warehouses and Data Marts, Basics of Networks: Concepts, Types of networks, Advantages of Network Environment, Business Uses of Internet, Intranet and Extranet, Distributed/Cloud Computing.	
Unit-2- Information Systems in Business and Decision Support Process in Business	14
Business Process and role of Information Systems in Business Processes, Types of Management Support Systems(Transaction Processing System, Management Information System, Decision Support Systems, Executive Support Systems and Strategic Information Systems), Components of Information Systems, Centralized and Decentralized Information Systems. Role of Information in Decision Making Process, Steps in Decision Making, Levels of Decision Making, Types of Decisions (Structured, Semi structured & Non Structured Decisions).	
Unit-3- Electronic Commerce Systems & Enterprise Business Systems	13
Introduction to E-Commerce and M-Commerce, Advantages and Disadvantages of each. E-commerce models, with examples. Concept of Internet Banking and Online Shopping, Electronic Payment Systems; Concept of e-governance, e-governance as an effective tool to manage the country's citizens and resources, Advantages and Disadvantage of E-governance. ERP: The business backbone, benefits of ERP, failures of ERP; e-CRM, e-SCM, Integration of ERP with Business, Artificial Intelligence, Expert Systems.	
Unit-4- Knowledge Management Concepts & Business Intelligence	14
Introduction to KM, KM myths, understanding knowledge, Types of knowledge, Knowledge management system life cycle, Introduction to the models of knowledge management. Implementation of KM in organizations, Various parameters of implementation, various knowledge capturing techniques. Data Mining Concepts and Applications, Process, Methods, software tools; Data mining myths and blunders; Text and Web mining; Business performance Management, IT Tool: MS-Excel (cell referencing, nested if(), conditional formatting; Advanced Excel: LookUp(), Goal seek; Scenario Manager, Data Tables.	

List of Practicals:

1. Introduction to basics of excel.
2. Understanding the difference between relative, absolute and mixed reference and cell addressing and ranges.
3. Working on sorting, filtering, and conditional formatting to highlight cells with a certain color, depending on the cell's value.
4. Working on simple functions such as COUNT, SUM, MAX, MIN, AVERAGE etc.
5. Working on logical functions such as IF, AND, OR and NOT.
6. Working on Date & Time Functions.
7. Working on Text Functions to manipulating text strings.

8. Working on lookup & reference functions, such as VLOOKUP, HLOOKUP, MATCH, INDEX and CHOOSE.
9. Working on Charts & Graphs to visually represent data and summarize large amounts of data
10. Working on powerful features of Pivot Tables to extract the significance from a large, detailed data set.
11. Working on What-If Analysis in Excel that allows to try out different values (scenarios) for formulas.
12. Working on introduction to MS Access.
13. Working on creating Tables and Relationships.
14. Working on creating Query using design view and wizards.
15. Working on Forms and Reports based on tables and queries.

Course Learning Outcomes: At the end of this course, the students will be able to develop basic understanding of information technology and applicability of information systems in decision making in all functional areas.

- Develop the understanding and practical exposure to the techniques of Information Technology
- Applying the practical exposure to the techniques of Decision Support System
- Enhance the analytical and design skills, which are applicable in all Business Functional Areas
- Development of basic skills of Business Intelligence

Text / Reference Books:

Author	Title	Publisher	Year Of Publication	ISBN	Pages
Efraim Turban, Linda Volonino	Information Technology for Management: Transforming Organizations in the Digital Economy	John Wiley & Sons	2010	9788126526390	644
Henry C. Lucas	Information Technology For Management	McGraw-Hill Education	2017	9780070472426	752
Henry C. Lucas	Information Technology: Strategic Decision Making For Managers	Wiley India Pvt. Limited	2008	812651759X	461
Ramesh Sharda, Dursun Delen, Efraim Turban	Business Intelligence and Analytics: Systems for Decision Support	Pearson	2018	9789352866489	688

CBA603: Accounting For Managers

L	T	P	Total Credits
3	0	0	3

	Teaching Hours
Unit I: Introduction to Financial Accounting	14
Nature of Accounting, Branches of Accounting, Types of ownership, Accounting Standards and Basics Concepts and Conventions, Understanding of Accounting Equation. Accounting Cycle, recording of transactions, journalizing, ledger posting, preparation of Trial Balance. Types of errors and effect of errors on the Trial Balance	
Unit II: Preparation & Analysis of Financial Statements	14
Preparation of Companies Financial Statements as per Schedule III. Accounting for Depreciation, Accounting for Dividend and Retained Earnings, Valuation of Investments and Stockholder Equity, Statement of changes inequity. Analysis of Financial Statements: Trend Analysis, Inter Firm Comparison, Comparative Financial Statement, Ratio Analysis, DuPont Analysis, Fund Flow Statement and Cash Flow Statement as Per AS-3.	
Unit III: Introduction to Cost & Management Accounting	13
Cost Classification, Marginal Costing and Cost Volume Profit Analysis, Valuation of Inventory, Standard Costing & Variance Analysis and Budgeting and Budgetary Control, Types and Process, Zero base Budgeting,	
Unit IV: Recent Trends in Accounting	13
Sustainability Reporting, CSR Reporting, Responsibility Accounting, Inflation Accounting, Humana Resource Accounting. IFRS Framework, Introduction to US & UK GAAP.	

Course Learning Outcomes: At the end of this course, the students will be able to develop basic conceptual understanding of accounting and its applicability.

- Understanding of accounting process and fundamental principles followed in preparing financial statements.
- Understanding of process of preparing financial statements and development of skills to analyze and interpret the financial statements of a company.
- Development of skills to use cost and management accounting concepts for managerial decision making.
- Development of a skill in interpreting the financials of the company, and this ability of analyzing will enable the participants to deal more effectively with strategic options for their businesses.

List of Professional Skill Development Activities (PSDA)

- Financial Performance Analysis of Selected Companies.
- Application of Marginal costing techniques in Managerial Decision Making using situation based Case Studies.

Text / Reference Books:

Author	Title	Publisher	Year of publication	ISBN	Pages
S. Jayapandian	Accounting for Managers	ASE	2009	978-8180522130	608

White Sondhi Fried	Analysis and Use of Financial Statements	Wiley India Pvt. Limited	2003	978-0471375944	784
Zimmerman J L	Accounting for Decision Making & Control	Tata-McGraw-Hill Education	2011	9780071289641	608
Davies ,Crawford	Business Accounting and Finance	Tata-McGraw-Hill Education	2011	978-0273723127	800
H V Jambh	Fundamentals of Cost Accounting – Principles & Practice	Ane Books Pvt Ltd.	2011	978-9380618982	974
Jawahar Lal	Cost Accounting	Tata-McGraw-Hill Education	2013	9781259026522	1088
Jain & Narang	Cost and Management Accounting	Kalyani Publishers	2018	9789327285260	1277
Dr. Maheswari S.N	A Text Book for Accounting of Management	Vikas Publishing House	2018	9789352716166	1032

CBA 604: Entrepreneurship and New Venture Creation

L	T	P/S	Total Credits
3	0	0	3

	Teaching Hours
Unit-1 Introduction to Entrepreneurship & Entrepreneurial Ecosystem	14
Concept of entrepreneurship, entrepreneur's role, task and personality, theoretical perspective of entrepreneurship, entrepreneurial intention and orientation, types of entrepreneurship, Understanding the entrepreneurial perspective in individuals, Entrepreneurial Traits, Entrepreneurial Skills, developing creativity and understanding innovation, Impediments to creativity, Importance of entrepreneurship	
Unit-2- Evaluating Entrepreneurial Options and Understanding Start up Financial Requirements	13
Understanding the idea and an opportunity. The opportunity creating, shaping, recognizing and seizing. Screening venture opportunities, gathering information and analyzing. Evaluating venture opportunities and develop startup strategy. Feasibility analysis and risk taking ability-An overview of startup finance and sources of finance. Understanding the business model and financial projections, how to forecast expenses and revenue. Gathering the resources developing entrepreneurial marketing and	

operational plan. Government Schemes for new ventures: Start Up India, Stand Up India, Make in India.	
Unit-3- Launching and Managing New Venture -Developing Team and Business Plan	14
The importance of team, Team Formation and Team Building. An Introduction to Business Plan, Components of Business Plan: Financial Plan, Organizational Plan, and Marketing Plan; Types of Business Plans, Examining sample business plans and writing business plan. Understanding investor/lender's perspective and presenting business plan. Valuation of business plan and the elevator pitch. Business Canvas Model, Entrepreneurial challenges As an individual and As an entrepreneur.	
Unit-4- Emerging trends, Technologies and Practices in Startups -Legal Aspects of Business	13
Legal form of new venture. Legal issues and other formalities related to venture. Technology-enabled trends that will help shape businesses and the economy, Technical intelligence in business- understanding technology threats and opportunities, Technology Business Incubators, emergence and growth of new technology-based companies	

Course Learning Outcomes: At the end of this course, the students will be able to identify motivations of an entrepreneur for starting the business, demonstrate entrepreneurial skill-set, identify sources of financing, Map the technological trends for new start-ups and Develop business plan

- Develop the abilities needed to formulate a business plan for an original venture concept.
- Apply knowledge and skills from live case studies of successful entrepreneurs and business experience.
- Enhance the ability to conduct sectoral study for a new venture creation/Start-up
- Evaluate and develop potential business opportunities and Legal aspects of starting new venture

List of Professional Skill Development Activities (PSDA):

1. Study of an Entrepreneur to understand the process of creating an entrepreneurial venture
2. Sectoral study for a new venture creation/Start-up
3. Develop a Business Plan after exploring business opportunities

Text / Reference Books:

Author	Title	Publisher	Year of publication	ISBN	Pages
Justin G. Longenecker, J. William Petty, Leslie E. Palich, and Frank Hoy	Small Business Management: Launching & Growing Entrepreneurial Ventures (20 th Edition)	Cengage	2023	978-0-3577-1880-3	712
Mike Kennard	Innovation and Entrepreneurship	Routledge	2021	978-0-367-51057-2	114
Debasish Biswas and Chanchal Dey	Entrepreneurship Development in India	Routledge	2021	978-0-367-76219-3	117
Robert D. Hisrich, Micheal P. Peters,	Entrepreneurship (11 th Edition)	McGraw Hill	2020	978-9390113309	696

Dean A. Shepherd, Sabyasachi Sinha					
Donald F. Kuratko and Jeffrey S. Hornsby	New Venture Management: The Entrepreneur's Roadmap for Development, Management, and Growth (3 rd Edition)	Routledge	2020	978- 03674667 25	356
Bruce R. Barringer and R. Duane Ireland	Entrepreneurship: Successfully Launching New Ventures (6 th Edition)	Pearson	2019	978-1- 292- 25533-0	617
Norman M. Scarborough and Jeffrey R. Cornwall	Essentials of Entrepreneurship and Small Business Management (9 th Edition)	Pearson	2019	978-1- 292- 26602-2	827
Mary Jane Byrd and Leon Megginson	Small Business Management: An Entrepreneur's Guidebook (8 th Edition)	McGraw Hill	2017	978- 12595389 88	496
Robert D. Hisrich and Veland Ramadani	Effective Entrepreneurial Management: Strategy, Planning, Risk Management, and Organization	Springer	2017	978-3- 319- 50465-0	230
Stephen Spinelli, Jr. and Robert J. Adams, Jr.	New Venture Creation: Entrepreneurship for the 21st Century (10 th Edition)	McGraw- Hill Education	2016	978-0- 07- 786248-8	484
David H. Holt	Entrepreneurship: New Venture Creation	Pearson	2016	978- 93325687 30	584

Journals:

- Harvard Business Review
- International Journal of Entrepreneurship and Innovation, IP Publishing
- Journal of Business Venturing - Elsevier
- Journal of Entrepreneurship in Emerging Markets, Emerald
- Technology, Innovation, Entrepreneurship and Competitive Strategy, Emerald
- Entrepreneurship Theory and Practice, Sage
- Technovation, Elsevier
- Journal of Technology Transfer, Springer
- Technological Forecasting and Social Change, Elsevier

Any other Study Material:

- Culture and International Entrepreneurship, Samit M L, Florida Atlantic University, 2006
- Why America Is Losing the Race for Entrepreneurial Talent, Knowledge @ Wharton, November 2012
- Funding Guide for Entrepreneurs, London Chamber of Commerce and Industry, 2010.

HRD 601: Organizational Behavior

L	T	P/S	Total Credits
3	0	0	3

	Teaching Hours
Unit-1- Fundamentals of Organizational Behavior And Principles of Management	13
<ul style="list-style-type: none"> • Understanding Nature, Scope and Importance of Organizational Behavior .. • Models, Approaches and Multidisciplinary Nature of Organizational Behaviour. • Understanding Principles of Management, Definition of Management, The Managerial Functions • International Dimensions of Organizational Behaviour and Emerging Challenges in Global Context. 	
Unit-2- Learning and Behavior Modification through Motivation	14
<ul style="list-style-type: none"> • Issues between Organizations and Individuals. • Perception-Introduction, Attribution Theory and Individual Decision Making. • Introduction and Theories of Learning. • Introduction, Nature, Applications and Complexities in Motivation • Early Theories and Determinants of Motivation • Transactional Analysis • Emotional Intelligence • Personality- Introduction, Features, Determinants, Traits, Theories and Matching of Personality with Jobs. • Values, Attitudes-Job Satisfaction, Job Involvement and Organizational Commitment. • Appraising and Rewarding Performance & Potential, Competency Mapping • Contributions to Behaviour Modification • Next Generation Key Performance Indicators : Strategies to Maximize Performance 	
Unit-3- Leadership and Group Dynamics- Building Organizations through Human Relations	14
<ul style="list-style-type: none"> • Group Dynamics- Concept, Types, Models of Group, Stages in Group Development, Informal Organizations and Communications- Group Decision Making, Meetings, Creating High Performance Teams. • Organizational Power, Influence and Politics • Nature, Approaches, Theories and Styles of Leadership- Conventional Vs Global Perspectives • Importance of Leadership in the Digital Economy and Changes in HR practices in Post Covid • Future of Leadership in the Digital Economy 	

<ul style="list-style-type: none"> • Empowerment and Participation-Nature, Process, Programs and Considerations towards Labour-Union Attitude towards Participation • /Conflict in Organizations and Negotiation 	
Unit-4- Organizations Culture & Ethics	13
<ul style="list-style-type: none"> • Organizational Change : Concept ,Importance , Sources of Change and Work systems • Resistance to Change and Implementing Change Successfully. • Organizational Culture, Organizational Structures, Technology and Designs. • Overview of Organizational Development- Benefits and Limitations. • Managing Communication, Managerial Roles and Skills. • Mentoring and Coaching Fear at Workplace, Stress and Counseling. • Introduction-Ethics and Unethical Behavior. • Creating an ethical workforce-Guidelines for Managers • Social Responsibility and Affirmative actions 	

Course Learning Outcomes: On completion of the course:

- Student will be able to develop and identify interpersonal competencies.
- Student will be able to work in ever changing, dynamic work environment.
- Student will be able to identify opportunities and challenges of Cultural diversity, Technology integration and Globalization
- Student will be able to evaluate and assessing different work related behaviors.

List of Professional Skill Development Activities (PSDA):

- **Field Project** - In group of students will study the functions of HR in any organizations. They will prepare a report and present it to the class.
- **Project** – Student will do a comparative analysis of Indian versus International Human Behavior Practices

Text / Reference Books:

Author	Title	Publisher	Year of publication	ISBN	Pages
Koontz Harold & Wehrich Heinz	Essentials of Management	Mc Graw Hill India	2015	978-93-392-2286-4	496
Chandrani Singh & Aditi Khatri	Principles and Practice of Management and Organizational Behaviour	Sage Publications	2016	978-9351508953	456
K. Ashwathappa	Organizational Behaviour	Himalaya Publishing House	2016	978-9352020652	760

Newstrom John W. and Davis Keith	Human Behaviour at Work	McGraw-Hill Education	2001	978- 007239675 1	560
James Sagner	Management and Organizational Behavior	Wessex, Inc.	2019	978099955 4777	294
Stephen P. Robbins, Timothy A. Judge, Neharika Vohra	Organizational Behaviour	Pearson	2019	978- 007116018 6	800

MKT 601: Marketing Management

L	T	P/S	Total Credits
3	0	0	3

	Teaching Hours
Unit I: Marketing for the 21st Century	13
<ul style="list-style-type: none"> Marketing for the Millennial The New Marketing Realities, Difference between Marketing and Selling The Holistic Marketing Concepts, Relationship marketing, Societal marketing, Integrated Marketing, Ethical Marketing Delivering and Communicating Value to the Customers Marketing Mix; Marketing Plan 	
Unit II: Analyzing Consumers & Selecting Markets	13
<ul style="list-style-type: none"> The factors influencing consumer behavior The buying decision making process Business Market Vs Consumer Market Market Segmentations- Basis for Segmenting Consumer and business markets, with special reference to rural markets, in Indian context using NCCS. Evaluating the Market Segments Targeting the Market Segments Developing a Positioning Strategy 	
Unit III: Managing Product and Pricing Strategies	14
<ul style="list-style-type: none"> Products and Services Defined Classification of products New Product development Process, Adoption process Product mix decisions Product Line Analysis, Length, width and depth of a line and Brand Management Product life cycle, stages in lifecycle and factors affecting each stage Managing product life cycles Understanding Pricing in Changing Environment Setting the price, adapting the price Initiating and responding the price changes Identifying Pricing Strategies and responding to Competitors 	
Unit IV: Managing Channel Dynamics & Integrated Marketing Communication; Strategies for global market place.	14
<ul style="list-style-type: none"> The Role of Marketing Channels Channels design Decisions Vertical horizontal and multi-channel marketing systems Integrated Marketing Communication Marketing Communication Process Promotion mix, Advertising; Personal Selling, Marketing & Selling: interrelationships, Integrating Push & Pull, Direct Marketing and Social Media Formulating Marketing Plan and Presentation E-Commerce and M-Commerce Marketing Practices Triple Bottom Line Strategies for global market place: Challenges and opportunities of Globalization. Marketing Mix for Global Markets, Recent trends in Global and International Marketing 	

Course Learning Outcomes: By the end of the course student will be able to critically assess current and future metrics, research technologies, and research data output related to the subject.

- Develop an understanding of the market characteristics and the nature of competition in such markets.
- Organize for effective marketing and implementing the market planning process
- Develop an insight and knowledge base of the various underlying concepts driving marketing strategies
- Apply concepts, theories, models, and tools in developing 4P's of marketing

List of Professional Skill Development Activities (PSDA):

- Understand, apply and analyze theories of Marketing Management and write a Term Paper.
- Developing a marketing mix for any product and performing suitable Market and Competitive analysis.

