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**UNIVERSITY OF ENGINEERING &MANAGEMENT, KOLKATA**

**DEPARTMENT OF BUSINESS ADMINISTRATION**

**Masters of Business Administration**

Program Outcomes, Course Outcomes, Competencies, Performance Indicators.

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Syllabus

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| **PO 1: Management Skills: Apply the skills of analytics, operations, economics, accounting, human resource, finance and computer applications for solving critical management problems.** |
| **Competency** | **Indicators** |
| 1.1 Demonstrate competence in business analytics | 1.1.1 Apply analytical techniques such as measures of central tendency, dispersion, skewness, kurtosis and other statistical techniques to solve management1.1.2 Apply advanced statistical and operational techniques for modeling and solving Business Management problems |
| 1.2 Demonstrate competence in management sciences | 1.2.1 Apply various management theories and models of Business and Strategies to a management problem |
| 1.3 Demonstrate competence in management fundamentals | 1.3.1 Apply fundamental management concepts for solving management problems |
| 1.4 Demonstrate competence in specialized management knowledge to the program | 1.4.1 Apply Business concepts in solving management problems. |
| **PO 2: Problem analysis: Identify, formulate and analyze critical business problems reaching Research based conclusions using first principles of finance, economics, marketing, computer and management sciences, and engineering sciences.** |
| **Competency** | **Indicators** |
| 2.1 Demonstrate an ability to identify and formulate complex management problem | 2.1.1 Identify problem statements and formulate objectives2.1.2 Apply management theories, variables and different parameters to solve the problems 2.1.3 Identify the statistical, economic, financial, management and other relevant knowledge that applies to a specific problem |
| 2.2 Demonstrate and formulate a solution and plan a methodology for a management problem |  2.2.1 Reconstruct complex problems into interlinked sub-problems 2.2.2 Identify and evaluate useful information and valuable resources.  2.2.3 Find, compare and contrast different solution methods for solving an existing/new problem with justified assumptions and logical approximations to select the best process. |
| 2.3 Demonstrate an ability and interpret a business model | 2.3.1 Combine management principles and statistical concepts to formulate model/s based on a case or a situation that is appropriate in terms of its applicability and required validity.2.3.2 Identify the assumptions required to allow modeling techniques at the level of efficiency and accuracy needed. |
| 2.4 Demonstrate an ability to formulate and execute a process to find a solution and analyze the results | 2.4.1 Apply business analytics and operations management tools and techniques to construct models and find a solution 2.4.2 Arrive and validate results through efficient use of contemporary management tools and techniques2.4.3 Identify the sources of errors in the solution process and disadvantages of the solution. |
| **PO 3: Life-long learning: Recognize the need for, and have the preparation and ability to engage in independent and life-long learning in the broadest context of management and technological changes.** |
| **Competency** | **Indicators** |
| 3.1 Demonstrate an ability to look into the gaps in knowledge and a create strategy to close these gaps | 3.1.1 Describe the rationale for the requirement of continuous professional development 3.1.2 Identify deficiencies or gaps in knowledge and demonstrate an ability to channelize information to close this gap 3.2.1 Identify historic points of analytical advance in management that requires practitioners to seek education in order to stay current 3.2.2 Recognize the need to clearly explain why it is important to remain updated regarding new developments in your field |
| 3.2 Demonstrate an ability to identify changing trends in management education and practice | 3.2.1 Identify historic points of analytical advance in management that requires practitioners to seek education in order to stay current 3.2.2 Recognize the need to clearly explain why it is important to remain updated regarding new developments in your field |
| 3.3 Demonstrate an ability to identify and access sources of new information | 3.3.1 Channelize and comprehend management literature and other trusted sources of information 3.3.2 Analyze credible sources of management information for feasibility, viability, sustainability, etc. |
| **PO 4: Communication: Communicate effectively on complex management activities with the business community and with the society at large, such as being able to comprehend and write effective reports, make effective presentations as well as give and receive clear instructions** |
| **Competency** | **Indicators** |
| 4.1Demonstrate an ability to comprehend management literature and document project work | 4.1.1 Read, understand and interpret data-based information4.1.2 Produce clear, well-constructed, and well-supported written management documents4.1.3 Create steps in a document or presentation - a logical progression of ideas so that the main point is clear |
| 4.2 Demonstrate competence in listening, speaking, as well as presentation | 4.2.1 Interpret information, instructions, and viewpoints of others4.2.2 Deliver effective oral presentations to analytical and business management audiences |
| 4.3 Explain the ability to integrate different modes of communication | 4.3.1 Create management-based data, reports and drawings to complement writing and presentations 4.3.2 Use a variety of media effectively to convey a message in a document or a Presentation |
| **PO 5: Conduct investigations of critical analytical problems: Use research-based knowledge and research methods including models, diagrams, mathematical derivations along with analysis and interpretation of data, and synthesize the information for valid conclusions.** |
| **Competency** | **Indicators** |
| 5.1 Demonstrate an ability to conduct investigations of analytical issues consistent with their level of knowledge and understanding | 5.1.1 Define a problem, its scope and importance for purposes of investigation5.1.2 Examine the relevance of several methods, tools and techniques of experiment, data acquisition, analysis, conclusion and presentation5.1.3 Build up a relationship between measured data and its practical validity. |
| 5.2 Demonstrate an ability to conduct questionnaire-based surveys to solve open-ended problems | 5.2.1 Create and develop an experimental approach, specify appropriate tools and Techniques and procedures5.2.2 Understand the importance of the statistical design of surveys and choose an appropriate method based on the study objectives |
| 5.3 Demonstrate an ability to analyze data and reach a valid conclusion | 5.3.1 Use appropriate procedures, tools and techniques to conduct experiments and collect data5.3.2 Analyze data for trends and correlations, stating possible errors and limitations5.3.3 Represent data (in tabular and/or graphical forms) so as to facilitate analysis and explanation of the data, and drawing of conclusions5.3.4 Synthesize information and knowledge about the problem from the raw data to reach appropriate conclusions |
| **PO 6: The Manager and society: Apply reasoning informed by the contextual knowledge to assess societal, health, safety, legal, and cultural issues and the consequent responsibilities relevant to managerial practice.** |
| **Competency** | **Indicators** |
| 6.1 Demonstrate an ability to describe managerial roles in a broader context, e.g.pertaining to the society, environment, health, safety, legal and public welfare | 6.1.1 Identify and describe various business managerial roles; particularly as pertains to protection of the public at the global, regional and local level |
| 6.2 Demonstrate | 6.2.1 Interpret legislation, regulations, codes, and standards relevant to your discipline and explain its contribution to the protection of the public |
| **PO 7: Environment and sustainability: Understand the impact of the professional managerial solutions in societal and environmental contexts, and demonstrate the knowledge of, and the need for sustainable development.** |
| **Competency** | **Indicators** |
| 7.1 Demonstrate an understanding of the impact of managerial and business practices on social, environmental and in economic contexts | 7.1.1 Identify risks/impacts in the life-cycle of a managerial practice  7.1.2 Understand the relationship between the technical, socio-economic and environmental dimensions of sustainability |
| 7.2 Demonstrate an ability to apply principles of sustainable business development | 7.2.1 Describe management techniques for sustainable Development7.2.2 Apply principles of preventive business and sustainable development to a managerial activity or product relevant to the discipline |
| **PO 8: Ethics: Apply ethical principles and commit to professional ethics and responsibilities and norms of the managerial practice.** |
| **Competency** | **Indicators** |
| 8.1 Demonstrate an ability to recognize ethical dilemmas | 8.1.1 Identify situations of unethical professional conduct and propose ethical alternatives |
| 8.2 Demonstrate an ability to apply the Ethical norms | 8.2.1 Identify tenets of the professional norm of ethics8.2.2 Examine and apply moral & ethical principles to known case studies |
| **PO 9: Individual and team work: Function effectively as an individual, and as a member or leader in diverse teams and in multidisciplinary settings.** |
| **Competency** | **Indicators** |
| 9.1 Demonstrate an ability to form a team and define a role to each member | 9.1.1 Identify a variety of working and learning preferences; recognize the value of diversity in a team and appreciate team work 9.1.2 Implement the norms of practice (e.g. rules, roles, charters, agendas, etc.) of effective team work, to accomplish a goal. |
| 9.2 Demonstrate an effective individual and team operations-communication, problem- solving, conflict resolution and leadership skills | 9.2.1 Demonstrate effective communication, problem-solving, conflict resolution and leadership skills9.2.2 Treat other team members respectfully by listening to them9.2.3 Maintain composure in difficult situations |
| 9.3Demonstrate success in a team-based project | 9.3.1 Present the results as a team with contributions from every team member in a smooth integration and efforts |
| **PO 10: Project management and finance: Demonstrate knowledge and understanding of the business and management principles and apply these to one’s work, as a member or a leader in a team to manage projects and in multidisciplinary environments.** |
| **Competency** | **Indicators** |
| 10.1 Demonstrate an ability to evaluate the economic and financial performance of a management activity | 10.1.1 Describe various economic and financial costs/benefits of a business activity 10.1.2 Analyze different forms of financial statements to evaluate the financial status of a management project |
| 10.2 Demonstrate an ability to compare and contrast the costs/benefits of an alternate proposals of a management activity | 10.2.1 Analyze and select the most appropriate proposal based on economic and financial considerations. |
| 10.3 Demonstrate an ability to plan/manage a managerial activity within time and budget constraints | 10.3.1 Identify the tasks required to complete a management activity, and the resources required to complete the tasks.10.3.2 Use project management tools to schedule a management project, so it is completed on time and on budget. |
| **PO-11: Decision Making: Demonstrate and exhibit effective decision-making skills, employing analytical and critical thinking ability.** |
| **Competency** | **Indicators** |
| 11.1 Demonstrate the applicability of the concept of counseling to understand the behavior of people in the organization and enhance decision-making. | 11.1.1 Develop cognizance of the importance of counseling in understanding organizations. |
| 11.2 Demonstrate the applicability of analyzing the complexities associated with management of individual behavior in the organization. | 11.2.1 Describe how people behave under different conditions and understand the applicability of critical thinking |
| **PO-12: Leadership: Demonstrate and exhibit leadership and networking skills** |
| **Competency** | **Indicators** |
| 12.1 Demonstrate to gain understanding of the functions and responsibilities of managers. | 12.1.1 Enhance market research skills for identifying and evaluating innovative networking opportunities.  |
| 12.2 Demonstrate the leadership roles, skills and functions of management. | 12.2.1 Enable to analyze and understand the environment of the organization. |

PROGRAM STRUCTURE & CREDITS

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| **Total Credits: 140** |
| **Semester 1** | **Semester 2** | **Semester 3** | **Semester 4** |
| **33** | **35** | **47** | **25** |

**Semester I**

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| **Code** | **Subject Name** | **Credit** |
|  |  |  |
| MB101 | Managerial Economics (Micro) | 4 |
| MB102 | Organizational Behaviour | 4 |
| MB103 | Communication including Business aspects | 4 |
| MB104 | Legal Environment and Constitutional aspects | 4 |
| MB105 | Ethics, Corporate Governance & Sustainable Development | 2 |
| MB106 | Quantitative Techniques (including Statistics) | 4 |
| MB107 | Entrepreneurship | 2 |
| MB(GS)101 | Essential Studies for Professional (ESP)-I | 2 |
| **Sessional** |
| MB(GS)181 | Skill Development for Professional I(SDP) | 1 |

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| **Code** | **Subject Name** | **Credit** |
| MOOCs(MBA)-121 | MOOCs – I | 4 |
| MOOCs(MBA)-122 | MOOCs – II | 2 |
| MAR181 | Mandatory Additional Requirements (MAR) | 25(Points |
| **Total Credits: 33** |
| **Core** | **Sessional** | **MOOCS** |
| **26** | **1** | **6** |

**Semester II**

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| **Code** | **Subject Name** | **Credit** |
| MB201 | Indian Economy and Policy | 4 |
| MB202 | Financial Reporting, Statements and Analysis | 4 |
| MB203 | Marketing Management | 4 |
| MB204 | Operations Management | 4 |
| MB205 | Computer Application for Business | 4 |
| MB206 | Human Resources Management | 4 |
| MB207 | Entrepreneurship (Advance) | 2 |
| MB(GS)20 1 | Essential Studies for Professional (ESP)-II | 2 |
| **Sessional** |
| MB(GS)28 1 | Skill Development for Professional II (SDP) | 1 |

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| **Code** | **Subject Name** | **Credit** |
| MOOCs(MBA)-221 | Digital Marketing | 4 |
| MOOCs(MBA)-222 | Marketing Management III | 2 |
| MAR281 | Mandatory Additional Requirements (MAR) | 25(Points |
| **Total Credits : 35** |
| **Core** | **Sessional** | **MOOCS** |
| **28** | **1** | **6** |

**Semester III**

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| **Core Papers** |
| **Code** | **Subject Name** | **Credit** |
| MB301 | Project Management | 4 |
| MB302 | Internship/SIP | 6 |
| MB(GS)30 1 | Essential Studies for Professional (ESP)-III | 2 |

### Specialization/Electives

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| **Marketing (Common)** |
| **Code** | **Subject Name** | **Credit** |
| MM 301 | Digital & Social Media Marketing | 4 |
| MM 302 | Marketing Research | 4 |
| MM 303 | Sales and Distribution Management | 4 |

**Choose any one specialization from Finance, HR and Business Analytics as the other specialization**

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| **Finance** |
| **Code** | **Subject Name** | **Credit** |
| FM 301 | Taxation | 4 |
| FM 302 | Corporate Finance | 4 |
| FM 303 | Investment Analysis and Portfolio Management | 4 |