Text / Reference Books:

Author	Title	Publisher	Year of publication	ISBN	Pages
Kotler, Kevin Lane Keller, Koshy, Mithileshwar K. Jha	Marketing Management– A South Asian Perspective	Pearson India Pvt. Ltd.	2013	9788131767160	870
David L Kurtz, Louis E Boone	Principles Of Marketing	Cengage Learning India	2010	9788131502938	656
S. Neelamegham	Marketing in India: Cases and Readings	Vikas Publishing	2012	9789325956766	724
Biplab S. Bose	Marketing Management	Himalaya Publishing	2014	9788184883008	792
Baines, Chris Fill, Rosengren, and Antonetti	Marketing	Oxford University Press	2019	9780198809999	776
Sally Dibb, Lyndon Simkin, William M. Pride, and O.C. Ferrell	Marketing: Concepts and Strategies	Houghton Mifflin, UK	2005	9780618532032	850
Michael R. Czinkota, Masaaki Kotabe	Marketing Management	Cengage India	2011	8131501175	650
Pradeep Kashyap, Siddhartha Raut	The Rural Marketing Book (Text & Practice)	Dreamtech Press	2005	9788177225587	416

STA 601: Quantitative Techniques for Management

L	T	P/S	Total Credits
3	0	0	3

	Teaching Hours
Unit-1 Introduction	13
<ul style="list-style-type: none"> • Statistics and its importance for managers, Statistics defined; Importance and scope of statistics, Data Collection • Types of statistical methods - Descriptive and inferential statistics; <p>Tabular and Graphical Descriptive Techniques using MS Excel only:</p> <ul style="list-style-type: none"> • Bar chart, Pie Chart, Histogram, Frequency Polygon, Ogive, Pareto Chart. • Stem-and-leaf display, Cross tabulations, Scatter plot and Trend line. <p>Numerical Measures</p>	

<ul style="list-style-type: none"> • Arithmetic Mean, Median and Mode. • Partition Values- Quartiles, and percentiles. • Measures of Variability: Range, IQR; Variance, Standard Deviation, Coefficient of variation. • Use of MS Excel for Numerical Measures 	
Unit-2- Probability and Probability Distributions	14
<ul style="list-style-type: none"> • Types of events and Algebra of events. Assigning probability to events; • Joint, Marginal and Conditional Probability. • Probability Rules; complement Rule, Multiplication Rule, Addition Rule, Bayes' Theorem. • Mean or Expected value of random variable; Variance and Standard Deviation of random variables. • Binomial Probability Distribution, Poisson Probability Distribution and Normal Probability Distribution with properties and applications. • Using MS Excel for computation of Binomial, Poisson and Normal probabilities. 	
Unit-3- Sampling, Sampling Distribution and Estimation	13
<ul style="list-style-type: none"> • Sampling: Basic Concepts, Types of Sampling and Non-Sampling Errors and Precautions, • Central Limit Theorem, • Sampling Distribution of the mean, Sampling distribution of proportion. • Estimation: Types Estimates, Using z Statistic for estimating population mean, • Confidence interval for estimating population mean when population SD is unknown, • Estimating population mean using t Statistic (small sample case), and Confidence interval estimation for population proportion. • Using MS Excel for confidence interval construction. 	
Unit-4- Hypothesis Testing & Forecasting Techniques	14
<ul style="list-style-type: none"> • Developing null and alternate hypothesis, Hypothesis testing procedure, the critical value of the test statistic, regions and rejection and non-rejection, Type I error and Type II error, Level of significance, The confidence coefficient, The power of a test, The p-value approach to hypothesis testing. • Inference about a Population: for single population mean using z-statistic, for single population mean using t-statistic, hypothesis testing for population proportion. • Inference about Comparing Two Populations: Inference about the difference between two population means; Independent samples and Matched Samples, Inference about the difference between two population proportions, Inference about the ratio of two population variances. • Analysis of Variance (Analysis and Interpretation of MS Excel Output): Testing for equality of k- population means, • Chi-Squared Tests: Chi-squared goodness of fit test for mean, and test of independence. Using MS Excel for Chi-squared test. • Forecasting Techniques: Measures of Linear Relationship: covariance, coefficient of correlation, Simple linear regression calculation of regression coefficients. Regression (Simple and Multiple): Model, Estimating the coefficient using least squares method. Assessing the Model (Analysis and Interpretation of Excel Output only, no numerical using manual calculation for multiple regression); Standard Error of Estimate, Coefficient of determination. Time 	

Series Analysis: Variation in Time Series, Numerical application of trend analysis only.	
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Course Learning Outcomes: On completion of the course:

- Student will have an understanding of sources of data, descriptive and inferential statistics – concepts & formulae.
- Student will be able to use spreadsheets for data analysis and statistical model building.
- Student will be able to identify opportunities for application of statistical techniques and perform data analysis.
- Student will be able to evaluate and assessing data for drawing inferences.

List of Professional Skill Development Activities (PSDA):

1. Prepare project report using secondary data.
2. Conduct a survey using appropriate statistical technique for data analysis.

Text / Reference Books:

Author	Title	Publisher	Year of publication	ISBN	Pages
Levin Richard I., Rubin David S., Siddiqui M.H., Rastogi S.	Statistics for Management	Pearson Education India	2017	978-8184957495	1000
Bluman A.	Elementary Statistics: A Step By Step Approach	Mc Graw Hill India	2013	978-1259071881	768
Levine D., Stephan D., Szabat K.	Statistics for Managers Using Microsoft Excel	Pearson Education	2017	978-1292156347	728
Maheta D., Parmar H.	Business Statistics	Himalaya Publishing House	2018	978-9352737109	412
Aczel Amir D.	Complete Business Statistics	Mc Graw Hill Higher Education	1999	978-0071160186	217

MBA - 2 years (IInd Semester)

S.No	Course Title	Course Type	Credits			Credit Units
			L	T	P	
1	Financial Management	Core Course	3	-	-	3
2	Human Resource Management	Core Course	3	-	-	3
3	Operations Management	Core Course	3	-	-	3
4	International Business and Practice	Core Course	3	-	-	3
5	Legal Aspects of Business	Core Course	3	-	-	3
5	Business Research Methods	Core Course	3	-	-	3
7	Introduction to Business Analytics and Data Sciences	Skill Enhancement Course	3	-	-	3
8	Principles of Retailing -Allied	Allied	2	-	-	2
9	Self-Development and Interpersonal Skills	Value Added Course	2	-	-	2
10	Foreign Business Language	Value Added Course	1	-	-	1
	Total Credits		Min Required: 26			Semester Credits: 26

Course Title: Financial Management

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
Unit I - Introduction to Financial Management	13
A Framework for Financial Decision-Making- Financial Environment, Introduction to Financial Markets and Financial Instruments Changing Role of Finance Managers, Objectives of the firm. Time Value of Money Valuation & Risk Management: Valuation of Securities; Risk- Return Analysis.	
Unit II - Investing Decisions – Capital Budgeting and Working Capital Management	14
Capital Budgeting - Nature of Investment, Evaluation, Estimation of Cash Flows, Criteria for Capital Budgeting Decisions, Capital Budgeting Techniques: Pay back, ARR, Discounted Payback NPV, IRR, PI, Comparison of Methods of Capital Budgeting, Issues Involved in Capital Budgeting, Risk and Uncertainty analysis in Capital Budgeting – An Introduction. Working Capital Management - Factors Influencing Working Capital Policy, Operating Cycle Analysis, Management of Inventory, Management of Receivables & Payables, Factoring - a tool of Receivable Management, Management of Cash and Marketable Securities, Financing of Working Capital	
Unit III: Financing Decisions	14
Computation of Cost of Capital (WACC & WMCC), Leverage Analysis with EBIT-EPS analysis Capital Structure Theories- Net Income Approach, Net operating Income Approach, Traditional approach & Modigliani Miller Model, Trade off Models, pecking order theory. Factors determining the Optimum Capital Structure.	
Unit IV: Dividend Decision & Valuations Concepts	13
Dividend Decision: Introduction, Factors determining dividend policy ,types of dividend. Theories of Dividend Decisions- MM Hypothesis, Walter Model, Gordon Model. Forms of Dividends- Cash dividend, Bonus shares, stock split. Dividend policies in practice. Valuations Concepts: ROI, Economic Value Added, Market Value Added, Shareholders Value Creation.	

Course Learning Outcomes: At the end of this course, the students will be able to develop basic understanding of fundamentals & concepts of financial management and its applicability in decision making.

- Understanding of the financial environment, Financial Instruments & Financial Markets, Wealthcreation process, financial decision & its interrelationship.
- Assessment of the rationale behind risk-return analysis & Portfolio management along with understanding of considerations to compose Capital Structure.
- Application of financial concepts & techniques in various financial decisions like capital budgeting & working capital management.
- Development of skills in evaluating company's financial condition by using valuation concept&understanding of factors affecting Dividend Decisions.

Text / Reference Books:

Author	Title	Publisher	Year of publication	ISBN	Pages
Prasana Chandra	Financial Management: Theory & Practice	Tata- McGraw-Hill	2019	9353166527	1132
Preeti Singh	Foundations of Financial Management	ANE Books	2009	9788180522789	564
I M Pandey	Financial Management	Pearson Education	2021	9789390577255	1056
M Y Khan, P K Jain	Financial Management: Text, Problems and Cases	Tata- McGraw-Hill	2018	9789353162184	1446
Van Horne, Dhamija	Financial Management & Policy	Pearson Education	2011	9788131754467	968
R P Rustagi	Financial Management	Tata- McGraw-Hill	2018	9388266390	1016

Course Title: Human Resource Management

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
Unit-1- Fundamentals of Human Resource Management	13
<ul style="list-style-type: none"> • HRM- Meaning, Definition, Scope, Function, Importance & Trends • Understanding HRM Philosophy, Evolution of HRM • Role, Competencies & Responsibilities of HR Manager • Improving Performance: SHRM, HRM Policies, Procedures & Processes, HRD 	
Unit-2- Human Resource Management Strategy and Action	14
<ul style="list-style-type: none"> • The Strategic Management Process: Strategic Planning, Types of Strategies • HR Metrics and Benchmarking: Types, HRIS, HR Audit, HRD Score Card, Balance Scorecard • Job Analysis and Evaluation : Job Description & Job Specification and Job Worth 	
Unit-3- Employee Recruitment, Selection, Training and Development and Industrial Relations	14
<ul style="list-style-type: none"> • Recruitment & Selection-Process, Method, Types of interviews • Placement, Orientation and Induction Process • HRD: Training & Development-Process & Types. Training Need Assessment • Industrial Relations : Concept and Objective of industrial relations ,Role of management in Industrial Relations • Trade Unions – Their meaning , Need and Function • Workers Participation in Management 	
Unit-4- Performance Management And Compensation Management	13
<ul style="list-style-type: none"> • Performance Appraisal: Process, Methods, Attributes, Managerial Competencies, Competency Mapping • Potential Appraisal-Process, Methods • Objectives and Principles of Compensation ,Components of compensation • Designing and administration of wage and salary structure • International Compensation • Incentives, Financial and Non Financial Incentives, Group and Individual Incentives 	

List of Professional Skill Development Activities (PSDA):

- Field Project** - In group of students will study the functions of HR functions and processes in any organizations. They will prepare a report and present it to the class.
- Project** – Student will do a comparative analysis of Domestic and International Human Resource Management

Course Learning Outcomes: On completion of the course:

- Student will be able to understand the concept of HRM
- Student will be able to formulate Strategic plans
- Student will be able to identify the challenges associated with Recruitment and selection of right candidate
- Student will be able to evaluate and assessing different processes and policies of HRM.

Text / Reference Books:

AUTHOR	TITLE	Publisher	Year of publication	ISBN	Pages
Gary Dessler & Biju Varrkey	Human Resource Management	Pearson Education	2020	9789353942205	760
Naik, Sohani, Saha	Human Resource Management	Thakur Publication	2020	B09C67TP49	456
Decenzo D A	Human Resource Management	John Wiley	2015	9788126553785	448
K Aswathappa	Human Resource Management : Text And Cases	McGraw Hill Education	2017	9789352605439	858
Dipak Kumar Bhattacharya	Human Resource Planning	Excel Books	2016	978-9350620571	497
R Wayne Mondy	Human Resource Management	Pearson	2010	9780132553001	456

Course Title: Operations

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
Unit-1 Introduction	13
<ul style="list-style-type: none"> • Introduction of Operations Function and Operations Management in Service & manufacturing industry; • Types of Operations Processes; • Operations Strategy 	
Unit-2- Design	14
<ul style="list-style-type: none"> • Planning and Designing the Products/ Services, Process design, Innovation and design in services and products, Forecasting • Quality Function Deployment; • Facility Location: Factor Rating, Load-Distance, Centre of Gravity & Median Method; • Facility Layout: Types of Layout, Assembly Line Balancing, Block Diagramming • Capacity Planning and management: Break-Even, Decision Tree • Process Technology • Job design and work study 	
Unit-3- Deliver – Planning Operations	14
<ul style="list-style-type: none"> • The nature of planning and control • Capacity management – demand function • Operations scheduling and Sequencing - Basic assumptions, Johnson's algorithm, sequencing 'n' jobs on single machine, sequencing n' jobs on 2 machines, 'n' jobs on 3 machines, 'n' jobs on 'm' machines. • Inventory management – deterministic and probabilistic models • Supply chain management • Materials requirements planning (MRP) • Project management – PERT CPM 	
Unit-4- Deliver – Controlling & Improvement Operations	13
<ul style="list-style-type: none"> • Productivity, Efficiency and Effectiveness; • Understanding Quality; Quality Costs; 7 QC Tools, Statistical Quality Control (mean, range, p-chart, and c-chart) • Introduction to TQM; Contributions of Quality Guru's: Deming, Feigenbaum, Juran, Crosby. • Industrial safety; Green operations management for sustainable competitiveness • Automation in Operations (use of AI) 	

Management

Course Learning Outcomes: On completion of the course students will be able to:

1. Develop an understanding of how the operations have strategic importance and can provide a competitive advantage for organizational survival.
2. Estimate the relationships between the operations function and other functional areas of a business.
3. Analyze operations planning, management and controlling models related to decision making in inventory, scheduling, project management and quality control to make effective business decisions.
4. Evaluate problems and challenges and present solutions by way of techniques and analysis of frameworks used managing operations within their working environments.

Text / Reference Books:

Author	Title	Publisher	Year of publication	ISBN	Pages
Russell and Taylor	Operations Management: Along the Supply Chain	John Wiley & Sons	2009	9780470233795	776
Heizer; Render; Rajashekhar	Operations Management	Pearson Education	2009	9788131721384	808
Mahadevan	Operations Management: Theory and Practice	Pearson Education	2018	9789332541092	610
Martinich, J	Production and Operations Management	Wiley India	2008	9788126516094	940
K. Aswathappa, Shridhara Bhat	Production and Operations Management	Himalaya Publishing House	2015	9789350248737	656
R. Panneerselvam	Production And Operations Management	Prentice Hall India	2012	9788120345553	720
S.N. Chary	Production And Operations Management	McGraw-Hill	2019	9789353164812	972

Course Title: International Business and Practice

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
Unit I: Globalization & Multinational Corporations	14
<ul style="list-style-type: none"> International Business in 21st century Globalization - Meaning and implications ; Drivers of Globalization; The globalization debate - arguments for and against Stages of Internationalization, EPRG Model Multinational Corporations- Definition, Types, Organization, Design & Structures, Head quarters and Subsidiary relations 	
Unit II: Introduction to International Trade & International Marketing	14
<ul style="list-style-type: none"> Differences between domestic and international business; International Marketing Defined. Different Modes of entry into international markets –Export, Import, Contract Mfg, Licensing, Franchising, Joint Ventures, Mergers & Acquisition, Wholly owned subsidiary, Turnkey Contracts. International Trade Origin & Theories- Theory of Mercantilism, Absolute advantage, Comparative Advantage, Hecksher-Ohlin theory, The New product life cycle theory, The New Trade theory, Porter’s Diamond Model 	
Unit III: International Business Environment and International Trading Blocks	13
<ul style="list-style-type: none"> External Environment - STEEPLE / PESTLE Analysis Implication of environment differences due to Economic, Social, Political, Legal, Cultural variations. Hofstede Model International Organizations to facilitate Global Trade: GATT, WTO, TRIPS, TRIMS, GATS, Ministerial Conferences, WTO round of negotiations 	
Unit IV: Introduction to International Financial System	13
<ul style="list-style-type: none"> International Financial Markets – Equity, Debt, Foreign Exchange & Commodities Role of Banks in Global Financial Transactions – NOSTRO, VOSTRO, SWIFT Modes of Payment in International Trade – Advance, Open Account, Documents on Collection, L/C, Consignment-basis FDI’s & FII’s. 	

Course Learning Outcomes: By the end of the course student will be able to critically assess current and future metrics, research technologies, and research data output related to the subject.

- Develop an understanding of International Business Overview
- Organize and apply related international Business Strategies as desired.

- Assessment of complexities, risks, opportunities, operations & business practices adopted by global companies.
- To apply the tools, theories and models in strategizing international business strategies.