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| **HR** |
| **Code** | **Subject Name** | **Credit** |
| HR 301 | Manpower Planning Recruitment and Selection | 4 |
| HR 302 | Employee Relations | 4 |
| HR 303 | Compensation and Benefits Management | 4 |

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| **Business Analytics** |
| **Code** | **Subject Name** | **Credit** |
| BA 301 | Modeling Techniques | 4 |
| BA 302 | Data Science Using R | 4 |
| BA 303 | Data Visualization for Managers | 4 |

**Choose any one from the four Industry Specialization/Minor Course**

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| **Industry Specialization/Minor** |
| **Code** | **Subject Name** | **Credit** |
| BA 304 | Managerial Business Intelligence – I | 2 |
| FM 304 | BFSI Sector Management – I | 2 |
| HR 304 | Organization Change & Development | 2 |
| MM304 | Global Logistics & Supply ChainManagement | 2 |

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| **Sessional** |
| **Code** | **Subject Name** | **Credit** |
| MB(GS)381 | Skill Development for Professional III (SDP) | 1 |

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| **Code** | **Subject Name** | **Credit** |
| MOOCs(MBA)-321 | Easy Way for Public Speaking in English&SoftSkill | 4 |
| MOOCs(MBA)-322 | Analyzing and Visualization using Ms- Excel | 2 |
| MAR381 | Mandatory Additional Requirements (MAR) | 25(Points) |

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| **Total Credits: 47** |
| **Core** | **Industry Minor** | **Specialization** | **Sessional** | **MOOCS** |
| **12** | **2** | **24** | **1** | **8** |

**Semester IV**

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| **Core Papers** |
| **Code** | **Subject Name** | **Credit** |
| MB401 | Corporate Strategy | 4 |
| MB(GS)40 1 | Essential Studies for Professional (ESP)-IV | 2 |

### Specialization/Electives

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| **Marketing (Common)** |
| **Code** | **Subject Name** | **Credit** |
| MM 401 | Consumer Behaviour | 4 |
| MM 402 | Service Marketing | 4 |

**Continuation of the specialization from Finance, HR and Business Analytics as selected in third semester**

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| **Finance** |
| **Code** | **Subject Name** | **Credit** |
| FM 401 | International Finance | 4 |
| FM 402 | Financial Derivatives | 4 |

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| **HR** |
| **Code** | **Subject Name** | **Credit** |
| HR 401 | Human Resource Metrics and Analytics | 4 |
| HR 402 | Performance Management System | 4 |

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| **Business Analytics** |
| **Code** | **Subject Name** | **Credit** |
| BA 401 | Business Forecasting | 4 |
| BA 402 | Data Mining | 4 |

**Continuation of the fourth Industry Specialization Paper as selected in third semester**

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| **Industry Specialization** |
| **Code** | **Subject Name** | **Credit** |
| BA 403 | Managerial Business Intelligence – II | 2 |
| FM 403 | BFSI Sector Management – II | 2 |
| HR 304 | Consulting Management | 2 |
| MM403 | Retail & Ecommerce Management | 2 |
| **Sessional** |
| **Code** | **Subject Name** | **Credit** |
| MB(GS)48 1 | Skill Development for Professional IV(SDP | 1 |

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| **Code** | **Subject Name** | **Credit** |
| MAR481 | Mandatory Additional Requirements (MAR) | 25(Points) |

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| **Total Credits: 25** |
| **Core** | **Industry Minor** | **Specialization** | **Sessional** |
| **6** | **2** | **16** | **1** |

# FIRST SEMESTER

**MANAGERIAL ECONOMICS**

Course: MBA Code: MBA 101

Year: Ist Sem:Ist Credit: 4

**Course Outcome:**

**CO1**. To understand the concepts of demand, supply , production and nature of cost and its

relationship to Managerial operations.

**CO2**. To apply marginal analysis to the “firm” under different market conditions

**CO3**. To analyse the causes and consequences of different market conditions.

**CO4**. To integrate the concept of price and output decisions of firms under various market structure.

Chapter I: Demand Analysis: Demand Functions - Law of Demand, Explaining the law of

 demand, Violations of the Law of Demand, Shifts in Demand; Elasticity of

 Demand: Price Elasticity, Income Elasticity, Inferior, Superior and Normal

 goods, Income and Cross-Price Elasticity.

Chapter II **:**Supply and Market Equilibrium.

Chapter III**:** Indifference curves, budget line and consumer equilibrium

Chapter IV : Production and Cost Analysis:

Chapter V :Production Function, Short Run and Long Run

Chapter VI : Law of Variable proportions, Relationship between TP, AP and MP. Production

 with Two Variable Inputs, Isoquants Laws of returns to scale. Short Run Costs of

 Production, Fixed and Variable Costs, Short Run Total, Average and Marginal

 Cost. Long run cost.

Chapter VII: Market structures: Characteristics of Perfect Competition, #Profit Maximization

 in Competitive Markets.

Chapter VIII: Price and output decision under different market structure – Monopoly,

 Monopolistic Competition, Oligopoly – cartel, price leadership. Price

 Discrimination under Monopoly, Transfer Pricing.

Chapter IX: Game theory and Asymmetric information

**Text Book**

1. Damodaran, Suma – Managerial Economics – Oxford University Press

2. Mukherjee, Sampat- Analytical Microeconomics (current Edition)-New Central Book Agency (P) Ltd.

2. Lipsey & Chrystal – Economics – Oxford University Press

3. Peterson & Lewis – Managerial Economics – Pearson Education.

4. Pindyck and Rubenfeld - Micro Economics – Pearson Education

5. H.L. Ahuza- Managerial Economics, S. Chand

6. D.N. Dwivedi- Managerial Economics, Prentice Hall.

7. Mukherjee, Sampat- Business & Managerial Economics- New Central Book Agency (P)

# ORGANIZATIONAL BEHAVIOUR

# COURSE: MBA Course Code: MB 102

**Year: 1stSem: 1st Credit :4**

# Course Outcome

# CO 1:  Students are able to understand structural intricacies of organization and its departmentalization process.

# CO 2: Students are able to describe how people behave under different conditions and understand why people behave as they do.

# CO3: Students are able to apply the knowledge of principles of management to suggest ways to motivate employees and design organizational incentives.

# CO4:  Students are able to synthesize related information and evaluate options for the most logical and optimal solution such that they would be able to predict and control human behaviour and improve results.