List of Professional Skill Development Activities (PSDA):

Each student will have to submit a PESTEL analysis of a specific country as allocated

Text / Reference Books:

Author	Title	Publisher	Year of publication	ISBN	Pages
Sumati Varma	International Business	Pearson Education	2016	978-9332582682	310
Sundaram , Black	International Business Environment	Prentice Hall	2012	978-8120311411	368
Daniels, Sullivan, Salwan	International Business: Environment & Operations	Pearson Publication	2016	978-9332548220	960
Francis Cherunilam	International Business Environment	Himalaya Publishing	2017	978-9352028795	494
Warren J. Keegan	Global Marketing Management	Pearson Education	2017	978-9332584327	560

Course Title: Legal Aspects of Business

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
Unit I: Commercial Laws	14
<ul style="list-style-type: none"> □ Indian Contract Act: Definition of contract, Nature and kinds of Contracts, essentials elements and types of a contract, Formation of a contract, performance of contracts, breach of contract and its remedies. Principles Governing Capacity of Parties and Free Consent, Legality of Objects, Performance and Discharge of Contract, Breach of Contract and its Remedies, Quasi contracts, Special contracts of Bailment and Pledge, Indemnity and Guarantee, Contract Of Agency: Nature of agency, Creation and types of agents, Authority and liability of Agent and principal: Rights and duties of principal and agents, termination of agency. □ Sale of Goods Act, 1930: Sale and Agreement to Sell, Hire Purchase – Pledge – Mortgage – Hypothecation Lease. Goods – Different types of Goods, Passing of Property in Goods, Conditions and Warranties, Doctrine of Caveat emptor, Rights of an unpaid Seller. □ Negotiable Instruments Act, 1882: Meaning of Negotiability and Negotiable Instruments, Nature and requisites of negotiable instruments, Types of negotiable instruments, Cheques Bill of Exchange and Promissory Note –liability of parties, holder in due course, special rules for Cheque and drafts, Crossing of Cheques – Endorsement – Dishonor of Cheques, discharge of negotiable instruments. 	
Unit II: Partnership	13
<ul style="list-style-type: none"> • Indian Partnership Act 1932: Meaning and definitions, Registration of partnerships, Types of partners, Dissolution • Limited Liability Partnership Act, 2008– Meaning & definitions, Meaning of designated partner, Registration of LLP, Conversion into LLP, Dissolution 	
Unit III: Companies Act 2013	14
<ul style="list-style-type: none"> • Companies Act, 2013-Meaning and types of companies, Formation of a company, Incorporation of companies-Memorandum and Articles of Association, Securities Regulation- Share Capital and Shareholders, Prospectus, Issue of Shares and Raising of Capital, Buy Back of Shares, Debentures, Company Meetings and Proceedings, Powers, Duties, Liabilities of Directors, Merger and Amalgamation and Winding up of Company, MCA21, Corporate Governance and SEBI-Objectives and Functions 	
Unit IV: Consumer Protection Act 1986 & Miscellaneous Themes	13
<ul style="list-style-type: none"> • Consumer Rights, Procedures for Consumer Grievances Redressal, Types of consumer Redressal Mechanisms and Forums. • Introduction of IPR – Overview of Law & Procedure relating to Copy rights, Trade marks, Patent Act, Infringements. • Information Technology Act 2008- Scope , Applicability and penal provisions 	

Course Learning Outcomes: By the end of this course, students will be able to-

- Analyze the core legal acts and concepts..
- Discuss the core concepts inherent in the legal structure of business organizations
- Identify and explain the legal issues arising in some of the main day-to-day dealings of business organizations and provide advice or commentary relating to those issues
- Interpret the main statutory provision relevant to the areas covered by the syllabus.

List of Professional Skill Development Activities (PSDA):

Each student shall be given a case situation and would be expected to formulate a detailed course of legal solution for it.

Text / Reference Books:

Author	Title	Publisher	Year of publication	ISBN	Pages
N.D Kapoor	Elements of Mercantile Law	Sultan Chand	2013	9789351610144	-
Akhilshwar Pathak	Legal Aspects of Business	Tata McGraw-Hill	2013	9781259026584	784
P.K. Goel	Business Law for Managers	Wiley	2006	9788177225358	340
P.P.S. Gogna	A Textbook Of Mercantile Law	S Chand Publishing	2014	9788121903776	1018
Daniel Albuquerque	Legal Aspects of Business	OUP India	2017	9780199463169	744

Course Title: Business Research Methods

L	T	P	Total Credits
3	0	0	3

	Teaching Hours
Unit I: Nature and Scope of Research Methodology	14
Meaning of Research, Types of research: Exploratory, Conclusive (Descriptive and Causal), Research process and steps in conducting research Formal Approaches to Research: Basic and Applied Research, Descriptive and Analytical Research, Quantitative and Qualitative Research, Conceptual and Empirical Research, Experimental and Non-Experimental Research, Prospective and Retrospective Research, Deductive and Inductive Research Planning a research project: Problem identification and formulation. Research Design: Exploratory, Descriptive and Experimental	
Unit II: Research Methods and Data Collection Technique	13
Difference between Research Methodology and Research Methods; Major Research Methods: Natural Observation, Historical Research, Ethnographic Research, Cross-Sectional Study, Longitudinal Study, Case Study Research modelling: Types and Stages Data collection methods: Survey, Observation and Questionnaire; Questionnaire Design: Steps in constructing a questionnaire, Types of questions Attitude measurement; Scaling techniques: Ratio, interval, ordinal and nominal Sampling Plan: Sampling frame, sample selection methods- Probability and non-probability, sample size Sampling and non-sampling errors; Editing, tabulating and validating of data	
Unit III: Data Analysis Techniques	14
Descriptive statistics, Review of hypothesis testing procedures: Parametric tests (z-test, t-test, and F-test) and Non-parametric test (Chi-square test, One-way and two-way ANOVA) Associative and Predictive analysis: Correlation and Regression- bivariate and multivariate Multivariate Techniques: Data reduction (Factor analysis), Cluster analysis, and Multi-Dimensional scaling Data Analysis: Introduction to statistical software	
Unit IV: Field Project and Report Writing	13
Pre-Writing considerations, Significance of Report Writing, Different Steps in Writing Report, Types of Reports and their Layouts/Components Common Problems encountered when preparing the Research Report. Presenting research report	

Course Learning Outcomes: By the end of this course, students will be able to

1. Analyze qualitative and quantitative data, and explain how evidence (including research by others) gathered supports or refutes an initial hypothesis.

2. Formulate research questions designed to test, refine, and build theories
3. Identify and demonstrate facility in research designs and data collection strategies that are most appropriate to a particular research project
4. Formulate a complete and logical plan for data analysis, interpret research findings and draw appropriate conclusions

List of Professional Skill Development Activities (PSDA): Each student shall be given a problem statement to write a research proposal or a synopsis.

Text / Reference Books:

Author	Title	Publisher	Year of publication	ISBN	Pages
Pamela S. Schindler	Business Research Methods (14 th Edition)	McGraw Hill	2022	978-1-264-70465-1	1312
Umesh Kumar Bhayyalal Dubey, and D. P. Kothari	Research Methodology: Techniques and Trends	CRC Press	2022	978-1-138-05398-4	277
C. George Thomas	Research Methodology and Scientific Writing (2 nd Edition)	Springer and ANE Books India	2021	978-3-030-64864-0	620
Roger Bougie, Uma Sekaran, and Mala Srivastava	Research Methods for Business: A Skill-Building Approach, An Indian Adaptation (8 th Edition)	Wiley	2021	9789354244773	528
Joseph F. Hair, Jr., David J. Ortinau, and Dana E. Harrison	Essentials of Marketing Research (5 th Edition)	McGraw Hill	2021	978-1-260-26046-5	428
Joe F. Hair, Jr., Michael Page, and Niek Brunsveld	Essentials of Business Research Methods (4 th Edition)	Routledge	2020	978-0-367-19617-2	507

Naresh K. Malhotra	Marketing Research - An Applied Orientation	Pearson Education Limited.	2019	9781292265636	882
V. Kumar, Robert P. Leone, David A. Aaker, and George S. Day	Marketing Research (13 th Edition)	Wiley	2019	978-1-119-49758-5	731
C. R. Kothari and Gaurav Garg	Research Methodology: Methods and Techniques (4 th Edition)	New Age International Publishers	2019	9789386649225	480
Deepak Chawla and Neena Sondhi	Research Methodology: Concepts and Cases (2 nd Edition)	Vikas Publishing House Pvt. Ltd.	2015	978-93259-8239-0	789
William G. Zikmund, Barry J. Babin, Jon C. Carr, and Mitch Griffin	Business Research Methods (9 th Edition)	Cengage Learning	2013	978-1-111-82694-9	670
S. Sreejesh, Sanjay Mohapatra, and M. R. Anusree	Business Research Methods: An Applied Orientation	Springer	2014	978-3-319-00538-6	281

Course Title: Introduction to Business Analytics & Data Sciences

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
Unit-1 Introduction	13
What is Business Analytics? Historical Overview of data analysis, Data Scientist vs. Data Engineer vs. Business Analyst, Career in Business Analytics, What is data science, Why Data Science, Applications for data science, Data Scientists Roles and Responsibility.	
Unit-2- Data & Data Science Project Life Cycle	14

<ul style="list-style-type: none"> • Data: Data Collection, Data Management, Big Data Management, Organization/sources of data, Importance of data quality, Dealing with missing or incomplete data, Data Visualization, Data Classification. • Data Science Project Life Cycle: Business Requirement, Data Acquisition, Data Preparation, Hypothesis and Modeling, Evaluation and Interpretation, Deployment, Operations, Optimization. 	
Unit-3- Data Mining & Machine Learning	14
<ul style="list-style-type: none"> • Introduction to Data Mining, The origins of Data Mining, Data Mining Tasks, OLAP and Multidimensional data analysis, Basic concept of Association Analysis and Cluster Analysis. • Introduction to Machine Learning: History and Evolution, AI Evolution, Statistics Vs Data Mining Vs, Data Analytics Vs, Data Science, Supervised Learning, Unsupervised Learning, Reinforcement Learning, Frameworks for building Machine Learning Systems. 	
Unit-4- Application of Business Analysis	13
<ul style="list-style-type: none"> • Application of Business Analysis: Retail Analytics, Marketing Analytics, Financial Analytics, Healthcare Analytics, Supply Chain Analytics. 	

Course Learning Outcomes: On completion of the course students will be able to:

1. Develop an understanding of the basics of business analysis and Data Science.
2. Estimate the understanding of data management and handling & Data Science Project LifeCycle.
3. Analyze and understand the data mining concept and its techniques along with machine learningconcept.
4. Evaluate and understand the application of business analysis in different domain.

Text / Reference Books:

Author	Title	Publisher	Year of publication	ISBN	Pages
Pochiraju, Seshadri	Essentials of Business Analytics: An Introduction to the Methodology and its Applications	Springer	2019	9783319688367	980
Müller, Guido	Introduction to Machine Learning with Python: A Guide for Data Scientists	O'Reilly Media	2016	9781449369415	400
Igual, Seguí	Introduction to Data Science: A Python Approach to Concepts, Techniques and Applications	Springer	2017	9783319500164	218

Tan, Steinbach, Kumar	Introduction to Data Mining	Pearson Education	2016	9789332571402	780
Ger Koole	An Introduction to Business Analytics	MG Books	2019	9789082017939	172

Course Title: Principles of Retailing

L	T	P	Total Credits
2	0	0	2

	Lecture Hours
Unit I: Retailing	9
Concept, definition and functions. Evolution of retailing. Global retailing scenario, growth of retailing in India. Organized retailing in India: key drivers for growth and future prospects. Retail formats and their characteristics: Store formats-Supermarket, Department store, Hypermarket, The Mall, Discount store, Category Killers, Kiosks, Convenience store, Specialty store. Non-store formats- E-retailing, direct selling, Television Home shopping, Vending Machine retailing.	
Unit II: Store Location Planning	9
Levels of locations decisions, city selection, location options-High-street location, freestanding location, Shopping center/mall location, site selection, factors affecting city, location and site location decisions. Store design and Layout: Exterior design components and their significance, Interior atmospherics, store layout and space planning, visual merchandising..	
Unit III: Retail Pricing & Communication	9
Deciding the merchandise mix- variety, assortment, branding, quality, price points, factors affecting merchandise mix- budget constraint, space limitation, product turnover rates, stock replenishment, economic order quantity, Vendor identification and selection criterion, negotiating with vendors, category management and category captainship, international sourcing	
Unit IV: Retail Information System	9
Meaning, Data warehousing and mining, Electronic Data interchange (EDI), improved supply chain management, quick Response Delivery system, Universal Product Code (UPC), Point-of-sale Terminals, Radio Frequency Identification (RFID), Self check- out systems. Contemporary issues: FDI in retailing-pros and cons, Impact of organized retailing on small grocery stores	

Course Learning Outcomes: By the end of this course, students will be able to

1. Analyze and comprehend Retail concepts and situations in a beneficial manner
2. Formulate research questions designed to test, refine, and build Retail theories
3. Identify and develop strategic perspective to understand retail
4. Formulate and Explore the possibility of a full time career in Retail Management

List of Professional Skill Development Activities (PSDA):

1. Each student shall be given a problem statement to write a research proposal or a synopsis
2. Each Student shall visit nearest retail outlet, observe and detail on type, assortment and shelflife of products in the store and eventually present a Store Layout

Text / Reference Books:

Author	Title	Publisher	Year of publication	ISBN	Pages
Bajaj, Tuli & Srivastava	Retail Management	Oxford University Press	2010	9780198061151	860
James R. Ogden	Integrated Retail Management	Dreamtech Press	2019	9788177225112	882
Swapna Pradhan	Retailing Management: Text & Cases	Tata McGraw Hill	2009	9780070152564	652
Gibson G. Vedamani	Retailing Management	Jaico Publishing House	2003	9788179921517	860

MBA - 2 years (IIIrd Semester)

S.No	Course Title	Course Type	Credits			Credit Units
			L	T	P	
1	Strategic Management	Core Course	3	-	-	3
2	Professional Ethics and Social Responsibility for Sustainability	Allied Course	2	-	-	2
3	Consumer Behaviour	SEC – Marketing	3	-	-	3
4	Service Marketing	SEC – Marketing	3	-	-	3
5	Foreign Trade Policy and Procedure	SEC – International Business	3	-	-	3
6	Global Supply Chain Management	SEC – International Business	3	-	-	3
7	Cyber Security and Risk Management	SEC – Information Technology	3	-	-	3
8	IT Project Management	SEC – Information Technology	3	-	-	3
9	Investment Analysis and Portfolio Management	SEC – Finance	3	-	-	3

10	Management of Financial Institutions and Services	SEC – Finance	3	-	-	3
11	Supply Chain Management	SEC – Operations	3	-	-	3
12	Project Management	SEC – Operations	3	-	-	3
13	HR Metrics and Analytics	SEC – Human Resource	3	-	-	3
14	Industrial Relations and Labour Laws	SEC – Human Resource	3	-	-	3
15	Professional and Business Communication - II	Value Added Course	2	-	-	2
16	Foreign Business Language	Value Added Course	1	-	-	1
17	Summer Internship	NTCC	6	-	-	6
	Total Credits					Min Required: 26 Semester Credits: 26

As a Dual specialization course , students are required to choose Any 02 Specialization with 02 Elective Courses(SEC) from each specialization

Course Title: Strategic Management

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
Unit I: Introduction to Strategic Management	13
<ul style="list-style-type: none"> • Introduction to the concepts of Strategy and Strategic Management • Overview of Strategic Management Process • Classification and levels of Strategy • Strategic Intent : Concept of Vision and Mission, Goals, values • Business Ethics & Corporate Social Responsibility. 	
Unit II: Strategic Analysis	14
<ul style="list-style-type: none"> • External Environmental Analysis • Global, National and local influences evaluation under PESTEL approach • Industry Analysis using Porter's 5 Forces and 6 Forces models • Changing dynamics in the VUCA world , Value chain Analysis • Impact of Technology on strategy-Defensive and Offensive strategies, Innovation and disruption, Blue Ocean Strategy frameworks and tools • Use of games and simulations for strategy evaluation, Impact of technology, eg Open Sourcing, and Machine Learning (AI) on Strategy formulation and Implementation, Usage of Big Data and Block Chain for Strategic Analysis and Prediction of Outcome • Resource Based View of the Firm-VRIO Framework, Scenario Analysis, SWOT Analysis and TOWS Matrix. 	
Unit III: Strategic Choice: Strategic Implementation and Control	14
<ul style="list-style-type: none"> • Corporate Strategies Strickland's Grand Strategy Selection Matrix, Portfolio Analysis using BCG and GE Nine Cell Matrix • Ansoff's Product Market Matrix, Porter's Model of Generic Business Strategies • Changing dynamics of strategic growth • Technology driven aggregation and large scale consolidation • Resource Reallocation and Organization Structure, processes and system changes for strategic implementation and control, Integration between various levels of strategy • Measuring performance with Balanced Score Card, Problems in measuring performance and establishing strategic controls 	
Unit IV: Strategic Management in Defence Establishments	13
<ul style="list-style-type: none"> • Conceptual framework Relevant to Defence Industry • Working models of Defence industries worldwide. • Competitive Strategies-External Environment - Porter's Five Forces Model- Strategic Competitive Changes during Industry Evolution-Globalization and Industry Structure – Capital Purchase negotiations and related pricing 	

strategies. Low cost and differentiation ,Generic Building Blocks of Competitive Advantage- Distinctive Competencies Resources and Capabilities durability of competitive Advantage- Knowledge partners and alliances

Course Learning Outcomes: Upon successful completion of this course the student will be able to:

- Develop an understanding of the strategic management process and the complexities of business environment.
- Analyze the external environmental and internal organizational factors having a bearing on strategy formulation.
- Demonstrate the skills required for selection of the most suitable strategies for a business organization.
- Generate workable solutions to the issues and challenges related to successful implementation of the chosen strategies.

List of Professional Skill Development Activities (PSDA):

- Each student shall be given a problem statement to write a research proposal or a synopsis using tools to evaluate external environment
- Prepare a Report on Contemporary Business organization with use of tools / techniques to determine current and desired strategic positioning

Text / Reference Books:

Author	Title	Publisher	Year of publication	ISBN	Pages
Azhar Kazmi	Strategic Management and Business Policy	McGraw-Hill	2008	9780070263628	735
Hough, Thompson, Gamble, Strickland	Crafting and Executing Strategy	Pearson Education	2011	9780077127541	882
Mintzberg , Lampel , Ahlstrand	Strategy Safari: A Guided Tour Through The Wilds of Strategic Management	Simon & Schuster	2005	9780743270571	416
A.G. Lafley , Roger L. Martin	Playing to Win: How Strategy Really Works	Harvard Business Review Press	2013	9780742370175	272
Richard Hooke	The Defence Industry in the 21st century	Pricewaterhouse Coopers	2011		

Course Title: Professional Ethics and Social Responsibility for Sustainability

L	T	P	Total Credits
2	0	0	2

	Lecture Hours
Unit I:Philosophy and Ethics	9
<ul style="list-style-type: none"> • Introduction to ethical philosophy • definition, nature, scope, branches. • Basic Theories (Deontology, Utilitarianism, Virtue Theory, Rights Theory, CasuistTheory) Morals, values and Ethics • Moral Issues, Moral Dilemmas &Moral Autonomy, Basic Ethical Principles • Contemporary philosophy: action, ethics, and responsibility Linking philosophy andethics & its implications. 	
Unit II: Ethics at Work place and Ethical Considerations	9
<ul style="list-style-type: none"> • Professional Ethical Codes, Work Place Rights & Responsibilities (Whistle blowing) • CSR, Conflicts of Interest • Managing Boundaries and Multiple Relationships (Socializing with Current or FormerClients, Making Referrals) • Organizational Loyalty • Basics of Intellectual Property Rights, Confidentiality • Unintentional breaches of Confidentiality • Principles of Natural Justice, Working with minors • Redressal Mechanism- Organizational Complaint Procedure, Legal aspects ofprofessional ethics 	
Unit III: Global issues in different sectors	9
<ul style="list-style-type: none"> • Current Scenario, Globalization of MNCs, International Trade, World Summits, Business Ethics and Corporate Governance • Environmental Ethics Sustainable Development Goals, Corporate Wars • Ethics pertaining to discipline: Manufacturing, Marketing, technology- Ethical Hacking, Teaching Ethics, Media • Ethics, Bio Ethics, Legal ethics, Business ethics, management law, journalism 	
Unit IV: Research Ethics and Academic Integrity	9
<ul style="list-style-type: none"> • Best practices in research / standards setting initiatives and guidelines: COPE, WAME,etc • Academic misconducts: Falsification, Fabrication and Plagiarism (FFP) • Redundant publications: duplicate and overlapping publications, salami slicing, Selective reporting and misrepresentation of data. • Violation of publications ethics, authorship, and contributor • Use of plagiarism software like Turnitin, Urkund and other open source software tools • Complaints and appeals examples and fraud from India and abroad 	

Course Learning Outcomes: Students will be able to:

- Understand the benefits and limitations of various ethical theories ,assumptions and arguments
- Distinguish between ethical and unethical practices and create a harmonious work environment.
- Evaluate various workplace related ethical issues and apply appropriate strategies to address them
- Develop themselves as responsible engineers, experimenters, researchers or business men etc.