#  Chapters I:OB – Overview – Meaning of OB, Importance of OB, Field of OB, Contributing Disciplines,

# Applications in Industry.[1L]

**ChaptersII**:Organization - Mission, Goals, Characteristics, Types, Organizational Theory- Classical

 Theories: Scientific Management, Administrative Principals, Bureaucracy, Human Relation

 Approach, Modern Theories: System Approach, Contingency Approach, Quantitative

 Approach, Behavioral Approach, Managing Organizational Culture. [5L]

# Chapters III: Work Motivation – Approaches to Work Motivation, Theories of Motivation – Maslow’s

# Hierarchy of Need Theory, Alderfer’s ERG Theory, Herzberg’s Motivation-Hygiene Theory,

#  McClelland’s Achievement – Motivation Theory, McGregor’s Theory X & Y, Vroom’s

#  Expectancy Theory, Porter Lawler Expectancy Model. [5L]

# ChaptersIV: Personality– Meaning of Personality, Determinants of Personality, Theories of Personality,

 Measurement of Personality, Development of Personality (3L+2L)

#  Chapters V: Perception – Process and Principles, Nature and Importance, Factors Influencing,

 Perception, Perceptual Selectivity, Social Perception, Fundamentals of Decision making. [3L]

#  Chapters VI: Attitudes and Job Satisfaction – Sources of Attitudes, Types of Attitudes, Attitudes and

 Consistency, Cognitive Dissonance Theory, Attitude surveys. [3L]

# Chapters VII: Learning and Behaviour Modification- Theories of learning-Classical conditioning, Operant conditioning, cognitive learning and social learning. Introduce the elements of ‘self efficacy’, ‘self control’ and ‘self reinforcement’. Reinforcement & behavior modifications [3L]

# Chapters VIII: Group Behavior - Characteristics of Group, Types of Groups, Stages of Development, Group Decision-making, difference work group and work team, Why work Teams, Work team in Organization, Team Building, Organizational Politics. [3L]MODULE

# ChaptersIX :Leadership - Leadership Theories, Leadership Styles, Skills and influence process, Leadership and power, Examples of Effective Organizational Leadership in India, Cases on Leadership, Success stories of today’s Global and Indian leaders. [3L]

# Chapters X: Conflict in Organization - Sources of Conflict, Types of Conflict, Conflict Process, Johari Window, Conflict Resolution, Cases on Conflict Resolution. [3L+1L]

# Chapters XI: Organizational Change - Meaning and Nature of Organizational Change, Types of Organizational Change, Forces that acts as stimulant to change. Resistance to change, How to overcome resistance to change, Approaches to managing Organizational Change, Kurt Lewin’s three Step model, Action research model, Kotter’s eight step model.

# BUSINESS COMMUNICATION

**Course:**MBA**Course Code:**MB-103

**Year:**IstSem: Ist **Credit: 2**

# Course Description:

Business Communication MB-103

Application of business communication principles through creation of effective business documents and oral presentations. Includes study and application of team communication and use of technology to facilitate the communication process.

# Course Outcomes:

 CO 1: To understand and demonstrate writing and speaking processes through invention, organization, drafting, revision, editing, andpresentation.

 CO 2: Tounderstandtheimportanceofspecifyingaudienceandpurposeandtoselectappropriate communication choices.

 CO 3: To understand and appropriately apply modes of expression, i.e., descriptive, expositive, narrative, scientific, and self-expressive, in written, visual, and oral communication.

 CO 4: To participate effectively in groups with emphasis on listening, critical and reflective thinking, and responding.

 CO 5: To understand and apply basic principles of critical thinking, problem solving, and technical proficiency in the development of exposition and argument.

 CO 6: To develop the ability to research and write a documented paper and/or to give an oral presentation.

**Chapter I:** Introduction& Communication Basics – Definition, Purposes, Types, Process and Barriers of Communication [3L]

**ChapterII:** Verbal and Non Verbal Communication – Listening, Questioning and Feedback, Body

 Language, Public Speaking, Presentation Skills (Planning and Preparation/ Using VisualAids/ Delivery),Individual and Team Presentations (Just-A-Minute Presentation Workshop-Jam Feedback and overcoming Glossophobia- Presentation–1; Planning & Preparing-Presentation– 2 (Visual Aids)

 Delivery- Presentation–3; Graded Team Presentations-Group 1&2; Individual Presentations- Group 1& 2; Presentation feedback [3L+ 4P]

**ChapterIII**: Written Communication – Stages of Writing, Composing Business Messages, Preparing

 Notes, Style, Punctuation, Using simple words, Proof Reading. [4L]

**ChapterIV**: Report Writing – Report Planning, Types of Reports, Developing an outline, Nature of

 Headings, Ordering of Points, Logical Sequencing, Graphs, Charts, Executive Summary, List

 of Illustration, Report Writing. [4L]

**ChapterV**: Internal Communication – Circulars, Notices, Memos, Agenda and Minutes [4L]

**ChapterVI**: External Communication – Bios & Resume/CV, Using Facsimiles (Fax), Electronic Main,

 Handling Mail [4 L]

**ChapterVII**: Writing Business Letters – Formats, Styles Types – Request, Enquiry, Placing Order,

Instruction, Action, Complaint, Adjustment, Sales, Reference, Good News & Bad News,

 Acknowledgement [3L]

**ChapterVIII**: Handling Business Information – Annual Report, House Magazine, Press Release, Press

Report [2L]

**ChapterIX**:-Business Etiquette and Profiles—Introduction- Greetings- Importance of Small Talk in

 Business-Business Organizations-- Jobs and Responsibilities [2L]

**ChapterX**: Using Telephone at the Workplace—Introduction, Features of Telephone communication,

 Making arrangements and appointments, leaving and taking messages-- Voice mail, video

 conferencing and conference calls. [4L+1P]

**Chapter XI:** Effective Business Communication Case Study--Small Business Communication Practices

 Case Studies-[2L]

**Text Books:**

1. Monipally: Business Communication, Tata McGraw Hill

2. Business Communication Essentials (6th Edition) by Courtland L. Bovee & John V. Thill,

 Pearson

3. Business English: A Complete Guide for All Business and Professional Communications by

 Prem P. Bhalla; UBS Publishers

4. The Effective Presentation: Talk your way to success by Asha Kaul; SAGE

5. Madhukar: Business Communications; Vikas Publishing House 6.Senguin J: Business

 Communication; Allied Publishers

**Legal and Business Environment (Micro &amp; Macro)**

Course : MBA CODE : MB104

Year 1 st : Semester : 1 st Credit : 4

Course Outcome

CO1 : To comprehensively understand and be conversant with the legal framework on Business Laws;

and Awareness of legal framework and its orientation for efficient and effective discharge of duties as

managers in a competitive environment.

CO2: To be conversant with the requisites to be complied with in framing a valid contract and

understanding the elements which are essential for framing an Agreement

CO3. Able to understand the Intellectual Property right and its implication to business

CO4: Understand the right of customer and its protection.

CO5: To be Conversant with Negotiable Instruments and Companies Act and practical applicability.

**Module I**

1. Legal Aspects of Business - Introduction to business laws, Society, State and Law, Enforceability

of Law, Mercantile Law, Business Management and Jurisprudence, Structure of the Indian Legal

Systems, sources of law, Manager and Legal System.

2. Sale of Goods Act, 1930 – Sales of goods, Classification of goods, Conditions &amp; Warranties,

Principles of sales of goods, Passing of ownership rights, Transfer of ownership &amp; property,

Rights of an unpaid seller, performance of contract, Remedies for breach of Contract of Sale of

Goods.

3. Indian Contract Act, 1872 – Fundamentals of contract laws, Contract defined, Formation of

contracts, Principles of contract laws, Elements of valid contract, Classification of contracts,

Offer and acceptance, Consideration, Capacity to contracts, Free consent, Legality of Object

Consideration, Illegal agreements, Performance of contract, Termination of contracts, Discharge

of Contract, Breach of contract, Quasi Contracts, Contract Management, Special Contracts, Laws

of agency, Principal-Agent problem, Bailment, Pledge, Guarantee and Indemnity [8L]

4. Intellectual Property Right-Protecting the property of Business, Laws relating to Patents (Patent

Act, 1970), Trademark, Secret, Trade Marks Act- 1999, Copyright, Copyright Act- 1957,

Geographical Indications, Geographical Indications (Registration &amp; Protection) Act- 1999,

Intellectual Property Regime (WTO Guidelines)

5. E-Commerce Legislation - IT Act, Legal Issues and Challenges of E-commerce, Online Payment

mechanisms, ODR, Alternate Dispute resolutions

**Module II**

6. Law relating to Business Organizations – Forms of Business Organization, Partnership Trusts,

Company form of Organization

7. Companies Act, 2013 – Nature and kinds of companies, Formation, Memorandum, Articles,

Prospectus, Capital – shares, debentures, borrowing powers, minimum subscription,

Appointment of Directors; Winding up of companies.

8. Consumer Protection Act – Consumer Protection Laws, Consumer Protection Act- 1986 , Salient

features and objectives of the Consumer Protection Act- 1986, Amendments, Consumer

Protection Act- 2019, Different Consumer redressal Forums, Composition and jurisdiction of

district, state and National forum, Mode of complaints, Procedures for disposal of complaints,

Penalty

9. Negotiable Instruments Act – Definition and characteristics of different types of negotiable

instruments, Negotiable Instruments Act- 1881, Amendments, The Negotiable Instruments

(Amendment) Act- 2018 Parties to a negotiable instrument and their capacity, Dishonour of

cheques, Discharge from Liability, Crossing of cheques, Bank drafts and Banker’s cheques

10. The Insolvency and Bankruptcy Code, 2016 (IBC) - overview , Constitutionality of the provisions

of the Code , The Concept of “Operational Debt” and “Financial Debt” under the Corporate

Insolvency Resolution Process, time-frame for completion of the exercise under the Code,

Amendments

11. Case Studies

Text Books and Suggested Readings:

1. Sen &amp; Mitra: Commercial law; World Press

2. Pathak: Legal Aspect of Business, TMH

3. Pillai &amp; Bagavathi: Business law, S. Chand

4. Insolvency and Bankruptcy Code 2016 5th Edition 2020 by Taxmann, Taxmann Publications

5. Law Relating to Intellectual Property Rights, Paperback, Dr. M.K. Bhandari

6. N.D. Kapoor: Elements of Mercantile Law; Sultan Chand &amp; Sons

7. Information Technology Law and Practice- Cyber Laws and Laws Relating to ECommerce

Paperback, Vakul Sharma

8. Business Law - K.R. Bulchandani, Himalaya Publishing House

**BUSINESS ETHICS& CORPORATE GOVERNANCE (MB 105)**

**Course :MBA Course Code:MB105**

**Year: Ist Sem:Ist Credit 2**

**Course Outcomes:**

CO1: Identify and analyze an ethical issue in the subject matter under investigation or in a

relevant field

CO2: Identify the multiple ethical interests at stake in a real-world situation or practice

CO3: Articulate what makes a particular course of action ethically defensible

CO4: Assess their own ethical values and the social context of problems

CO5: Identify ethical concerns in research and intellectual contexts, including academic integrity,

use and citation of sources, the objective presentation of data, and the treatment of human

subjects

CO6: Demonstrate knowledge of ethical values in non-classroom activities, such as service

learning, internships, and field work,integrate, synthesize, and apply knowledge of ethical dilemmas and resolutions in academicsettings, including focused and interdisciplinary research

**Text Book**

**Chapter – I**: Introduction to Business Ethics:

Business Ethics and its importance; Evolution of Ethics - the herd or instinctive

morality, social or conventional morality, reflective morality and theory of ethical

relativism; Descriptive and Normative Ethics; Conventional approach to Ethics;

Moral and how it differs from Ethics; Moral Judgments – criteria; [4 L]

**Chapter II:** Approaches to Business Ethics:Teleological Approach, The Deontological Approach,Kohlberg’s Six Stages Of MoralDevelopment (CMD) [1 L]

**Chapter III**. Managing Ethical Dilemma:Characteristics, Ethical Decision Making, EthicalReasoning,The Dilemma ResolutionProcess; Ethical Dilemmas In Different BusinessAreas Of Finance, Marketing, HRM,ITand International Business [4 L]

**Chapter IV**. Ethical Culture in Organizations:Developing Code of Culture in Organization, Ethicaland Value-Based Leadership. Strategies of Organizational Culture Building, EthicalIndian Wisdom andIndianApproaches towards Business Ethics. [3 L]

**Chapter V**. Corporate Governance:Concept; importance and benefits of corporate

governance; principles of and issues in corporate governance; norms; current scenario

of corporate governance in India [4L]

**Chapter VI.** Sustainable Business: Corporate Citizenship; Sustainable Business – evolution,

relevance, present practices; Environmental Ethics; Global Issues regarding

Environment and Business – Developed vs. Developing World. [4 L]

Text Books:

1. Chakraborty, S. K. - Values and Ethics for Organisations, OUP

2. Fernando, A.C. - Business Ethics - An Indian Perspective, Pearson

3. Business Ethics and Corporate Governance—K.Nirmala et al, Himalaya

4. Business Ethics: Ethical Decision Making & Cases –O.C.Ferrell et al Cengage

## MANAGERIAL ECONOMICS (MICRO)

Course: MBA Code: MBA 101

Year: Ist Sem:Ist Credit: 4

**Course Outcome:**

**CO1**. To understand the concepts of demand, supply , production and nature of cost and its

relationship to Managerial operations.