List of Professional Skill Development Activities (PSDA):

- Students will carry out an industrial survey /interview /focus group discussion to identify and understand the translation of professional values and ethics in daily work practices. Students will compile a minor project report based on it.
- The students will develop a case study based on any major violation of professional ethics by studying newspaper articles, policy documents, discussions paper in parliament media interviews and documentaries etc (Give presentation in team of 3).

Text / Reference Books:

Author	Title	Publisher	Year of publication	ISBN	Pages
B S Raghavan	Human Values and Professional Ethics: Values and Ethics of Profession	S Chand	2005	9788121924528	240
B P Banerjee	Foundations of Ethics and Management	Excel Books	2005	9788121765528	200
B L Bajpai	Indian Ethos and Modern Management	New Royal Book Co.	2008	9788122436235	311
Richard Rowson	How to Be Fair in a Culturally Complex World	Jessica Kingsley	2006	9781846424816	347
Michael Davis; Andrew Stark	Conflict of Interest in the Professions By	Oxford University Press	2001	9780195128635	355

SPECIALIZATION: MARKETING

Course Title: Consumer Behaviour

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
Unit I: Introduction to Consumer Behaviour	13
<ul style="list-style-type: none"> • Introduction to Consumer Behavior (Interdisciplinary Influences). • Consumer Behavior and marketing Strategy • Understanding profile of Indian & Global Consumers • Marketing Research and Consumer Behavior • Applications of consumer behavior knowledge in marketing. 	
Unit II: External Influences to Consumer Behavior	14
<ul style="list-style-type: none"> • Culture: Meaning & characteristics • Cross culture understanding of consumer behavior • Subculture, Social Class, demographics & social stratification. • Social Groups: meaning and formation of group, group properties • Family: Lifecycle & its impact on consumer behavior. Family purchase decision process • Reference group & its influence on consumer behavior. 	
Unit III: Internal Influences to Consumer Behavior	14
<ul style="list-style-type: none"> • Personality: (Freudian & Trait Theory), Self concept, Lifestyles & their impact on consumer behavior • Motivation: Nature, role of motives and their significance in marketing • Perception & marketing strategy • Consumer Learning: outcomes & measures of consumer learning. Theories (Classical conditioning, Behavioral & Cognitive learning) • Attitudes: Characteristics, components & importance in buying behavior. Changing attitudes and factors influencing consumer behavior. 	
Unit IV: Consumer Decision Making, New Technologies & Consumer Behaviour	13
<ul style="list-style-type: none"> • Problem Recognition & Information Search. Judgment and Decision Making Based on High & Low Effort. • Influence of Retailing Cues on Shopping Perceptions and Behaviour. • Post-Decision Dissonance and Regret. • Product Disposal • Impact of new Technologies on Consumer Adoption - Smart Devices, Wearable Gadgets. • Ecommerce & M - commerce. • Online Social Networks and Brand Communities. The Digital Self. • Ownership and the Sharing Economy. • Artificial Intelligence and Consumer Behaviour. 	

Course Learning Outcomes: Upon successful completion of this course the student will be able to:

- Understand underlying psychological processes that drive human consumption.
- Apply psychological science
- Gain awareness regarding theoretical and technological advances in consumer research
- Evaluate its application in developing consumer insight.

List of Professional Skill Development Activities (PSDA):

- **Industry Project Based on Primary Survey:** “Consumer satisfaction with regards to various service quality components for one particular service industry/organization”. Use SERVQUAL Scale, analyze the data and prepare a report. Present the findings in the class.
- **Assignment:** “How rapid technological changes are affecting consumers’ expectations, companies’ understanding of such expectations and design & delivery of services to the end consumers”. Prepare a report on this refereeing gaps model of service quality, its impact on how firms understand the consumers’ behaviour and submit to the faculty.

Text / Reference Books:

Author	Title	Publisher	Year of publication	ISBN	Pages
Leon G. Schiffman, Joseph Wisenblit	Consumer Behaviour	Pearson Education	2019	9780134734828	478
Quester, Hawkins, Pettigrew, Neal, Grimmer, Davis	Consumer Behaviour: Implications for Marketing Strategy	McGraw-Hill	2010	9780070287099	654
Roger D. Blackwell, Paul W. Miniard, James F. Engel	Consumer Behaviour	Thomson South- Western	2006	9780324271973	774
D. von Winterfeldt, W. Edwards	Decision Analysis and Behavioral Research	Cambridge University Press	1986	9780521273046	604
Alan Bryman	Quantity and Quality in Social Research	Taylor & Francis	2016	9781138145542	208
Margaret Anzul, Margot Ely, Teri Freidman, Diane Garner, Ann McCormack-Steinmetz	Doing Qualitative Research: Circles Within Circles	Taylor & Francis	2003	9781135386634	256

Course Title: Service Marketing

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
Unit I: Services Sector - an Overview	13
<ul style="list-style-type: none"> • Services: concept, characteristics. • Marketing of goods v/s marketing of services. • Significance of services marketing. • Classification of services. • Introduction to Service Marketing Mix. • Role of services sector in economy. • Growth of service - Global and Indian Scenario 	
Unit II: Service Quality Management	14
<ul style="list-style-type: none"> • Concept of service quality. • GAP Model of service quality. • Measuring and improving service quality. • Concept of SERVQUAL system, • Concept of CRM and enhancing quality through it. • Consumer Expectations: Concept. • Factors influencing customer expectation of services. • Managing Customer Satisfaction • Service encounters and moments of truths. • Service failure and recovery. • Service Blueprinting, • Introduction to Six Sigma. 	
Unit III: Service Development & Productivity	13
<ul style="list-style-type: none"> • Managing service operations Physical Evidence and Servicescape. • Concept of productivity and its improvement. • Managing demand and capacity: Understanding capacity constraints, • Understanding demand patterns. • Strategies for matching demand and supply. • Consumer decision-making process. 	
Unit IV: Managing Service Personnel, Pricing and Distribution	14
<ul style="list-style-type: none"> • Role of service personnel, Job characteristics, Internal marketing, • Price determinants, pricing modifications. • Approaches to pricing services. • Pricing strategies linking to value definitions. • Channel structures, • Distribution-growth options. • Role of Technology in Service Delivery <ul style="list-style-type: none"> • Concept of technology services • Technology enabled service delivery • Implications for self service and service support • Technology based changes in service industry 	

Course Learning Outcomes: Upon successful completion of this course the student will be able to:

- To understand the challenges inherent in marketing of services and ensuring quality service delivery
- To study strategies, tools, and approaches for addressing the challenges of services marketing
- To analyze inter-functional coordination necessary to deliver quality service
- To examine the impact of changing technology on service industry

List of Professional Skill Development Activities (PSDA):

1. **Industry Project Based on Primary Survey:** “Consumer satisfaction with regards to various service quality components for one particular service industry/organization”. Analyze the data and prepare a report. Present the findings in the class.
2. **Assignment:** “How rapid technological changes are affecting consumers’ expectations, companies’ understanding of such expectations and design & delivery of services to the end consumers”. Prepare a report on this refereeing gaps model of service quality and present in the class.
3. **Presentation on Book Review:** “Service Design for Business: A Practical Guide to Optimizing the Customer Experience” – by Ben Reason, Lavrans Lovlie & Melvin Brand Flu

Text / Reference Books:

Author	Title	Publisher	Year of publication	ISBN	Pages
Valarie A Zeithaml and Mary J. Bitner	Services Marketing	McGraw-Hill Education	2013	9780070660076	711
Clow Kenneth E. and Kurtz David L	Services Marketing Operations, Management and Strategy	Biztantra	2003	9781592600472	460
Christopher Lovelock	Service Marketing (People, Technology and Strategy)	Pearson Education	2021	9781944659813	684
Rampal M.K., Gupta S.L.	Service Marketing	Galgotia Publishing Company	2000	9788185989563	615
	Electronic Services: Concepts, Methodologies, Tools and Applications	Information Resources Management Association	2010	9781615209682	2057
Rayan Mahmoud Nauh	Modern E-Services Quality Evaluation	LAP Lambert Academic Publishing	2012	9783844324365	120

SPECIALIZATION: INTERNATIONAL BUSINESS

Course Title: Foreign Trade Policy and Procedures

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
Unit I: Overview of India's Foreign Trade Policy & Export/ Import Documentation	14
<ul style="list-style-type: none"> The Foreign Trade (Development & Regulation) Act, Objectives of India's Trade Policy, India's Trade Liberalization. India's Economic Indicators, Export/Import data & Major Trading partner countries. How to start an Export/Import business - Import Export Code (IEC), Registration cum Membership Certificate, (RCMC) with appropriate Export Promotion Authority, Role & Types of Export Promotion Councils Export Documents - Commercial, Financial, Transport, Title, Govt., Insurance, Export Assistance Documents & Certificates used in Exports. Incoterms and Terms of Payments in Import/Export Trade 	
Unit II: India's Export - Policy, Schemes & Incentives	14
<ul style="list-style-type: none"> Fiscal, Financial, Special Schemes & General incentives provided to exporters Export Promotion Capital Goods Scheme, Advance Authorization, SION, Duty Drawback. Free Trade Zones & Special Economic Zones Export-oriented Units, Software Technology Parks., AEZ's etc. Status holders Certificate, Deemed Exports, Project Exports, MDA 	
Unit III: India's Import – Policy, Documentation & Procedures	13
<ul style="list-style-type: none"> Types of Imports, Basic Import Process, Restrictions on Imports, Import Documents - Licenses & Customs documents for imports. Basics of Indirect Taxes, Tariff structure, Customs Duties including Anti-Dumping duty, Safeguard duty etc Concessions and benefits available for certain importers like samples, goods for Exhibitions, Tourists & NRI's 	
Unit IV: EXIM Policy and Benefits to Exporters	13
<ul style="list-style-type: none"> Latest EXIM Policy (2023-2028)- Need & Objectives Duty Exemption Pass Book Scheme, Export Oriented Units, Export houses, Trading houses, Export Processing Zones Role of DGFT, Customs & FEMA regulatory compliances. 	

Course Learning Outcomes: By the end of the course student will be able to critically assess current and future metrics, research technologies, and research data output related to the subject.

- Identify the key aspects of India's Foreign Trade Policy & Procedures.
- Assess the basics of Import/Export Documentary & Govt. Regulatory compliances.
- Analyze in depth export & import documentation and procedures to venture in international market.
- Explore & evaluate India's Latest Foreign Trade Policy with various Assistance, Promotion Schemes and Incentives that benefit Indian exporters.

List of Professional Skill Development Activities (PSDA):

- Each student will have to submit a detailed analysis of India's latest Foreign Trade Policy (2023-2028)
- Prepare a detailed report on the impact of Russia-Ukraine war on India's Foreign Trade.

Text / Reference Books:

Author	Title	Publisher	Year of publication	ISBN	Pages
Sumati Varma	International Business	Pearson Education	2016	9789332582682	310
P.K. Khurana	Export Management	Galgotia Publishing	2017	9788185989570	
Shamsher Singh	International Business	Galgotia Publishing	2013	81821803401	489
Francis Cherunilam	International Business Environment	Himalaya Publishing House	2017	9789352028795	494
Nabhi	Exporters Manual and Documentation	NABHI Publications,	2001	9788172744151	1116

Course Title: Global Supply Chain Management

T	T	P	Total Credits
3	0	0	3

	Lecture Hours
Unit I: Global Supply Chain – An Overview & Strategic Issues	14
<ul style="list-style-type: none"> • Introduction & Importance of Supply Chain Management, Developing Supply Chain as a Competitive Tool for Customer Satisfaction and Corporate Profitability, • Channel Structure, Supplier Network Development, Outsourcing., Supply Chain Logistics Operations. • Value chain and value delivery system, Concept of multi-modal transportation and infrastructure needs; • Transportation Choices and Third Party Logistics, Fourth Party Logistics Distribution Channel Design, Strategic Alliances, Communication Flow of Supply Chain, • Documentation needs and liabilities; Inter-functional coordination, Inter-corporate cooperation, Outsourcing in Supply Chain; Vendor Management & Development, Strategic Lead Time Management, Warehousing 	
Unit II: International Logistics System	13
<ul style="list-style-type: none"> • International Logistics: Concept, Objectives & Scope, The System Elements, • International Transportation Issues, Warehousing, • Inventory Management, Packaging and Unitization Issues, Communication and Control, • Centralized and Decentralized Logistic Management, Third Party Logistics (3PL), Multimodal Transport Operator (M.T.O.) 	
Unit III: Air & Ocean Transport and Chartering	14
<ul style="list-style-type: none"> • The General Structure of shipping industry, Characteristics of Shipping Industry, Liner and Tramp Operations and Significance, • World Seaborne Trade and World Shipping, Composition of World Seaborne Trade, Problems of Developing Countries, Liner Freight Practice, Principles – Freight Structure, • Voyage Charter, Time Charter, Bareboat Charter. Indian Shipping, Growth and Perspective, Problems of Shipping Industry, Shipping Policy, International Air Transport System, Air Transport and PDM Approach to Export Distribution, International Set – up for Air Transport, Air Freight Rates, • India's Export – Import Trade by Air, Problems and Prospects, Law Relating to Carriage of Goods 	
Unit IV: Managing the Supply Chain Performance	13
<ul style="list-style-type: none"> • SCM and Information Technology, IT Enabled Supply Chain Management, • Inter-firm Integration: Implementation Issues, • Application of ERP, JIT, • Optimization of Supply Chain, Retailing Management, 	

- Waste Elimination and Lean Thinking in Supply Chain;
- Supply chain performance measurement systems; Supply Chain Balanced Score Card.

Course Learning Outcomes: By the end of the course student will be able to critically assess current and future metrics, research technologies, and research data output related to the subject.

- Identify and explore the various modes of transportation & supply chain systems across the world.
- Assessing the scope of supply chain management as a facilitator of global trade..
- Analyzing the significance of various modes of transportation used in International trade.
- Evaluating diverse supply chain strategies as used across different parts of the world.

List of Professional Skill Development Activities (PSDA):

- Each student will have to submit a detailed report on various documents used in exporting a shipment from India to Australia.

Text / Reference Books:

Author	Title	Publisher	Year of publication	ISBN	Pages
Sumati Varma	International Business	Pearson Education	2016	9789332582682	310
P.K. Khurana	Export Management	Galgotia Publishing	2017	9788185989570	
Shamsher Singh	International Business	Galgotia Publishing	2013	81821803401	489
Francis Cherunilam	International Business Environment	Himalaya Publishing	2017	9789352028795	494
Sunil Chopra & Peter Meindl	Supply Chain Management: Strategy, Planning, and Operation	Pearson	2015	9780133800203	528
Rangaraj and Narayan	Supply chain management for competitive advantage : concepts and cases	Tata McGraw-Hill	2009	9780070221635	535

SPECIALIZATION: INFORMATION TECHNOLOGY

L	T	P	Total Credits
3	0	0	3

Course Title: Cyber Security and Risk Management

	Lecture Hours
Unit-1 Introduction to Basic concepts of IS	13
Security of Information Systems, Various Factors Contributing to securing Information Systems, Security Requirements for Information Systems, Security Principles, Security Measures, Introduction to Cyber space ,Origin of Cyberspace, Levels of Cyberspace, Core & extended, Components of Cyberspace, Cyber Domain Characteristics ,Driving forces of Cyberspace, Advantages and Shortcomings of Cyberspace.	
Unit-2- Assessment of Risks & Threats	14
CIA, Cyber threats & cyber Exploits Cyber security, Cyber threats & Cyber-attacks, Impact of Cyber Crime on National Security - Impact on Armed Forces & Law enforcement Agencies" Information Systems - Impact on National Economy/Market - Impact on Citizen Security,Risk Identification - Levels of Protection -Cyber Defensive Measures Vulnerability test, Intrusion Detection Systems (IDS), Components of Intrusion Detection Systems, Types of Intrusion Detection Systems, Techniques applied for Top Intrusion Detection Tools for different Operating Platforms.	
Unit-3- Types of Assessments for Information Security Risk & Measures taken	14
Risk in Business, types of Risks, Parameters to mitigate Risk, Business continuity, Disaster Recovery plan. BIA, Various tools use to access cyber Risks, cyber terrorism and cyber sabotages. Tools & Trends: Security models -Firewalls Machine Model, Chinese Wall Model, Techniques- Cryptography, Digital Signature, Security models: web security, cloud security, IOT Security, Physical System Security- Social Media Security.	
Unit-4- Audit Trails & Security Sessions	13
Cyber Law-Basics-Information Technology Act 2000-Amendments. ISO 27001 Model, Information Flow Model, Security Mechanism in cyber world Model	

Course Learning Outcomes: At the end of this course, the students will be able to:

- Understand and Identify major areas where technologies can be applied and help in keeping data safe in this vulnerable IT World.
- Apply tools & understand various cyber threats in past and present and their effect on Business.
- Analyze the current and emerging cyber threats and various technologies to mitigate these threats.
- Evaluate and redesign various processes to safeguard against threats.

List of PSDA:

- Student will be divided into groups to present on various tools used in cyber world in the class.
- Students will submit a 20 page Project Report on how the Cyber Crime can be controlled & present various tools to mitigate the Risk.