**CO2**. To apply marginal analysis to the “firm” under different market conditions

**CO3**. To analyse the causes and consequences of different market conditions.

**CO4**. To integrate the concept of price and output decisions of firms under various market structure.

**MODULE I**

#### Introduction to Managerial Economics [2L]

Basic problems of an economic system, Goals of managerial decision making, Resource allocation using PPC

#### Demand Analysis [10L]

Demand Functions - Law of Demand, Explaining the law of demand, Violations of the Law of Demand, Shifts in Demand; Elasticity of Demand: Price Elasticity (at a point and over and interval), Factors affecting price elasticity, Price elasticity and Change in Total Revenue, AR, MR and Price elasticity, Range of Values of Price Elasticity; Income Elasticity, Inferior, Superior and Normal goods, Income Elasticity and Share in Total Expenditure; Cross-Price Elasticity, Substitutes and Complements

Indifference curves, budget line and consumer equilibrium C. Introduction to methodsof demand estimation (concepts only)

#### Production and Cost Analysis [14L]

Production Function, Short Run and Long Run, Production with One Variable Input, Total Product, Average and Marginal Products, Law of Variable proportions, Relationship between TP, AP and MP.

Short Run Costs of Production, Fixed and Variable Costs, Short Run Total, Average and Marginal Cost and Relationship between them, Short Run Cost Curves, Relationship between AVC, MC, AP and MP; Long run cost curves, Relationship between LAC and SAC, Economies of Scale and Scope.

Production with Two Variable Inputs, Isoquants–Characteristics, Marginal Rate of Technical Substitution, Laws of Returns to Scale, Isocost Curves, \* # Finding the Optimal Combination of Inputs, Production of a given output at Minimum Cost, Production of Maximum Output with a given level of Cost, Expansion Path, Finding the Long Run Cost Schedules from the Production Function, D. Law of supply, elasticity of supply, market equilibrium, changes in equilibrium.

#### MODULE II

**Alternate Goals of Managerial Firms [2L]**

Profit maximization, Revenue maximization, Managerial utility maximization

#### Managerial Decision Making under Alternative Market Structures [6L]

A. Characteristics of Perfect Competition Profit Maximization in Competitive Markets, Output Decision in the Short Run, Shut Down Point, Short Run Supply for the Firm and Industry; Output Decision in the Long Run, Break Even Point, Long Run Supply for the Perfectly Competitive Industry B. Price and output decision under different market structure

#### –Monopoly, Monopolistic Competition, Oligopoly–cartel, price leadership.

Pricing Decisions [6L]

Price Discrimination under Monopoly, Transfer Pricing. Market Failure Game theory &Asymmetric information

#### Suggested Readings:

1. Damodaran, Suma–Managerial Economics–Oxford UniversityPress Lipsey & Chrystal–Economics–Oxford UniversityPress

Peterson & Lewis–Managerial Economics–Pearson Education. Pindyck and Rubenfeld-Micro Economics–Pearson Education H.L.Ahuza-Managerial Economics, S.Chand

D.N.Dwivedi- Managerial Economics, Prentice Hall. MB

# ORGANIZATIONAL BEHAVIOUR

# COURSE: MBA Course Code: MB 102

**Year: 1stSem: 1st Credit :4**

# Course Outcome

# CO 1:  Students are able to understand structural intricacies of organization and its

#  departmentalization process.

# CO 2: Students are able to describe how people behave under different conditions and understand why people behave as they do.

# CO3: Students are able to apply the knowledge of organizational psychology to suggest ways to motivate employees and design organizational incentives.

# CO4:  Students are able to synthesize related information and evaluate options for the most

#  logical and optimal solution such that they would be able to predict and control human

#  behaviour and improve results.

**MODULE 1**

OB–Overview–Meaning of OB, Importance of OB, Field of OB, Contributing Disciplines, Applications in Industry.

#### MODULE 2

Organization-Mission,Goals,Characteristics,Types,OrganizationalTheory-ClassicalTheories: Scientific Management, Administrative Principals, Bureaucracy, Human Relation Approach, Modern Theories: System Approach, Contingency Approach, Quantitative Approach,Behavioral Approach, Managing Organizational Culture.[5L]

#### MODULE 3

Work Motivation–Approaches to WorkMotivation, Theories of Motivation–Maslow’s Hierarchy ofNeedTheory,Alderfer’sERGTheory,Herzberg’sMotivation-HygieneTheory,McClelland’s Achievement–Motivation Theory, McGregor’s Theory X&Y, Vroom’s Expectancy Theory, Porter Lawler Expectancy Model.[5L]

**MODULE 4**

Personality–Meaning of Personality, Determinants of Personality, Theories of Personality, Measurement of Personality, Development of Personality[3L+2L)

**MODULE 5**

Perception– Process and Principles, Nature and Importance, Factors Influencing, Perception, Perceptual Selectivity, Social Perception, Fundamentals of Decision-making. [3L]

**MODULE 6**

Attitudes and Job Satisfaction–Sources of Attitudes, Types of Attitudes, Attitudes and Consistency, Cognitive Dissonance Theory, Attitude Surveys. [3L]

**MODULE 7**

Learning and Behaviour Modification-Theories of learning-Classical conditioning, Operant conditioning, cognitive learning and social learning. Introduce the elements of‘ self efficacy’,‘selfcontrol’and‘selfreinforcement’.Reinforcement&behaviormodifications[3L]

**MODULE 8**

GroupBehavior-Characteristics ofGroup,TypesofGroups,StagesofDevelopment,GroupDecision- making, difference work group and work team, Why work Teams, Work team in Organization, Team Building, Organizational Politics.[3L]

**MODULE 9**

Leadership - Leadership Theories, Leadership Styles, Skills and influence process,Leadershipand power, Examples of Effective Organizational Leadership in India,CasesonLeadership,Successstoriesoftoday’sGlobalandIndianleaders.[3L]

**MODULE 10**

Conflict in Organization - Sources of Conflict, Types of Conflict, Conflict Process, Johari Window, Conflict Resolution, Cases on Conflict Resolution. [3L+1L]

**MODULE 11**

Organizational Change-Meaning and Nature of Organizational Change, Types of Organizational Change, Forces that acts as stimulant to change. Resistance to change, How to overcome resistance to change, Approaches to managing Organizational Change, Kurt Lewin’s three Step model, Action research model, Kotter’s eight step model.

**4L** HR Lab Work

\*Psychometric tests online hands on experience on:

Find your own Personality Traits Determine your own conflict style

**Reference:**

Organisatonal Behaviour by Stephen P.Robbins, TimothyA,Judge&NeharikaVohra;Pearson Publication 14thEdition.

OrganisationalBehaviourbyV.S.PRao,ExcelPublishersOrganisationalBehaviourbyMohd.Farooq Azam & PreetiSingh

# BUSINESS COMMUNICATION

**Course:**MBA**Course Code:**MB-103

**Year:**IstSem: Ist **Credit: 2**

# Course Description:

Application of business communication principles through creation of effective business documents and oral presentations. Includes study and application of team communication and use of technology to facilitate the communication process.

# Course Outcomes:

 CO 1: To understand and demonstrate writing and speaking processes through invention, organization, drafting, revision, editing, andpresentation.

 CO 2: Tounderstandtheimportanceofspecifyingaudienceandpurposeandtoselectappropriate communication choices.

 CO 3: To understand and appropriately apply modes of expression, i.e., descriptive, expositive, narrative, scientific, and self-expressive, in written, visual, and oral communication.

 CO 4: To participate effectively in groups with emphasis on listening, critical and reflective thinking, and responding.

 CO 5: To understand and apply basic principles of critical thinking, problem solving, and technical proficiency in the development of exposition and argument.

 CO 6: To develop the ability to research and write a documented paper and/or to give an oral presentation.

**Module I:**

Principles of Communication – Definition, Purposes, Types, Process and Barriers of Communication [3L]

Verbal and Non-Verbal Communication –Listening and Feedback, Body Language, Public Speaking, Presentation Skills (Planning and Preparation/ Using Visual Aids/ Delivery), Individual and Team Presentations (Just-A-Minute Presentation Workshop- Jam Feedback and overcoming Gloss phobia- Presentation–1; Planning & Preparing- Presentation–2 (Visual Aids)

Delivery- Presentation–3; Graded Team Presentations-Group 1&2; Individual Presentations- Group1&2; Presentation feedback [3L+7P]

Written Communication–Stages of Writing, Composing Business Messages, Preparing Notes, Style, Punctuation, Using simple words, Proof Reading. [4L]

Report Writing – Report Planning, Types of Reports, developing an outline, Nature of Headings, Ordering of Points, Logical Sequencing, Graphs, Charts, Executive Summary, List of Illustration, Report Writing. [4L]

**Module II:**

Internal Communication–Circulars, Notices, Memos, Agenda and Minutes [4L+2P] External Communication–Resume/CV, Using Facsimiles (Fax), Electronic Mail, Handling Mail[4L]

Writing Business Letters–Formats, Styles Types–Request, Enquiry, Placing Order, Instruction, Action, Complaint, Adjustment, Sales, Reference, Good News & Bad News, Acknowledgement[2L+4P]

Handling Business Information – Annual Report, House Magazine, Press Release, Press Report [2L+2P]

**Module III:**

Business Etiquette and Profiles—Introduction- Greetings- Importance of Small Talk in Business- Business Organizations--Jobs and Responsibilities[4L]

Using Telephone at the Workplace—Introduction, Features of Telephone

communication, Making arrangements and appointments, leaving and taking messages-- Voice mail, video conferencing and conference calls. [4L+4P]

Effective Business Communication Case Study—Small Business Communication Practices Case Studies-[2L+5P]

**Suggested Readings:**

Business Communication Essentials (6thEdition )by Courtland L.Bovee & John V.Thill, Pearson

Business English:A Complete Guide for All Businessand Professional Communications by PremP.Bhalla;UBSPublishers

The Effective Presentation: Talk your way to success by Asha Kaul; SAGE

Madhukar: Business Communications; Vikas Publishing House 6.Senguin J: Business Communication; Allied Publishers

## Legal Environment and Constitutional aspects

**Course:**MBA**Course Code:**MB-104

**Year:**IstSem: Ist **Credit: 4**

**Course Outcome**

CO1 : To comprehensively understand and be conversant with the legal framework on Business Laws;

and Awareness of legal framework and its orientation for efficient and effective discharge of duties as

managers in a competitive environment.

CO2: To be conversant with the requisites to be complied with in framing a valid contract and

understanding the elements which are essential for framing an Agreement

CO3. Able to understand the Intellectual Property right and its implication to business

CO4: Understand the right of customer and its protection.

CO5: To be Conversant with Negotiable Instruments and Companies Act and practical applicability.

#### Module I:

LegalAspects ofBusiness-Society,StateandLaw,EnforceabilityofLaw,MercantileLaw.[1L]

Indian Contract Act, 1872–Contract defined, Elements of valid contract, Classification of contracts, Offer and acceptance, Consideration, Capacity to contracts, Free consent, Legality of object and consideration, Illegal agreements, Termination of contracts, Breach of contract, Indemnity and guarantee, Laws of agency[4L]

Sale of Goods Act, 1930–Classification of goods, Conditions &Warranties, Passing of ownership rights, Rights of an unpaid seller, Remedies for breach of Contract of Sale of Goods. [3L]

Negotiable Instruments Act, 1881–Definition and characteristics of different types of negotiable instruments, Parties to a negotiable instrument and their capacity, Dishonour of cheques, Discharge from Liability, Crossing of cheques, Bank drafts and Banker’s cheques. [4L]

Companies Act, 2013 –Nature and kinds of companies, Formation, Memorandum, Articles, Prospectus, Capital – shares, debentures, borrowing powers, minimum subscription, Appointment of Directors; Winding up of companies - Including all the new Amendments, Corporate Social Responsibility. [4L]

Consumer Protection Act, 1986 – Salient features and objectives of the Consumer Protection Act, 1986, Different Consumer redressal Forums, Composition and jurisdiction of district, state and National forum, Mode of complaints, Procedures for disposal of complaints, Penalty. [3L]

Intellectual Property Right- Laws relating to Patents (Patent Act, 1970), Trademarks (Trademark Act, 1999), Copyright (Copyright Act, 1957), Geographical Indications (Registration & Protection) Act,1999, Intellectual Property Regime (WTO Guidelines) [3L]

Banking Regulation Act - Salient features, provisions - Prohibition of Trading, Non-Banking Assets, idea of PA [2L]

TheInsolvencyandBankruptcyCode,2016(IBC) -overview, Constitutionalityoftheprovisions of the Code , The Concept of “Operational Debt” and “Financial Debt” under the Corporate Insolvency Resolution Process, time-frame for completion of the exercise under theCode[2L]

**Module II:**

Indian Constitution-Sources and constitutional history, Features: Citizenship, Preamble, Fundamental Rights and Duties, Structure of the Indian Union: Federalism, Centre- State relationship, Lok Sabha, Rajya Sabha, State government and its administration, Structure and Functions [3L]

RTI-OverviewofRTIAct,ScopeofRighttoInformationAct,PenaltyProvisions, Compensation Provisions, Time Limits under RTI Act, RTI Online Filing procedure, RTI Offline Filing procedure[3L]

E-Commerce Legislation - IT Act, Legal Issues and Challenges of E-commerce, Online Payment mechanisms, ODR [3L]

EnvironmentalProtectionActs -TheNationalGreenTribunalAct,2010,TheAir(Preventionand Control of Pollution) Act, 1981, The Water (Prevention and Control of Pollution)Act,1974,The EnvironmentProtectionAct,1986,TheHazardousWaste Management Regulations, The Wildlife Protection Act, 1972, The Forest ConservationAct,1980[3L]

Case Studies [2L]

**Suggested Readings:**

Sen & Mitra: Commercial law; World Press Pathak: Legal Aspect of Business, TMH Pillai &Bagavathi : Business law ,S.Chand

Insolvency and Bankruptcy Code 2016 5th Edition 2020 by Taxmann, Taxmann Publications Law Relating to Intellectual Property Rights, Paperback, Dr. M.K. Bhandari