Text / Reference Books:

AUTHOR	TITLE	Publisher	Year of publication	ISBN	Pages
Corey Schou, Steven Hernandez	Information Assurance Handbook: Effective Computer Security and Risk Management Strategies	McGraw-Hill Education	2014	9780071821650	480
David Salomon	Foundations of Computer Security	Springer	2005	9781846281938	369
John E. Canavan	Fundamentals of Network Security	Artech House Publishers	2001	9781580531764	340
Dr VK saraswat	Cyber Security	NITI Ayog			

Course Title: IT Project Management

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
Unit-1 Introduction to Project Management and Project Scope Management	14
Introduction to Project, Project Management and IT Project Management. Project dimensions, Portfolio Management, Program Management, and Relationship between Project, Program and Portfolio Management. Project vs. Operations Management, PMO Functions, Enterprise environmental factors. Role of Project Manager and Competences of Software Project Manager, Stakeholders, Project Roles, Role of Organisations Culture, Style and Structure on Project Management, Process Overview, Project Management Process Interaction, Introduction to PMI Process Groups and Knowledge Areas. Software Development Product Life Cycle Processes and Activities, Project Selection, SDLC selection criteria. Project Charter, Develop Project Management Plan, Direct and Manage Project Execution, Monitor and Control project work, Perform Integrated Project control, Close project or phase. Define goal and scope, Verify scope, Control Scope, Flexibility Matrix, Creating Project Charter, SPMP, Approaches to create WBS.	
Unit-2- Project Time Management	13
Define Activities, Sequence Activities, Dependencies consideration, Estimate Activity Resources, Estimate Activity Duration, and Activities for various Life Cycle Models. Different Size Measures, process of Estimating the Size of a software, Reuse Estimation, LOC, Function points. Scheduling fundamentals, Gantt Charts Control Schedule, PERT, CPM Scheduling Levelling Resource Assignment, Crashing and Fast Tracking. Working with MS-Project.	
Unit-3- Project Cost and Risk Management	13
Project Cost Management, Effort Measures, Types of Cost Estimates Model, Cost Estimation Tools and Techniques, COCOMO Cost Estimation Model, Problems with Cost Estimation, Cost Budgeting, Preparing Cost Baseline. Project Progress Management - Earned Value Management and Earned Value Tracking. Risk Management Introduction, Risk Management Models, Risk Identification, Analysing and Quantifying Risks. Monitoring and Controlling Risks, Risk Categories, Sensitivity Analysis, Risk response Planning Developing Risk Management Plan.	
Unit-4- Project Quality and Communication Management	14
Quality planning, Quality Assurance, Quality Control, Total Cost of Quality, Building SQAP. Keys to Managing People, HRP, Acquiring, developing and managing the Project Team, Resource Assignment, Loading and Levelling. Communication Planning, Information Distribution, Performance Reporting, Managing Stakeholders. Planning purchase and acquisition, Planning Contracting, Administering the Contract and Closing the Contract. Identification of objects in s/w conf., version control, change control, configuration audit, status reporting. Handling challenges of Large Projects.	

Course Learning Outcomes: At the end of this course, the students will be able to:

- Understand and describe the key phases of project management and the key skills associated with each phase.
- Monitor and control the progress of a project and to assess the risk associated.
- Identify the resources required for a project and to produce a work plan and resource schedule.
- Evaluate a project, define project scope, calculate effort and estimate complexity to execute projects at optimal cost and within schedule.

List of PSDA:

- Write a term paper on the study of any recent project in and around the country and the learning outcomes of the project success or failure.
- Read and present the findings based on current Project Management related Research Papers.
- Prepare a project report based on the project management process and tools followed in any chosen organization.

Text / Reference Books:

AUTHOR	TITLE	Publisher	Year of publication	ISBN	Pages
Paul Snijders, Thomas Wuttke, AntonZandhuis	A Pocket Companion to PMI's PMBOK Guide	Van Haren Publishing	2009	9789087535186	155
Robert T. Futrell, Donald F. Shafer, Linda Isabell Shafer	Quality Software Project Management	Prentice Hall	2002	9780130912978	1680
Bob Hughes, Mike Cotterell, Rajib Mall	Software Project Management	Tata McGraw-Hill Education	2012	9780071072748	397
Dean Leffingwell, Don Widrig	Managing Software Requirements: A UseCase Approach	Addison Wesley	2003	9780321122476	544
D. J. Henry	Software Project Management: A Real-World Guide to Success	Pearson	2004	9780201758658	440

SPECIALIZATION: FINANCE

Course Title: Investment Analysis and Portfolio Management

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
Unit I - Introduction to Investments & The Market for securities	14
Investments and Speculation, avenues for Investment, objectives, constraints and policies, attributes of an investible instrument. Alternatives avenues of investment - Equity shares, Preference shares, Bonds & Debentures, Insurance Schemes, Mutual Funds, Index Funds, Process of Investment Decision Making. Risks involved in Investments including the concept of beta, Principle of Dominance. Classification of financial markets, Indian Security Markets - Primary Market, Secondary Market and Derivative Market, Study of market indexes of India.	
Unit II - Valuation of Securities	13
Bond pricing & Valuation, concept and types of valuation, valuation of deep discount bonds and floating rate bonds, current yield, weighted yield, yield to maturity and yield to call of bonds, Preference share Valuation and Analysis both redeemable and irredeemable, Equity Share Valuation	
Unit III: Security Analysis	13
Fundamental Security Analysis- EIC approach, DU Pont Analysis, Economic Value Added (EVA). Technical Security Analysis- Charting- the basic tool of technical analysis, Dow Theory, Elliot Wave Theory, Price and volume charts, Pattern analysis.	
Unit IV: Portfolio Analysis and Management	14
Efficient Market Theory: Basic concept, Random Walk theory, weak form of EMH, Semi-strong form, Strong form. Portfolio Analysis: Risk and Return, Measurement of risk (Numerical), Portfolio management, Return and risk in context of portfolio, two security portfolio, calculation of correlation coefficient and risk of a portfolio. Markowitz: Portfolio Selection Model, Capital Asset Pricing Model, Sharpe's Single Index Model and Portfolio Evaluation Treynor, Sharpe and Jensen.	

Course Learning Outcomes: At the end of this course, the students will be able to develop basic understanding of fundamentals & concepts of security analysis and portfolio management.

- Develop a basic understanding of the investments field and investment environment and comprehend the functionalities of the securities market and its components.
- Apply knowledge gained to valuation and analyze risk and return of various securities.
- Analyze and apply techniques to interpret securities performance and forecasting of trading trends.
- Construct optimal portfolios and evaluate them using models.

List of PSDA

- Identify 3 sectors and select 2 companies from each sector then collect historical data of stock prices for the same. Perform Risk-return analysis on selected stocks
- Select one company from any sector collect data on their 5 years financial performance and conduct Fundamental Analysis.

Text / Reference Books:

AUTHOR	TITLE	Publisher	Year of publication	ISBN	Pages
Punithavathy Pandian	Security Analysis & Portfolio Management	Vikas Publishing House	2012	9789325963085	496
Chandra P	Investment Analysis and Portfolio Management	Tata McGraw Hill	2017	9780070249073	880
Bodie, Zvi, Kane, Alex, Marcus, Alan J, Mohanty	Investment Management	Tata McGraw Hill	2019	9788194113850	1084
Jones, Charles P	Investments: Analysis and Management	Wiley Publications	2019	9781118975589	670
Preeti Singh	Investment Management	Himalaya Publishing	2010	9788184880670	452
V. K. Bhalla	Portfolio Analysis and Management	Sultan Chand & Sons	2008	9788121912488	1144
Fischer & Jordan	Security Analysis and Portfolio Management	Prentice Hall India	2018	9789353066284	536

Course Title: Management of Financial Institutions and Services

L	T	P	Total Credits
3	0	0	3

	Teaching Hours
Unit I - Introduction to Financial System & Financial Institutions	14
<p>Indian Financial System – An Overview, Evolution of Financial System in India, Financial System and Economic Development</p> <p>Regulatory and Promotional Institutions - The Reserve Bank of India, The Securities and Exchange Board of India.</p> <p>[In Brief] Other Institutions like IRDAI, CCI, PFRDA, NHB, FSDC, AMFI, NASSCOM, IBBI, EPFO, and Forward Markets Commission.</p> <p>Stock Exchanges in India: Objectives, Functions and Significance and its Working</p> <p>Financial Intermediaries: Commercial Banks, Insurance Companies, Mutual Funds and Development Banks. Development Banking Institutions: Viz. IDBI, IFCI, ICICI, IRBI, NABARD, SIDBI, and EXIM Bank -Objectives, Operations, Schemes of Financing</p> <p>NBFC: Scope and meaning, Importance of NBFC's in Indian economy, Recent RBI guidelines on NBFCs, Chit Funds & Nidhis: Issues and Legal framework.</p> <p>Overview of Indian fintech market - Digital Payments, InsurTech, Wealthtech, Managing risk, Emerging technologies disrupting the financial sector</p>	
Unit II - Introduction to Financial Services & Regulations; Merchant Banking	13
<p>Financial Services: Meaning, Importance & Role of Financial Services in the Indian Financial System, Types of Financial Services – Fund Based Services & Fee Based Services.</p> <p>Merchant & Investment Banking Service: Meaning, Project Counseling and Appraisal, Procedural aspects of New Issue Management Book Building, Pre-Issue and Post Issue Management of Public Issue, SEBI guidelines for Merchant Banking and Protection of Interests of Investors.</p>	
Unit III: Venture Capital; Mutual Funds	14
<p>Venture Capital - Characteristics of Venture Capital Financing, Stages of VC financing, Structure & sources of VC financing in India, Difference between angel investors, venture capital & private equity, basis for Investments for VC firms, Exit route for VC, Private Equity and its growth in India. Venture Capital Firms in India.</p> <p>Mutual fund services: Conceptual framework & Structure, Types of MF Schemes, Recent SEBI guidelines for mutual funds, NAV Calculation, Performance Evaluation of Mutual Fund Schemes, Factors to be considered for selection of right Mutual Funds. Mutual Fund Companies in India.</p>	
Unit IV: Leasing; Factoring; Credit Rating	13
<p>Leasing: Concept & Essentials, Types of Leasing - Operating and Financial Lease, Sale and Leaseback- Other classifications, Leasing Vs Hire Purchase Services, Pricing Methodology, Taxation, and Legal Framework for Leasing, Leasing Vs. Buying option.</p>	

Leasing Companies in India.
 Factoring: Meaning, Parties involved, Process of Factoring, Functions of a Factor, Different Forms of Factoring Services, Factoring and Forfeiting and Bill discounting – meaning, mechanism & comparison. Factoring and Forfeiting Companies in India.
 Credit Rating - Meaning, types, Need for credit rating, Factors affecting credit rating, Rating process and methodology, Credit Rating Agencies in India.

Course Learning Outcomes: At the end of this course, the students will be able to develop basic understanding of fundamentals & concepts of security analysis and portfolio management.

- Develop a basic understanding of the Indian financial system & its constituents, financial institutions and their Regulatory Framework.
- Understand the entire process of raising funds from financial markets in line with the concerned regulations applicable in India and identify financial services according to needs of a business.
- Analyze the practical applications of the financial services and formulate strategies for investment.
- Evaluate economic environment and financial services offered by financial institutions for suitability and appropriateness.

List of PSDA

- Performance Evaluation of selected Mutual Funds during last 5 years.
- Study on growth status of Financial Technologies in India.

Text / Reference Books:

AUTHOR	TITLE	Publisher	Year of publication	ISBN	Pages
Machiraju	Indian Financial System	Vikas Publishing	2010	9788125939818	474
Pathak, Bharti. V	Indian Financial System	Pearson Publications	2018	9789352864867	920
Khan, M. Y	Indian Financial System	Tata Mcgraw Hill	2018	9789353167301	1008
Varshney & Mittal	Indian Financial System	Sultan Chand &	2015	9788180548246	-
Sasidharan	Financial Services and System	Tata Mcgraw Hill	2008	9780070668058	700
M.Y.Khan,	Financial Services	Tata McGraw-Hill	2019	9780070681996	912
Nalini PravaTripathy	Financial Services	PHI Learning	2007	9788120332454	348
Bhole, L.M	Financial Institutions and Markets: Structure, Growth & Innovations	Tata Mcgraw Hill	2018	9780070080485	951
Natrajan, Gordon	Financial Markets & Services	Himalaya Publishing	2016	9789352620043	496

Journals:

- Journal of Financial Intermediation, Elsevier
- Journal of Financial Markets, Elsevier
- Journal of Financial Services Research, Springer
- Journal of International Financial Markets Institutions & Money, Elsevier

SPECIALIZATION: OPERATIONS

Course Title: Supply Chain Management

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
Module I: SCM concepts; Sourcing Process and Managerial Issues	14
Understanding the Supply Chain, Understanding logistics. Evolution of Logistics and Supply Chain Management in the Overall Organization's Functioning, Objectives of a Supply Chain. Process views of a Supply Chain. Value Chain of a Company. SCM drivers and Metrics. Purchase Management, Sourcing Process, Strategic Sourcing, Total Cost of Ownership, Global Sourcing, INCO Terms, E-Procurement/E-Commerce. Vendor Management and Development.	
Module II: Logistics Management	13
Logistics defined, Scope of logistics; Value added logistics services. Logistics at the centre of World Trade. Global logistics operation and its document handling. Types of shipment. Containerization in SCM, Role of logistics in Distribution channels. Multi-modal transportation. Logistics outsourcing: 3PL and 4PL logistics. Reverse Logistics and Closed-Loop Supply Chain.	
Module III: Managing the Supply Chain Performance	14
Warehousing operations, Inventory Management, Supply Chain Cycle Inventory, Safety Inventory, Vendor Managed Inventory, SCM and Information Technology, Application of RFID, ERP, JIT, Optimization of Supply Chain, Retailing Management, Waste Elimination and Lean Thinking in Supply Chain; Supply chain performance measurement systems; Supply Chain Balanced Score Card, SCOR Model.	
Module IV: Latest Development, Trends and Practices	13
Application of Block chain, Artificial Intelligence and Internet Of Things in SCM, Risk Management in Supply chains, Governance issues and role of Ethics, Sustainability and the Supply Chain, Best Practices in SCM.	

Course Learning Outcomes: At the end of the course:

- Understand the supply chain and logistics concepts in decision making
- Identify the strategic issues in supply chain management and apply the analytical tools for problem solving.
- Interpret critical parameters of measuring supply chain performance.
- Make use of latest developments, current trends, practices and apply the concepts in supply chain and operations management area.

List of Professional Skill Development Activities (PSDA):

- Research on different kinds of supply chain network in industry.
- Design a supply chain network for e-commerce industry.
- Appraisal of distribution system in industry.

Text / Reference Books:

Author	Title	Publisher	Year of publication	ISBN	Pages
D.K. Agarwal	Supply Chain Management: Strategy, Cases and Best Practices	Cengage India Private Limited	2017	9789386867087	412
Sunil Chopra	Supply Chain Management: Strategy, Planning, and Operation	Pearson	2019	9781292257891	528
Srinivasan, Rangaraj, Raghuram	Supply Chain Management	Tata McGraw-Hill	2008	9780070221635	571
Janat Shah	Supply Chain Management: Text and Cases	Pearson Education	2009	9788131715178	472
Sunil Sharma	Supply Chain Management- Concepts, Practices and Implementation	Oxford University Press	2010	9780195689136	540
David Simchi-Levi, Philip Kaminsky	Designing and Managing the Supply Chain	McGraw Hill Education	2007	9780070666986	560
Keah-Choon Tan, Joel Wisner, G. Leong	Principles of Supply Chain Management: A Balanced Approach	South-Western College Publishing	2015	9781285428314	576

Course Title: Project Management

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
Module I Context of Project Management	13
Concept of Projects, Project Classification, Types and Categories of Projects; Infrastructure Projects, Project management in established firms, New Product Development Projects, Product/ Process Improvement Projects, Technology Induction & Assimilation Projects, Strategic Implications of Project Management Activities; Project Goals, Functions; Phases of Projects, 7S' of Projects; Project Life Cycles.	
Module II Project Selection and Appraisal, Project Planning and Organization	14
Criteria for selection: Identification of the project; Project Portfolio Management; Request for Proposal; Project appraisal: Technical, Commercial, Economic, Financial and Management appraisal; Feasibility Study: Payback Period, NPV, IRR Project Planning: Planning steps, Master plan; Defining Project Scope, Work Breakdown Structure, Cost Breakdown Structure, Resource Breakdown Structure; Project Activity, Project Coordination, Scheduling Charts; Schedule, Gantt Charts, PERT & CPM, Allocation of Resources & resource leveling; Crashing of Projects, Project Team, Role of the leader; Project Organization: Pure, Matrix, functional.	
Module III Cost & Time Estimation, Budgeting, Risk Analysis, Project Review and Control	14
Cost & Time Estimating methods, Budgets and Estimates; Cost-Time Overrun Issues and Implications; Project Risk Management process and Change control Management. Project Monitoring and control; Project Quality Control; Critical Chain Project Management; Project Termination and Abandonment Analysis; Project Audit & closure.	
Module VI Recent Trends & Software Applications	13
<ul style="list-style-type: none"> • Scrum Project Management • PERT Simulation • A hands on to MS Project software • Project Management in multi-cultural context 	

Course Learning Outcomes: At the end of this course, students will be able to:

- Understand the concepts of Project Management for planning to execution of projects.
- Analyze feasibility in Project Management and network analysis tools for cost and time estimation.
- Comprehend the fundamentals of Contract Administration, Costing and Budgeting.
- Analyze, apply and evaluate contemporary project management tools and methodologies.

List of Professional Skill Development Activities (PSDA):

- Select a leading world's mega project and do feasibility analysis.
- Identify an event of choice and define activities, time and cost for each one.
- Design a WBS, Gantt & Network diagram and implement in MS Project.

Text / Reference Books:

Author	Title	Publisher	Year of publication	ISBN	Pages
Badiru, A. B.	Project Management: Systems, Principles and Applications	CRC Press (Taylor & Francis)	2012	9781420083194	587
Dalal, A.F.	The 12 Pillars of Project Management	CRC Press (Taylor & Francis)	2012	9781439849125	692
Gray, Larson, Desai	Project Management The Managerial Process	Tata McGraw-Hill	2016	9780073403342	-
Harvard Business School Press	The Essentials of Project Management	Harvard Business Review Press	2007	9781591399247	326
Claude H. Maley	Project Management Concepts, Methods, and Techniques	CRC Press (Taylor & Francis)	2012	9781466502888	482
K. Nagarajan	Project Management	New Age International	2012	978-8122433241	-
John M. Nicholas, Herman Steyn	Project Management for Engineering, Business, and Technology	Taylor & Francis	2011	9780080967042	704

SPECIALIZATION: Human Resource

Course Title: HR Metrics and Analytics

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
Unit I: Introduction to HR Analytics	13
<ul style="list-style-type: none"> • Introduction to HR Analytics: Evolution of HR Analytics, HR information systems and data sources, Evolution of HR Analytics, • HR Metrics and HR Analytics; Intuition versus analytical thinking, • HRMS/HRIS and data sources; Analytics frameworks like LAMP, • HR Scorecard & Workforce Scorecard. 	
Unit II: Human Resource Planning and Forecasting	14
<ul style="list-style-type: none"> • Human Resource Planning and forecasting: Quantitative and Qualitative Dimensions of HR Planning, • Methods and Techniques of HR Demand Forecasting, Data Base for Manpower Forecasting, Methods for HR Supply Forecasting • Recruitment and Selection Analytics: Evaluating Reliability and validity of selection models, • Finding out selection bias, Predicting the performance and turnover. 	
Unit III: Performance Analysis and Designing a Compensation System	14
<ul style="list-style-type: none"> • Performance Analysis: Predicting employee performance, training requirements, evaluating training and development, • Optimizing selection and promotion decisions, Analyzing and Classifying training needs, • Measuring training effectiveness, Predicting training effectiveness and performance. • Designing a Compensation System: Understanding compensation Analytics, quantifiable data, • Factors affecting Compensation & Benefits, Analytics for compensation planning, Competency Scorecard. 	
Unit IV: Monitoring impact of Interventions and Applications of HR Metrics	13
<ul style="list-style-type: none"> • Monitoring impact of Interventions: Tracking impact interventions, Evaluating stress levels and value-change. Formulating evidence-based practices and responsible investment, Evaluation mediation process, moderation and interaction analysis. • HR Analytics-Overview • Applications of HR Metrics and Creating HR Dashboards: HR Metrics, Types of HR Metrics, Staffing Metrics, • Training and Development Metrics, • Application-oriented Exercises: Dashboards: Few Key Excel Add-ins/Functions to Help 	

<p>Create Dashboards, Name Range, The Developer Tab, Form Controls, Important ExcelFormulas Useful for Creating Dashboards,</p> <ul style="list-style-type: none"> • VLOOKUP, INDEX, SUMIF, AVERAGEIF and COUNTIF, Application of Excel Functions in Creating HR Dashboards, • Storyboarding: Connecting the Dots and Integrating the Findings. 	
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Course Learning Outcomes: On completion of the course students should be able to-

- Understand and demonstrate HR function in adding value in business terms.
- Apply HR Analytical techniques in the areas of HRP, recruitment and selection, Compensation and Benefits and Training etc.
- Design a Metrics and Analysis index for recruitment, performance and or a training and development context.
- Evaluate and predict the issues using the available HR data and formulate the best strategies.

List of Professional Skill Development Activities (PSDA):

- Students will prepare a project report to discover new trends in HR Analytics.

Texts/References:

Author	Title	Publisher	Year of publication	ISBN	Pages
Bhattacharya Kumar Dipak	HR Analytics Understanding Theories and Applications	SAGE Publishing	2017	9386062712	256
Pratyush, Jatin and Gupta	Practical Applications of HR Analytics	SAGE Publishing	2019	9353282969	352
Sesil. J	Applying advanced analytics to HR management decisions: Methods for recruitment, managing performance and improving knowledge management	Prentice Hall	2013	0133064603	224
Barnett K, Berk J,	Human Capital Analytics	Word Association Publication	2007	1595711872	264

Course Title: Industrial Relations and Labour Laws

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
Unit-1 Industrial Relations and Collective Bargaining	14
<ul style="list-style-type: none"> Definition, importance, Evolution, Legal Provision relating to Wages, Working Conditions - Labour Welfare; Industrial Relations; Social Security 	
Unit-2 - Introduction to Labour Laws and	13
<ul style="list-style-type: none"> Definition, Scope, Important provisions and Case laws related to The Factories Act, 1948- The Trade Unions Act, 1926 -The Payment of Wages Act, 1936 - The Minimum Wages Act, 1948-The Industrial Disputes Act, 1947- The Workmen's Compensation Act, 1923 The Industrial Disputes Act, 1947 	
Unit-3- Regulative Legislations	13
<ul style="list-style-type: none"> Industrial Disputes Act 1947- Objective & Scope, Definitions & Provisions related to Layoff, strike & Lock out, Retrenchment & closures, Settlement of Disputes. Trade Union Act, 1926- Objective & Scope, Definitions & Registration of Trade Unions, Rights & Duties of Trade Union. Industrial Employment (Standing Orders) Act, 1946- Objective & Scope, Definition & Certification of Standing Order. The Apprentices Act, 1961-The Equal Remuneration Act, 1976- The Maternity Benefit Act, 1961 	
Unit-4- Protective Legislations, Wage Legislations and Social Security Legislations	14
<ul style="list-style-type: none"> Factories Act, 1948- Objective & Scope, Definitions of Factory, Worker & Manufacturing Process, Provisions related to Health, Welfare & Safety. Payment of Wages Act, 1936- Objective & Scope, Minimum Wages Act, 1948- Objective & Scope, Payment of Bonus Act, 1965- Objective & Scope. Employee's Compensation Act, 1923- Objective & Scope, Employees Provident Fund & Miscellaneous Provisions Act, 1952- Objective & Scope, Schemes under Act. Payment of Gratuity Act, 1972- Objective & Scope. 	

Course Learning Outcomes: By the end of this course, students will be able to

- Students should able to elaborate the concept of Industrial Relations
- The students should able to illustrate the role of trade union in the industrial setup and outline the important causes & impact of industrial disputes.
- Student should be able to summarize the important provisions of Wage Legislations, in reference to Payment of Wages Act 1936, Minimum Wages Act 1948 & Payment of Bonus Act 1965
- Student should able to summarize the important provisions of Social Security Legislations, in reference to Employees State Insurance Act 1948, Employees Provident Fund Act 1952, Payment of Gratuity Act 1972.

List of Professional Skill Development Activities (PSDA):

- Presentation of a secondary data by various data visualization tool using Ms Excel and interpretation.
- Term paper on application of statistical tools to describe any secondary data and interpret the result.

Texts/References:

Author	Title	Publisher	Year of publication	ISBN	Pages
Padhi P.K.	Industrial Laws	PHI	2008	9789388028936	976
P.L. Malik	Handbook of Labour and Industrial Law	GENERIC BOOK	2021	B091W6457N	880
P.L. Malik	Industrial Law	Eastern Book Company	2017	978-9351455370	786
N.D. Kapoor	Handbook of Industrial Law	Sultan Chand and Sons	2011	978-8180548802	630
H.L. Kumar	Labour Laws	Universal Laws Publishing Co. Pvt. Ltd.			

MBA - 2 years (IVth Semester)

S.No	Course Title	Course Type	Credits			Credit Units
			L	T	P	
1	Management in Action-Social, Economic and Ethical Issues	Core Course	3	-	-	3
2	Total Quality Management	Allied Course	2	-	-	2
3	Digital Marketing	SEC – Marketing	3	-	-	3
4	Customer Relationship Management	SEC – Marketing	3	-	-	3
5	Managing Business in Emerging Markets	SEC – International Business	3	-	-	3
6	International Cross Culture & Diversity Management	SEC – International Business	3	-	-	3
7	Artificial Intelligence and Robotic Applications	SEC – Information Technology	3	-	-	3
8	Block Chain for Business	SEC – Information Technology	3	-	-	3
9	International Financial Management	SEC – Finance	3	-	-	3
10	Mergers, Acquisitions and Corporate Restructuring	SEC – Finance	3	-	-	3
11	Lean Six Sigma	SEC – Operations	3	-	-	3
12	Service Operations Management	SEC – Operations	3	-	-	3
13	Strategic HRM	SEC – Human Resource	3	-	-	3
14	Performance Management Systems	SEC – Human Resource	3	-	-	3
15	Conflict Resolution and Management	Value Added Course	2	-	-	2
16	Foreign Business Language	Value Added Course	1	-	-	1
17	Dissertation	NTCC	6	-	-	6
	Total Credits		Min Required: 26 Semester Credits: 26			

As a Dual specialization course , students are required to choose Any 02 Specialization with 02 Elective Courses(SEC) from each specialization

Course Title: Management in Action-Social, Economic and Ethical Issues

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
Unit I: Introduction and Process of Management Consulting	14
<ul style="list-style-type: none"> • Modern Management Practices and Issues Involved, Outsourcing Management Services and Evolution of Management Consultancy, Skills-set required for Management Consultants. Consulting and performance counseling. • Consulting Proposals. Identification and Definition of Problem, Fact-Finding Leading to Solution Development and Implementation, • Developing Strategic and Tactical Plans and Subcontracting, Pricing of Consultancy, Acquiring and Developing Talents for Consulting. 	
Unit II: In-house Management versus Management Outsourced	13
<ul style="list-style-type: none"> • Why a Sense of Skepticism and Unease Towards Management Consultants. • Cost versus Value of Advice, Separating Consulting Success from Consulting, • Disaster. Some Revealing Situations. 	
Unit III: Cross Cultural Management Systems and Processes	13
<ul style="list-style-type: none"> • Types of organizational culture, Strength of organizational culture • Function of organizational culture, Importance of culture to the organization • Cultural Models, Cross- Cultural Perspectives, Geert Hofstede and Cross-Cultural Issues 	
Unit IV: Economic Social Issues and Ethical Issues in Management	14
<ul style="list-style-type: none"> • Adaptation to Changing Environment in General and Economic Environment in Particular • Economic Growth and Change Areas • Emerging Opportunities in Various Sectors including Social Sector, Management Practice and Cultural Issues • The global Political Situation, The Global Competitive Environment and the internal scene in India, War Game. • Business ethics –concepts. • Managing ethics in organization, Ethical dilemma of decision making. • CSR- Conceptual bases, Socially responsible leadership and CSR' role incorporate governance. 	

Course Learning Outcomes: On completion of this course

- The student would be able to understand the basics of consultancy.
- The student would learn attributes required in a consultant.

- The student would be required to understand the Cross Cultural issues prevalent in an organization.
- The students would be apprised of the various environmental issues and their impact.
- The students would understand the nature and importance of ethics in business.

List of Professional Skill Development Activities (PSDA):

- Identifying the management related issues in organization and developing a consulting proposal for the same.
- Study of impact of change management and ethical issues on the culture of the organization.

Text / Reference Books:

Author	Title	Publisher	Year of publication	ISBN	Pages
Jayati Sarkar, Subrata Sarkar	Corporate Governance in India	SAGE Publications	2012	9788132109839	600
Cogner, Jay A, David Finegold and Edward E Lawler III	Harvard Business Review on Corporate Governance	Harvard Business Review press	2000	9781578512379	240
Kailash Sodarn	Transparency in Corporate Governance	Indian Management Association	1999	NA	200

Course Title: Total Quality Management

L	T	P	Total Credits
2	0	0	2

	Lecture Hours
Unit I: TQM – History and Evolution	9
<ul style="list-style-type: none"> • Connotations of quality • Quality dimensions – Product and service. • The concept of TQM, Evolution of TQM – • Inspection, SQC, QA and TQM. • Conventional quality management versus TQM. Customer supplier focus in TQM. • Benefits and costs of TQM. • Historical perspectives of TQM. • Quality system, Awards and guidelines – ISO, • Malcolm Baldrige National Quality Award (MBNQA), European Foundation for Quality Management (EFQM). 	
Unit II: Tools of TQM	9
<ul style="list-style-type: none"> • Measurement tools: Check sheets, Histograms, Run charts, Scatter diagrams, Cause and effect diagrams, • Pareto’s chart, Process capability measurement. • Analytical tools: Process mapping, Regression analysis, • Resource utilization and customer service analysis, • The five why’s, Overall equipment effectiveness. • Improvement tools and techniques: Kaizen, JIT, Quality circles, Forced field analysis, Five S’s. Control tools: • Gantt chart, Network diagram, Radar chart, The PDCA cycle, Milestone tracker diagram and earned value management 	
Unit III: Techniques of TQM	9
<ul style="list-style-type: none"> • Quantitative techniques: Failure Mode Effect Analysis (FMEA), Statistical Process Control (SPC), • Quality Function Deployment (QFD), Design of experiments (DOE), • Quality by design and Monte Carlo Technique (MCT). • Qualitative techniques: Benchmarking, The balanced scorecard, Sales and operations planning, • Kanban and Activity Based Costing (ABC). • Taguchi methods: Quality loss function, Orthogonal arrays, • Signal-to-noise ratio, Nominal-the-best, Target-the-best, Smaller-the-best, Larger-the-best. Parameter design, Tolerance design. 	

Unit IV: Six Sigma and TQM in the Service Sectors	9
<ul style="list-style-type: none"> • The concept of six sigma, Objectives of six sigma, • The framework of six sigma programme, Six sigma Organization. • Roles and responsibilities • Six sigma problem solving approach • The DMAIC model, Six sigma metrics. • Cost of poor quality, Defects per million opportunities and first pass yield. Benefits and costs of six sigma. • Implementation of TQM in service organization: Framework for improving service quality, Model to measure service quality programs. • TQM in health-care services, Hotels and financial services – Banks, Investment Company and mutual funds. 	

Course Learning Outcomes:

- To enable students to understand fundamentals of quality management Quality control, quality assurance & Quality Measurement.
- Students will learn how organizations can develop excellence through the adoption of continuous improvement.
- The course analyzes and uses various process management techniques, continuous improvement tools, and strategies to improve quality.
- This course enables students to provide leadership in shaping culture for quality within an organization.

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Text / Reference Books:

Author	Title	Publisher	Year of publication	ISBN	Pages
Besterfield	Total Quality Management	Pearson Education India	2015	978-9332534452	624
Poornima M. Charantimath	Total Quality Management	Pearson Education India	2018	978-9332579392	640
V. Vijayan ,H. Ramakrishnan	Total Quality Management	S. Chand Publishing	2014	978-9384319557	263

SPECIALIZATION: MARKETING

Course Title: Digital Marketing

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
Unit I: Digital Marketing Fundamentals	14
<ul style="list-style-type: none"> • Concept and definition of digital marketing • How is it different from traditional marketing, ROI between Digital and traditional marketing • New trends and current scenario, Digital marketing a boon or a Bane • digital marketing as a tool of success for companies • Study and Analysis of recent infographics released by companies about digitalmarketing • Categorization of digital marketing for the business, SWOT analysis of business, presentwebsite and media or promotion plan, Inbound vs Outbound Marketing 	
Unit II: Website Planning and Structure	14
<ul style="list-style-type: none"> • Understanding a website, what is a website, Levels of websites • Diff b/w Blog, Portal and Website • Diff b/w websites: static or dynamic, Domains, Buying a Domain • Website Language & Technology • Core Objective of Website and Flow, • One Page Website, Strategic Design of Home Page • Strategic Design of Products & Services Page • Strategic Design of Pricing Page, Portfolio, Gallery and Contact Us Page • Call to Action (Real Engagement Happens) • Designing Other Pages, SEO Overview • Google Analytics Tracking Code, Website Auditing, Designing Word press Website • Design a New Website and Promote it using techniques taught. 	
Unit III: Search Engine Marketing and Social Media Optimization (SMO)	13
<ul style="list-style-type: none"> • Introduction to Search Engine Marketing • Tools used for Search engine Marketing • PPC /Google AdWords Tool, Display advertising techniques, Report generation • Search Engine Optimization (SEO) • On page optimization techniques, Off page Optimization techniques • Reports, Email Marketing • Introduction to social Media Marketing 	

<ul style="list-style-type: none"> • Advanced Facebook Marketing, Word Press blog creation • Twitter marketing, LinkedIn Marketing • Google plus marketing • Social Media Analytical Tools • Design a Social Media Campaign to promote Indian Tourism 	
Unit IV: Web Analytics	13
<ul style="list-style-type: none"> • Web Analytics and Integrating with Website • Measurement Metrics • Google Webmaster Tool • Setting up Tool for SEO • Adding and Managing Assets • Integrating Webmaster Tool, Site Map and Site Links • Search Traffic and Links, Google Indexing Managing Crawl Errors • Managing Security Issues • Jobs in Marketing Analytics • Analyze your website using web analytics and suggest strategies to improve the views. 	

Course Learning Outcomes: Upon successful completion of this course the student will be able to:

- develop an understanding of digital market characteristics & nature of competition in such markets
- apply concepts, theories, models, and tools in developing 9P's of digital marketing
- develop an insight & knowledge base of various underlying concepts driving marketing strategies.
- critically assess current and future metrics, research technologies, and research data output related to the subject.

List of PSDA:

- Create your own blog and promote it using Social Media Strategies
- Create a Word Press Website, perform Web Analytics for word press and for your blogs, and prepare a dashboard for the same

Text / Reference Books:

Author	Title	Publisher	Year of publication	ISBN	Pages
Damian Ryan	Understanding Digital Marketing: A Complete Guide to Engaging Customers and Implementing Successful Digital Campaigns	Kogan Page	2020	9781789666014	448
Joe Pulizzi	Epic Content Marketing: How to Tell a Different Story, Break Through the Clutter, and Win More Customers by Marketing Less	McGraw-Hill Education	2013	9780071819916	352
Chaffey, Chadwick, Mayer, Johnston	Internet Marketing: Strategy, Implementation and Practice	Prentice Hall	2009	9780273717409	702
Judy Strauss, Raymond D. Frost	E-marketing	Taylor & Francis	2016	9781315506517	496
Carter, Brooks, Catalano, Smith	Digital Marketing For Dummies	Wiley	2011	9781119997771	302
Godfrey Parkin	Digital Marketing: Strategies for Online Success	Fox Chapel Publishing	2016	9781607651956	250
Glen L. Urban	Digital Marketing Strategy: Text and Cases	Pearson Prentice Hall	2004	9780131831773	195

Course Title: Customer Relationship Management

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
Unit I: Introduction to Service Marketing and CRM	14
<ul style="list-style-type: none"> • Services: concept, characteristics. • Marketing of goods v/s marketing of services. • Significance of services marketing. • Classification of services. • Introduction to Service Marketing Mix. • Role of services sector in economy. • Growth of service - Global and Indian Scenario • Introduction and concept briefing-Pre-Industrial age, Industrial age, Service Economy age, Knowledge Economy Age. • Relationship Marketing Theory • Introduction to CRM, Transition from Product focus to Customer focus. • Relationship marketing and Value exploration and creation of value chain 	
Unit II: Service Quality and CRM Fundamentals	14
<ul style="list-style-type: none"> • Concept of service quality. • GAP Model of service quality. • Measuring and improving service quality. • Concept of SERVQUAL system, • Concept of CRM and enhancing quality through it. • Strategic framework of CRM – CRM continuum, Five generic interrelated process model, Strategic operational, analytical model, Buttle’s CRM value chain • CRM Cycle, • Customer Segmentation as a prerequisite to CRM. • Social CRM • Major CRM Software in market • Basic functional aspects of a CRM: <ul style="list-style-type: none"> • Key entities: Contacts, Accounts, Leads, Opportunities, Campaigns • Key entity interaction • Types of CRM: Sales Force automation, Campaign Management, Sales Intelligence. • E-CRM • Customer Touch points management. Identification of customer journeys and the touch-points • Contact center management systems, front desk management technologies, web-based knowledge management, Customer Experience Management (CEM) 	
Unit III: Managing different stages of CRM Implementation	13

<ul style="list-style-type: none"> • Building Customer Relationships- Loyalty Ladder, • Bonding with Customers, • Customer Service/ Sales Profile Models. • Customer Acquisition Strategies, • Customer Retention Strategies • Customer Equity and Customer Metrics, calculating customer lifetime value and customer equity. • Customer loyalty and Life time value • CRM Implementation Road Map, • Future Trends: Usage of Social CRM by corporate. 	
Unit IV: Overview of CRM in service sector (B2C Market and B2B Markets)	13
<ul style="list-style-type: none"> • Service Business Characteristics and Classification • Service Recovery • Marketing of Services-Banking Industry, Retail Industry, Aviation Industry, Hospitality Industry, Pharmaceutical Industry and Telecom Industry • CRM in Product Markets • Importance of CRM in B2B Markets, • Key Account Management • Supplier-Channel Management • Internal CRM and Employee Management 	

Course Learning Outcomes: After completing this course students will be able to:

- Gain an understanding of key concepts, technologies and best practices of CRM
- Be able to measure the customer equity and the importance of customer retention to the organization
- Be able to analyze the different processes and design the strategic framework for CRM integration in the existing functions of the organizations.
- Would be able to create a loyalty model for retention of the customers through increased interactions with customers

List of Professional Skill Development Activities (PSDA):

- Industry Project Based on Primary Survey:** “Consumer satisfaction with regards to various service quality components for one particular service organization”. Use SERVQUAL Scale, analyze the data, suggest relationship building measures to be undertaken by the organisation and prepare a report. Present the findings in the class.
- Assignment:** “How rapid technological changes are affecting consumers’ expectations, companies’ understanding of such expectations and design & delivery of services to the end consumers”. Prepare a report on this refereeing gaps model of service quality and its impact on CRM and submit to the faculty.

Text / Reference Books:

Author	Title	Publisher	Year of publication	ISBN	Pages
G. Shainesh & Jagdish Sheth	Corporate Social Responsibility Concepts and Cases: The Indian Experience	Excel Books	2005	9788174464491	534
Zikmund, McLeod, Jr., Faye W. Gilbert	Customer Relationship Management: Integrating Marketing Strategy and Information Technology	Wiley	2003	9780471271376	179
Jagdish N. Sheth, Atul Parvatiyar, G. Shainesh	Customer Relationship Management: Emerging Concepts, Tools, and Applications	Tata McGraw-Hill	2001	9780070435049	544
Francis Buttle, Stan Maklan	Customer Relationship Management: Concepts and Technologies	Routledge	2019	9781138498259	444
Valarie A Zeithaml and Mary J. Bitner	Services Marketing	McGraw-Hill Education			
Kristin L. Anderson, Carol J. Kerr	Customer Relationship Management	McGraw-Hill	2002	9780071379540	164
Evert Gummesson	Total Relationship Marketing	Routledge	2021	9780415703680	392

SPECIALIZATION: INTERNATIONAL BUSINESS

Course Title: **Managing Business in Emerging Markets**

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
Unit I: Introduction to Emerging Markets & Understanding Economic Environment	13
<ul style="list-style-type: none"> • Overview of emerging markets, Political, legal and cultural framework in emerging markets, • Ethical issues, Trade and foreign Investment, • Demographic characteristics, Market characteristics, • Factors effecting international business, • Differences in economic environment in emerging markets, • Institutional voids, framework and developing institutions, • Infrastructure & infrastructural gap, Income distribution, Business Groups, 	
Unit II: Opportunities & Trends in Emerging Markets	14
<ul style="list-style-type: none"> • The growth of middle income and rise in consumption level, • Growth of mid-sized cities, rural development, Services, • technology and telecommunication, inequalities, • Taking advantage and adopting business models, • Business at the bottom of pyramid. • Analyzing latest trend in Emerging Markets 	
Unit III: Strategies for Entry	14
<ul style="list-style-type: none"> • An overview for the entry in emerging market, • Trade based entry strategies, export, • Bidding for global tenders, global sourcing and outsourcing, • Contract based entry strategy, licensing, franchising, technology transfer projects, management contracts, • Investment entry modes- marketing subsidiaries, joint ventures, wholly owned entry strategy, • Factors influencing entry strategy 	
Unit IV: An analysis of Selected Emerging Markets	13
<ul style="list-style-type: none"> • BRIC Economies- Brazil, Russia, India, China • New frontier economies in Latin America- Mexico, Chile, Peru • Emerging economies of CIS countries • Emerging economies of Africa • Other emerging Economies in Eastern Europe. 	

Course Learning Outcomes: By the end of the course student will be able to critically assess current and future metrics, research technologies, and research data output related to the subject.

- Identify and classify the country-level factors, including economic, political, cultural, and institutional characteristics that affect business in a given region or country.
- Assess the potential of emerging markets for market entry.
- Analyze develop strategies for doing business in emerging markets.
- Apprehend challenges coming from the emerging markets to the developed economies.

List of Professional Skill Development Activities (PSDA):

- Each student will have to submit an analysis on the various modes of entry in international market.

Text / Reference Books:

Author	Title	Publisher	Year of publication	ISBN	Pages
Grosse Robert, Meyer Klaus E.,	The Oxford Handbook of Management in Emerging Markets,	Oxford University Press	2018	9780190683948	-
Tarun Khanna, Krishna G. Palepu	Winning in Emerging Markets: A Road Map for Strategy and Execution	Harvard Business Press.	2010	9781422166956	247
Cavusgil S Tamer, Ghauri Pervez N, AkcalAyse A	Doing Business in Emerging Markets	SAGE Publications Ltd	2013	9781849201544	416
Mauro Guillen, Esteban Garcia-Canal	“Emerging Markets Rule: Growth Strategies of the New Global Giants”	McGraw Hill Professional	2013	9780071798129	240

Course Title: International Cross Culture and Diversity Management

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
Unit I: Cross Culture Management: A Global Perspective	14
<ul style="list-style-type: none"> • Cross Culture Management: Meaning, concepts, National culture Vs Organizational Culture • Work behavior and management across diverse international cultures • Cultural values and their implications for international management, • International ethics and culture • Fundamentals of cross-culture interaction, social cognition, stereotypic expectations, differential attributions, coping with cultural differences. 	
Unit II: Cross-culture dimensions & frameworks	13
<ul style="list-style-type: none"> • Managing cultural differences in multinational organizations • International cross cultural research: types & critiques • Frameworks in cross cultural management: Kluckhohn and Strodtbeck framework • Hofstede's Cultural dimensions, Trompenaar's dimensions 	
Unit III: Introduction to Diversity Management	13
<ul style="list-style-type: none"> □ Diversity Management: concept, definition, advantages and disadvantages. □ Types of diversity: descriptive and prescriptive models of diversity management □ Global diversity management and the challenges confronted. □ Cultural convergence versus divergence, □ Business strategies for effective management of cultural diversity across the globe. 	
Unit IV: International Workforce Diversity	14
<ul style="list-style-type: none"> • Managing a multiple nation workforce, valuing diversity, attitudes and workforce diversity • Comparative HRM policies and practices around the globe, conceptual and practical differences. • Leveraging cultural diversity to drive innovation and create competitive advantage. • How to build, manage and promote workplace diversity internationally. 	

Course Learning Outcomes: By the end of the course student will be able to critically assess current and future metrics, research technologies, and research data output related to the subject.

- Identify the key issues in cross culture and diversity aspects at global level.
- Assess the role of cross culture teams & communication in international trade environment.

- Analyze the business strategies adopted to handle cross culture negotiations at Internationallevel.
- Explore and evaluate the competencies of managers internationally.

List of Professional Skill Development Activities (PSDA):

- Each student will have to submit a comparative cultural analysis of American and Asiancountries.

Text / Reference Books:

Author	Title	Publisher	Year of publication	ISBN	Pages
Jean-François Chanlat , Eduardo Davel , Jean-Pierre Dupuis	Cross-Cultural Management: Culture and Management across the World	Routledge	2013	978-0415688185	312
Paul Sweeney, DeanMcFarlin	International Management: Strategic Opportunities and Cultural Challenges	Routledge	2014	978-0415825283	624
<u>Jawad Syed</u> , <u>MustafaOzbilgin</u>	Managing Diversity and Inclusion: An International Perspective	SAGE Publications Ltd	2015	978-1446294642	376
Dr Elizabeth Christopher	International Management Explorations Across Cultures	Kogan	2012	978-0749465285	408
Susan C. Schneider, Jean Louis Barsoux, Gunter K.Stahl	Managing Across Cultures	Pearson Education Limited	2014	978-0273746324	352

SPECIALIZATION: INFORMATION TECHNOLOGY

Course Title: Artificial Intelligence and Robotic Applications

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
Unit-1 Introduction to Artificial Intelligence	14
History of AI, The future of AI: Emerging developments, Proposing and evaluating AI applications, AI in the enterprise Case study: Google Duplex, Case study: Banking industry. Ethical and Legal Considerations in AI, Privacy, AI and the future of work, Appropriate uses of AI, Case study: AI to predict re-arrests, Case study –Health care industry	
Unit-2- Machine Learning	13
Supervised vs. unsupervised learning, Speech recognition, Chatbots, Natural language generation, Speech synthesis, Parallel and distributed computing for scalability. Case study: Google Duplex (revisited)	
Unit-3- Robotic Sensing and Manipulation	14
Introduction to robotics, Sensing, Manipulation, Human-robot interaction, Resolving technical tradeoffs using Robotics, Automation and its impact on industry, Microcontroller In Robotics Case Studies –Home security system, Tic tac toe, Micro-mouse, Soccer, playing robot, Unmanned Ariel vehicles, Smart card application, Case study: Autonomous vehicles technologies and impacts, Case study: Uber and Facebook (using ontologies & surface web).	
Unit-4- Introduction to IoT and its Applications	13
Demystifying The Internet of Things, IoT reference Model, The IoT Adoption – technology or Strategy Driven, Industrial IoT, Product development and IoT. The Internet of Things Applications: Manufacturing, Logistics, Retail, Machine Learning for Decision Making, IoT and e-Governance, Smart Cities and IoT, Environmental Metering.	

Course Learning Outcomes: At the end of this course, the students will be able to:

- Identify problems where artificial intelligence techniques are applicable
- Apply selected basic AI techniques; judge applicability of more advanced techniques
- To Analyse the power of Internet of things in enhancing the business capabilities
- Participate in the design of systems that act intelligently and learn from experience

List of PSDA:

- Explore case studies on Google, Uber & facebook with reference to applications of AI
- Primary market survey to do analysis of trends (past/present/future) using techniques of Robotics
- List out the Devices and Technologies used for IoT and prepare a concept based on IoT for Smart Cities

Text / Reference Books:

Author	Title	Publisher	Year of publication	ISBN	Pages
Stuart Russell, Peter Norvig	Artificial Intelligence: A Modern Approach	Pearson	2010	9780136042594	1152
Ian Goodfellow, Yoshua Bengio, Aaron Courville	Deep Learning	MIT Press	2016	9780262035613	800
Ravi Ramakrishnan, Dr. Loveleen Gaur	Internet of Things: Approach and Applicability in Manufacturing	Chapman and Hall/CRC	2019	9781138598157	208
Cuno Pfister	Getting Started with the Internet of Things	Shroff; First edition	2011	9789350234136	212

Course Title: Block Chain for Business

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
Unit I: Introduction to Blockchain	13
<ul style="list-style-type: none"> • Blockchain basics and the role of money, Need for Blockchain. • Cryptography - Information security as a form of trust - Public and private keys - Digital signatures – Hashing • Blockchain - Ledgers - Databases - Distributed systems - Hash-linked chains - Hard and soft forks - Blockchain as new form of trust • Use Cases 	
Unit II: Understanding the Technology Landscape and applications	14
<ul style="list-style-type: none"> • Opportunities and Challenges • Blockchain and Artificial Intelligence • The Four Building Block of Blockchain • Blockchain for Enterprises, Understanding Digital Asset (Token) Fungibility, Sustainable Blockchain-Powered Business Networks • Properties of Blockchain Solutions, Blockchain Applications, Scaling Blockchain, Blockchain Security • Use Cases • Bitcoin and Ethereum: What Is Bitcoin? Working with Bitcoins, Bitcoin creation and economy, Bitcoin exchanges • The Bitcoin Blockchain Block Structure, The Bitcoin Network: Bitcoin Transactions, Bitcoin Wallets, Bitcoin vs Other Cryptocurrencies, Investment in bitcoin • Ethereum Blockchain, Ethereum concept and Ethereum classic • Ethereum Smart Contracts • Use Cases 	
Unit III: Blockchain meets Law	14
<ul style="list-style-type: none"> • Problems with Blockchain: Security and Safeguards, Protection from attackers, Hacks on exchanges, Scalability problems • Illegal activity - Regulation of cryptocurrency services - Tax issues - Global and state-level approaches - Code vs. Law • Privacy - Anonymity vs. pseudonymity - Tumblers and mixers - Privacy coins -Anti-money laundering rules • Virtual Currency Regulation in India, Building a Successful Blockchain Ecosystem for India • Use Cases 	
Unit IV: The Future is of Blockchain	13

- | | |
|---|--|
| <ul style="list-style-type: none">• Blockchain Opportunities and Challenges• Blockchain applications in Industry: Fintech, Telecom, Intellectual Property, Real Estate, Government, Identity management, Smart contracts• Decentralized Society | |
|---|--|

Course Learning Outcomes: Learning outcomes of this course are –

- To explain the concept and working of blockchain
- To differentiate significant business and social problems blockchain system is attempting to solve
- To interpret the underlying technology of transactions, blocks, proof-of-work, and consensus building
- To discuss platforms such as Ethereum and working of bitcoin cryptocurrency

List of Professional Skill Development Activities (PSDA):

1. Students encouraged to select a business sector and attempt to address via blockchain the following 5 concerns: *Accountability, Privacy, Scalability, Security and Motivation* (Economic incentives to provide an incentive for members to contribute data for the blockchain).
2. Submit a detailed write up 4-6 pages (A4 Size) on how Blockchain has solved and eased out one chosen (approved topic by your faculty) business / government work problems as per the basic format given. You can also interview a blockchain specialist to prepare the write up.
 - a. Background
 - b. Problem
 - c. Blockchain Technology used (Details)
 - d. Solution and Benefits obtained
3. Read 5 different research papers / articles on Blockchain applications (country to be allocated by the faculty in class along with format for submission) and summarize them in 4-6 pages. Articles should revolve around one of the following themes
 - a. Cryptocurrency
 - b. Legal Issues in India
 - c. Success stories of cryptocurrencies, Bitcoin etc.
 - d. Insurance and Blockchain
 - e. Payment Industry and Blockchain
 - f. Industry Applications of Blockchain

Text / Reference Books:

Author	Title	Publisher	Year of publication	ISBN	Pages
Jai Singh Arun, Jerry Cuomo, Nitin Gaur	Blockchain for Business	Pearson Education	2019	9780135581407	224
Bikramaditya Singhal, Gautam Dhameja, Priyansu Sekhar Panda	Beginning Blockchain: A Beginner's Guide to Building Blockchain Solutions	Apress	2018	9781484234433	386
Michael S. Sackheim, Nathan A. Howell	The Virtual Currency Regulation Review (Chapter 13)	Law Business Research Limited	2020	9781838625139	436

SPECIALIZATION: FINANCE

Course Title: International Financial Management

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
Unit-1 Fundamentals of International Finance	13
<ul style="list-style-type: none"> • Introduction to International Finance: Meaning/Importance of International Finance, Scope of International Finance, Globalization of the World Economy, Goals of International Finance, The Emerging Challenges in International Finance. • Balance of Payment: Introduction to Balance of Payment, Accounting Principles in Balance of Payment, Components of Balance of Payments. • International Monetary Systems: Evolution of International Monetary System, Gold Standard System, Bretton Woods System, Flexible Exchange Rate Regimes - 1973 to Present, Current Exchange Rate Arrangements, European Monetary System, Fixed and Flexible Exchange Rate System. • Introduction to Exchange Rates: Foreign Bank Note Market, Spot Foreign Exchange Market Exchange Rate Quotations Direct and Indirect Rates, Cross Currency Rates, Spread and Spread %, Factors Affecting Exchange Rates 	
Unit-2 -Foreign Exchange Markets, Exchange Rate Determination and Currency Derivatives	14
<ul style="list-style-type: none"> • Foreign Exchange Markets: Introduction to Foreign Exchange Markets, Structure of Foreign Exchange Markets, Types of Transactions and Settlement Date, Exchange Rate Quotations and Arbitrage, Forward Quotations. • International Parity Relationships and Foreign Exchange Rate: Interest Rate Parity, Purchasing Power Parity and Fisher's Parity, Forecasting Exchange Rates (Efficient Market Approach, Fundamental Approach, Technical Approach, Performance of the Forecasters), Global Financial Markets and Interest Rates (Domestic and Offshore Markets, Money Market Instruments). • Currency and Interest Rate Futures: Introduction to Currency Options (Option on Spot, Futures and Futures Style Options), Futures Contracts, Markets and the Trading Process, Hedging and Speculation with Interest Rate Futures 	
Unit-3- World Financial Markets and Institutions and Risks	14
<ul style="list-style-type: none"> • Euro Currency Bond Markets: Introduction to Euro Currency Market, Origin of Euro Currency Market, Euro Bond Market, and Types of Euro Bonds. • International Equity Markets and Investments: Introduction to International Equity Market, International Equity Market Benchmarks, Risk and Return from Foreign Equity Investments, Equity Financing in the International Markets, Depository Receipts — ADR, GDR, IDR. 	

<ul style="list-style-type: none"> • International Foreign Exchange Markets: Meaning of International Foreign Exchange Market, FERA vs. FEMA, Scope and Significance of Foreign Exchange Markets, FDI vs. FPI. • International Capital Budgeting: Meaning of Capital Budgeting, Capital Budgeting Decisions, Incremental Cash Flows, Cash Flows at Subsidiary and Parent Company, Repatriation of Profits, Capital Budgeting Techniques — NPV 	
Unit-4- Foreign Exchange Risk, Appraisal and Tax Management	13
<ul style="list-style-type: none"> • Foreign Exchange Risk Management: Introduction to Foreign Exchange Risk Management, Types of Risk, Trade and Exchange Risk, Portfolio Management in Foreign Assets, Arbitrage and Speculation. • International Tax Environment: Meaning of International Tax Environment, Objectives of Taxation, Types of Taxation, Benefits towards Parties Doing Business Internationally, Tax Havens, Tax Liabilities. • International Project Appraisal: Meaning of Project Appraisal, Review of Net Present Value Approach (NPV), Option Approach to Project Appraisal, Project Appraisal in the International Context, Practice of Investment Appraisal. 	

Course Learning Outcomes: On completion of the course students will be able to:

- Demonstrate an integrative understanding of the foreign exchange market and the relationships between interest rates, spot and forward rates and expected inflation rates.
- Apply knowledge of foreign exchange hedging to identify and manage the foreign exchange risks faced by globally active firms.
- Analyze regulatory frameworks, international finance instruments and identify related risks and their impact on financial markets.
- Analyse, apply and evaluate information within the global financial environment of foreign exchange to solve problems and make informed decisions.

List of Professional Skill Development Activities (PSDA):

- Forecasting of Exchange rates through a regression model
- A Study of Exchange Rate Volatility Models and their applications and limitations. Test with secondary data.

Text / Reference Books:

Author	Title	Publisher	Year of publication	ISBN	Pages
Alan C. Shapiro	Multinational Financial Management	Wiley Publication	2012	978-8126536931	792
T.W. McRae, David P. Walker	Foreign Exchange Management	Prentice Hall	1980	978-0133253573	304
Shapiro Alan C.	International Financial Management	Wiley India Pvt. Ltd	2016	978-8126558728	744
P.G. Apte	International Financial Management	Tata McGraw Hill Education	2020	978-9390113255	856
Madhu Vij	International Financial Management	Excel Books	2002	978-8174463487	570
V.K. Bhalla	International Financial Management	S Chand	2014	978-8121942911	1250
Madura Jeff	International Financial Management	Cengage Learning India Pvt. Ltd.	2015	978-9387994690	755
Siddaiah	International Financial Management: An Analytical Framework	Pearson	2021	978-9390689231	640

Course Title: Merger Acquisition and Corporate Restructuring

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
Unit-1 Basics of Corporate Re-structuring, Mergers and Acquisitions	14
Meaning of Corporate Restructuring, various forms of Corporate Restructuring, Objectives of mergers, types of mergers, Horizontal, Vertical, Conglomerate. The Merger and Acquisition Process, Theories of Merger, Success and failure of Merger & Acquisition. De-merger, spin offs, split ups, split offs, Reverse Merger. Difference between De-merger and Reverse Merger. Takeover Tactics and Takeover Defenses	
Unit-2 -Negotiation, Deal Structuring and Methods of Payment in Mergers and Acquisitions	13
Introduction, structuring of transactions, regulatory approval, deal making in India, methods of payment in M&A, distinction between stock and cash transactions, types of exchange of shares.	
Unit-3- Introduction to Acts and policies ;Taxation Aspects in M&A	13
Amalgamation as per AS-14 and IFRS. Merger Aspects under Competition Law, Competition Bill 2002. SEBI regulations on Takeovers in India (Takeover Code), Tax Implications: Tax Concession to amalgamated company, tax concession to amalgamating company in case of Merger & Acquisition. Tax aspects related to demergers.	
Unit-4- Valuation of Target Companies ;Application& Cases	14
Concept of Value of a Company, Firm Valuation Models on Merger & Acquisition: (a) DCF Model, (b) Comparable Company, (c) Book Value, (d) Adjusted Book Value (e) Enterprise Value, (f) Three Stage growth model, Swap Ratio, Valuation Practices in India, LBO, MBO. Role of Merchant Bankers in Mergers & Acquisition. Cases on Mergers and Acquisitions: Indian and International context. Post-Merger Issues and Challenges.	

Course Learning Outcomes: On completion of the course students will be able to:

- Understanding of conceptual framework of corporate restructuring & types of mergers.
- Apply knowledge of negotiation, deal structuring & methods of payment in Merger & Acquisition
- Analyze regulatory frameworks, Accounting Standards, & Taxation aspects applicable in Merger & Acquisition.
- Assessment of valuation of companies along with discussion of different cases of Merger & Acquisition.

List of Professional Skill Development Activities (PSDA):

- Take any merger and analyze negotiation, deal-structuring and methods of payment in that merger.
- Take any recent merger of your choice and present pre and post-merger scenario report.

Text / Reference Books:

Author	Title	Publisher	Year of publication	ISBN	Pages
Dash A.P.	Mergers & Acquisition	Dreamtech Press	2020	978-9389633641	272
Sudarshanam	Creating Value from Mergers and Acquisition	Pearson Education India	2015	978-9332558663	812
Krishanmurti, Vishwanath	Mergers Acquisitions and Corporate Restructuring	Sage Publications Pvt. Ltd	2018	978-9352803491	468
Godbole, Prasad G.	Mergers Acquisitions and Corporate Restructuring	Vikas Publishing House	2013	978-9325964556	432
Rabi Narayan Kar, Minakshi	Mergers Acquisitions and Corporate Restructuring	Taxmann	2017	978-9386882004	456

SPECIALIZATION: OPERATIONS

Course Title: Lean Six Sigma

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
Module I: Overview of Six Sigma and Organizational Goals; Define Phase	14
<p>History and methodology, philosophy and goals, Key drivers for business, project selection process, introduction to DMAIC, DFSS, seven basic quality tools.</p> <p>Lean Principles: value chain, flow, pull, perfection, tools commonly used to eliminate waste, kaizen, 5S, error proofing, value-stream mapping. value-added and non-value added activities, excess inventory, space, test inspection, rework, transportation, storage, cycle time</p> <p>Theory of constraints.</p> <p>Process components and boundaries, process owners, internal and external customers, other stakeholders, translating customer feedback into project goals, Pareto chart, CTQ attributes, VOC, QFD, affinity diagrams, interrelationship digraphs, tree diagrams, prioritization matrices, matrix diagrams, PDPC charts, activity network diagrams, business results for projects, process performance metrics, DPU, RTY, COPQ, DPMO sigma levels and process capability indices, FMEA, RPN</p> <p>Six Sigma teams, Black Belt, Master Black Belt, Green Belt, Champion, executive, coach, facilitator, team member, sponsor.</p>	
Module II :Measure Phase	13
<p>Process maps, written procedures, work instructions, flowcharts, SIPOC, relational matrices, techniques for assuring data accuracy and integrity,</p> <p>GR&R, measurement correlation, bias, linearity, percent agreement, and P/T</p> <p>Natural process limits and specification limits, percent defective, Cp and Cpk, Pp, Ppk, Cpm Short-term vs. long-term capability, 1.5 sigma shift, sigma level for a process and its relationship to Ppk.</p>	
Module III: Analyze Phase	14
<p>Exploratory Data Analysis,</p> <p>Create and Interpret Multi-vari studies to interpret the difference between positional, cyclical, and temporal variation; sampling plans to investigate the largest sources of variation, Applications of simple linear correlation and regression,</p> <p>Hypothesis Testing - Tests for means, variances, and proportions, paired-comparison tests,</p> <p>single-factor ANOVA and Chi squared Test in Six Sigma</p>	
Module IV: Improve and Control Phase	13
<p>DOE, SPC, rational sub grouping, X Bar - R, p, np and c, implement and validate solutions, Measurement system capability, re-analysis, and post-improvement capability,</p> <p>Developing a control plan to document and hold the gains, implementing controls and monitoring systems.</p>	

Course Learning Outcomes: On completion of the course students will be able to:

- Demonstrate knowledge on lean six sigma principles, project selection and project management.
- Develop the project charter for the given project and apply measure tools to interpret results
- Analyze the root causes and examine the hypotheses.
- Compare, select and evaluate the solutions.

List of Professional Skill Development Activities (PSDA):

- Prepare a report on Lean Sigma of an Organization.
- Develop a case study related to the process of Lean Sigma.

Text / Reference Books:

Author	Title	Publisher	Year of publication	ISBN	Pages
Evans, James R., Lindsay, William M	The Management and Control of Quality	Cengage Learning	2011	978-0538452601	824
Barrie G. Dale, Ton van der Wiele, Jos van Iwaarden	Managing Quality	Wiley–Blackwell	2007	978-1405142793	640
Ramasamy Subburaj	Total Quality Management	Tata McGraw Hill Education	2009	9780070223974	536

Course Title: Service Operations Management

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
Module I : Understanding Service Operations; Service Operation Infrastructure	14
Introduction; Nature & Role of Services in Economy; Service Operations and their Management Fundamentals; Service Strategy; Positioning of Services in the Organization Value Chain. Service Facility Design, Layout & Location, Off-shoring & Outsourcing; Technology in Services, Front-office Back-office Interface; Human Factor in Services; External Associates in Service Processes	
Module II :Service Process Management	13
Service Encounter Design & Control; Managing Service Processes; Experience Management; Service Quality & Reliability Assurance; Service Process Improvement & Associated Methodologies; Experience Innovation Paradigm; New Service Development	
Module III :Improving Service Delivery Propositions	14
Service Growth & Globalization; Forecasting Demand for Services; Capacity & Demand Management; Customer Expectations & the Planned Provision in Service Delivery; Legal Aspects of Expectation-Delivery Gaps; Service Waiting Line & Customer Relationship Management; Inventory Management for Improved service Delivery	
Module VI Incorporating AI and Other Latest Technologies in Service Operations	13
Introduction to AI and other new age technologies; AI as a service (AlaaS); Futuristic Scenario of incorporating new technologies like cloud computing, simulation, robotics etc in service operations.	

Course Learning Outcomes: On completion of the course students will be able to:

- Determine the types of services, processes, customer and supplier relationship in terms of service.
- Understand the nature of service processes and critical factors in delivery
- Identify and utilize the resource for managing service, technology and information
- Manage the service strategy, culture and operational features

List of Professional Skill Development Activities (PSDA):

- Prepare a report on Service Operations Management function of an Organization.
- Develop a case study related to the process of Service Operations Management.

Text / Reference Books:

Author	Title	Publisher	Year of publication	ISBN	Pages
Deborah C. Sawyer	Competitive Strategies for Service Business	Jaico Publishing House	2008	9788179929421	248
James A Fitzsimmons; Mona J Fitzsimmons	Service management : Operations, strategy and information technology	Tata McGraw Hill	2006	9780070615663	605
Cengiz Haksever; Barry Render	Service Management: An Integrated Approach to Supply Chain Management and Operations	Pearson	2013	9780133088823	-
Bill Hollins & Sadie Shinkins	Managing Service Operations: Design and Implementation	SAGE Publications Ltd	2006	9781412929530	-
Robert Johnston, Graham Clark, Michael Shulver	Service Operations Management: Improving Service Delivery	Pearson	2012	-	-
Richard D. Metters, Kathryn H. King-Metters, Madeleine Pullman, Steve Walton	Successful Service Operations Management	Cengage Learning	2012	9788131517734	428

SPECIALIZATION: HRM

Course Title: Strategic Human Resource Management

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
Unit I: The Concept of Strategic Human Resource Management (SHRM)	13
<ul style="list-style-type: none"> • The Concept of Strategic Human Resource Management (SHRM), Strategic HRM Defined, The evolutionary stages of Strategic HRM, Objectives of SHRM, An Investment Perspective of HRM, • Competencies of HR Professional in a SHRM Scenario, • Emerging Issues in SHRM, HRM Environment, The Evolving Strategic Role of HR 	
Unit II: Models of SHRM	14
<ul style="list-style-type: none"> • Value proposition through HR, General models- The Best practice approach, Best fit approach and The Universalistic, Contingency and Configurational approaches, The Resource based Strategic HRM, • Resource based models- The high-performance management, High commitment management and High- involvement management. • Human Capital Management Defined, The Concept of Human Capital, Intellectual Capital, Social Capital and Organizational Capital, Human Capital Measurement and Approaches to Measurement. 	
Unit III: Strategic HRM in Action	14
<ul style="list-style-type: none"> • HR Strategy defined, Purpose, Types of HR Strategies, Formulating HR Strategy, Criteria for an Effective HR Strategy, Strategy formulation propositions, key concept and process issues, • ETOP, Preparation of strategic advantage profile (SAP) in SHRM, • Implementing HR Strategy, SHRM: Aligning HR with Corporate Strategy, Integrating the Business • strategies and HR Strategies for competitive advantage, Corporate Restructuring and SHRM, • Corporate Ethics, Values and SHRM 	
Unit IV: Impact of HRM on Business Performance	13
<ul style="list-style-type: none"> • The strategic impact of Human Resource Practices, Human Resource Evaluation -Definition and • Overview, Rationale for HR Evaluation, Measures of HRM Performance, Approaches to HR • Evaluations, New Trends for Evaluating the Effectiveness of SHRM 	

Course Learning Outcomes: On completion of the course students should be able to-

- Understand the concept and implication of Strategic HRM. Distinguish the strategic approach to human resources from the traditional functional approach.
- Synthesize and apply the relationship of HR strategy with overall corporate and business strategy.
- Analyze the strategic role of specific HR systems, current issues and future trends.

- Evaluate and interpret the impact of SHRM on business performance.

List of Professional Skill Development Activities (PSDA):

- Students shall apply theories about Strategic Human Resource Management to a work place of their interest. The project report will review the extent to which the human resource management strategies of the organisation are aligned with expectations of key stakeholders and conditions in the sector in which the organisation operates. Student shall demonstrate ability to use secondary sources of information to describe the strategies and context of the organisation, and demonstrate the new knowledge of HR strategy by analysing the level of alignment. They can also interview the senior managers of the organization to prepare the project report
- Students shall be given one contemporary case study as part of module 4 to solve and submit. They will be evaluated on the critical thinking, problem solving and decision-making skills.
- Students shall prepare a group assignment on Approaches to HR evaluation followed in an organization with a presentation docket for the same.

Text/Reference Books:

Author	Title	Publisher	Year of publication	ISBN	Pages
Gary Rees, Paul Smith	Strategic Human Resource Management: An international perspective	Sage Publications	2014	1446255867	576
John Storey, Dave Ulrich, Patrick M. Wright	Strategic Human Resource Management: A Research Overview	Routledge	2019	1138591998	118
Mello Jeffrey A.,	Strategic Human Resource Management	Thompson Press Publishing	2018	1285426797	696
Agarawala Tanuja	Strategic Human Resource Management	Oxford University Press	2007	9780195683592	816
Armstrong Michael	Strategic Human Resource Management: Strategy and Action	Kogan Page	2007	8175543485	540
Boxall, P., Purcell, J.	Strategy and Human Resource Management	Palgrave	2008	9781403992109	351

Course Title: Performance Management Systems

L	T	P	Total Credits
3	0	0	3

	Lecture Hours
Unit I: Introduction to Performance Management	13
<ul style="list-style-type: none"> Objectives of P A, Issues and Problems in P A, Job Description and PA, Job Analysis in P A Systems, Historical Review of PA, Research Findings in P A in India and abroad, Conceptual Approach to Performance Management, Determinants of Job Performance, Goal setting, KRA, KPIs, Components of Effective Performance Management, Performance planning- Theories of goal setting, Goal setting theory, Expectancy theory, Setting of performance criteria, process of setting performance criteria, Process of Performance Planning, Performance Management Cycle, Designing of Performance Management Systems. Case Discussion 	
Unit II: Process of Performance Appraisal and Establishing MS	14
<ul style="list-style-type: none"> Components of Performance Management System, Performance planning, Ongoing support and coaching, Performance measurement and evaluation, Performance management and appraisal, Methods of Performance Appraisal, Appraisal Communication, Performance Review Discussion, RSDQ Model, Counseling, Identifying potential for development, Implications of Management Styles on P A, Implementation and Issues in Performance Management, Strategies and Challenges; Characteristics of effective performance metrics, Role of HR Professionals in performance management, Barriers to performance planning – Organizational & Individual. Case Discussion 	
Unit III: Introduction to Competency, Competency Management Framework	14
<ul style="list-style-type: none"> Introduction: Concept and definition of Role and Competency, Characteristics of competency, Core Competency, Competency versus competence, Performance versus Competency, Skills versus Competency, Behavior indicators, Types of competencies - Generic/Specific, Threshold/Performance, and differentiating and technical, managerial and human. Competency framework - Development of Competency Framework, Lancaster Model of Managerial Competencies, Understanding job positions, Data collection instruments for job descriptions, Validation of the competency model after Data Gathering, Stages in design and implementation of competency model, 	

<ul style="list-style-type: none"> • Competency Dictionary, BEI for Competency Mapping. • Experiential Exercises I – Use of FIR OB to measure competency for Interpersonal Skills. • Case Discussion 	
Unit IV: Development of Competency Maps, Integration of Competency based HRM and Emerging Trends in the field of Performance and Competency Management	13
<ul style="list-style-type: none"> □ Steps in development of competencies map - Studying Job, Processes, and Environment, Studying attributes of Star Performers, Strategy Structure Congruence, Ensure non repetitive tasks in two different roles, Identifying Knowledge, Skills and Traits for each Job for creating Competitive Advantage, Creating Competency Map using Competency Matrix. □ Competency based HRM - Using Competency maps for Competency profiling - Job competency profiling, Role competency profiling, Functional competency profiling, Competency based Selection, Competency based Interviews, Competency based Performance Management System, Competency based Training and Development, Competency driven Career Planning, Competency linked Remuneration □ Experiential Exercises II-Competency Assessment–Assessment Centre Tools (In Basket Exercises, Role Plays, Competency Based Interviews (CBI) using Situation, Task Action, Result) STAR method. □ Use of technology and e-PMS, Current Performance Management and Competency mapping practices in Indian organizations, Performance management challenges in Industry 4.0 □ Relevance of Competency Mapping in different Sectors, Role of Artificial Intelligence in screening of Talent, □ Competencies needed to work in Gig economy, Flexible and Virtual workforce, Role of Leadership in Competency Assessment for effective Talent Management. □ Case Discussion 	

Course Learning Outcomes: On completion of the course students should be able to-

- Students would be able to understand the role of Performance and Competency Management in enhancing Professional Excellence.
- Students would also be able to apply the Competency based HRM systems in the organizations.
- Students would be able to create, analyze and evaluate the role of Psychometric Personal Profiling for Professional Excellence.
- The students would be able to evaluate the competency maps for different Organization Profiles.

List of Professional Skill Development Activities (PSDA): Student may pick up a profile or position of a company and analyze job description and conduct functional job analysis to create competency map of a profile

Author	Title	Publisher	Year of publication	ISBN	Pages
Armstrong, Michael and Berron, Angela	Performance Management and Development	Jaico Publishing House	2008	8179928780	192
Murphy and Cleaveland	Performance Appraisal	Sage Publication	2018	1506352928	424
Srinivas R. Kandula	Performance Management: Strategies, Interventions and Drivers	Prentice Hall of India	2006	8120329880	328
Herman Aguinis	Performance Management	Pearson Education	2013	1292024070	320
Aswathappa. K	Human Resource Management- Text & Cases	Tata McGraw Hill, New Delhi	2017	9352605438	928
Rao VSP	Human Resource Management. Text & Cases	Excel Books	2006	8174464484	710