N.D. Kapoor: Elements of Mercantile Law ; Sultan Chand &Sons

Handbook on The Right to Information Act by PK Das, Universal Law Publishing an imprint to fLexis Nexis

Information Technology Law and Practice- Cyber Laws and Laws Relating to E-Commerce

Paperback, VakulSharma

Business Law-K.R .Bulchandani, Himalaya Publishing House

## BUSINESS ETHICS& CORPORATEGOVERNANCE

**Course :MBA Course Code:MB105**

**Year: Ist Sem:Ist Credit 2**

**Course Outcomes:**

CO1: Identify and analyze an ethical issue in the subject matter under investigation or in a

relevant field

CO2: Identify the multiple ethical interests at stake in a real-world situation or practice

CO3: Articulate what makes a particular course of action ethically defensible

CO4: Assess their own ethical values and the social context of problems

**Module–I:**

Introduction to Business Ethics:

Business Ethics and its importance; Evolution of Ethics - the herd or instinctive morality, social or conventional morality, reflective morality and theory of ethical relativism; Descriptive and Normative Ethics; Conventional approach to Ethics; Moral and how it differs from Ethics; Moral Judgments– criteria; [4 L]

Approaches to Business Ethics:

Teleological Approach, The Deontological Approach, Kohlberg’s Six Stages of Moral Development (CMD) [1L]

Managing Ethical Dilemma:

Characteristics, Ethical Decision Making, Ethical Reasoning, The Dilemma Resolution Process; EthicalDilemmasInDifferentBusinessAreasOfFinance,Marketing,HRM,ITandInternational Business[4L]

Ethical Culture in Organizations:

Developing Code of Culture in Organization, Ethical and Value-Based Leadership. Strategies of OrganizationalCultureBuilding,EthicalIndianWisdomandIndianApproachestowardsBusiness Ethics.[3L]

**Corporate Governance:** Concept; importance and benefits of corporate governance; principles of and issues in corporate governance; norms; current scenario of corporate governance in India[4L]

**SustainableBusiness:**CorporateCitizenship;SustainableBusiness–evolution,relevance,present practices; Environmental Ethics; Global Issues regarding Environment and Business–Developed vs.DevelopingWorld.[4L]

**Suggested Readings**

Chakraborty ,S.K.-Values and Ethics for Organisations, OUP Fernando, A.C. – Business Ethics-An Indian Perspective, Pearson

Business Ethics and Corporate Governance—K. Nirmalaetal ,Himalaya Business Ethics: Ethical Decision Making & Cases–O.C. Ferrelletal Cengage

**MB106 QUANTITATIVE TECHNIQUES (INCLUDINGSTATISTICS)**

**Credit4**

**ModuleI:**

Linear Programming: Formulating maximization/ minimization problems, Graphical solution, Simplex method, Artificial Variables– Big M – Method, Special cases of LP, Duality of LP and its interpretation, Applications of LP. [6L]

Transportation Problems: Introduction-Mathematicalformulationoftransportationproblem- theTransportationmethodforfindinginitialsolutions-NorthWestCornerMethod

- Least Cost Method - Vogel’s Approximation method - test for optimality - steps of MODI method-loops in transportation table-Degeneracy. [6L]

Assignment Problems: Introduction - Mathematical statement of the problem-Hungarian method of solution - Maximization casein assignment problem—unbalanced assignment problem- restrictions on assignment-Travelling salesman problem. [4L]

Theory of Games: Introduction - Two-person zero sum games - Pure strategies – games with saddle points - rules to determine saddle points - mixed strategies - Game without saddle points - therulesofdominance-Methodsofsolutionforgameswithoutsaddlepoints—algebraicmethods. [4L]

#### Module II:

Basic Statistics: Basic Concept (Variables, Population v/s Sample, Central tendency, Dispersion, dataVisualization,SimpleCorrelation,Spearman’sRankCorrelationCoefficientandRegression. [4L]

Probability & Distribution: Probability – Introduction, Rules of Probability, Conditional Probability (Baye’s Theorem), Random Variables, Discrete and Continuous Distributions (Binomial, Poisson and Normal), demonstration using Excel, Sampling–Types and Distribution. [6L]

Theory of Estimation: Estimation – estimation problems, standard error, margin of error,

confidence error, confidence interval, characteristics of estimators, consistency unbiasedness, sufficiency and efficiency, most sufficient estimators. Point Estimation and Interval Estimation. [4L]

StatisticalInference:HypothesisTesting,ParametricTest–Z,F,ttest, ANOVA,Non-Parametric Test–Chi-square test (goodness off it, independence of attributes).[6L]

#### Suggested Readings

Statistical Methods– S.P. Gupta

Statistical Methods– N.G. Das Operations Research–V.K. Kapoor

**MB107 Introduction to Foundational Course in Entrepreneurship**

**Credit 2**

#### Lesson 1: Self-Discovery

Session1: Finding Your Flow (CORE) Session2: Effectuation-I (CORE) Session3: Effectuation-II (FLEX) Session4: Case Study (FLEX)

Session5: Identify Your Entrepreneurial Style (FLEX) Session6: Master Class- Team Formation

#### Lesson 2: Opportunity Discovery

Session1: Identifying Problems Worth Solving- I(CORE)

Session2: Entrepreneur Session-Identify Problems Worth Solving-II Session3: Design Thinking (CORE)

Session4: Look for Solutions (CORE)

Session5: Present the Problem You Love-I(CORE) Session6: Present the Problem You Love-II(CORE)

#### Lesson 3: Customer and Solution

Session1: Customers and Markets (CORE)

Session2: Identify Your Customer Segment and Niche (CORE) Session3: Identify Jobs, Pains, and Gains, and Early Adopters (CORE)-I Session4: Identify Jobs, Pains, and Gains, and Early Adopters (CORE)-II Session5: Master Class: Craft Your Value Proposition-I (CORE) Session6: Craft Your Value Proposition- II(CORE)

Session7: Outcome-Driven Innovation (ODI) (FLEX)

#### Lesson 4: Business Model

Session1: Basics of Business Model and Lean Approach (CORE) Session2: Sketch the Lean Canvas-I(CORE)

Session3: Sketch the Lean Canvas-II(CORE) Session4: Risk sand Assumptions (CORE)

#### Lesson 5: Validation

Overview

Session1: Blue Ocean Strategy-I(CORE) Session2: Blue Ocean Strategy-II(CORE)

Session3: Build Your Solution Demo and Conduct Solution Interviews-I(CORE) Session4: Build Your Solution Demoand Conduct Solution Interviews- II(CORE) Session5: Problem-Solution Fit(CORE)

Session6: Building an MVP(CORE)

Session7: Entrepreneur Session-Product-Market Fit (CORE) Session8: Present Your MVP-I(CORE)

Session9: Present Your MVP -II(CORE)

#### Lesson 6: Money

Session1: Costs

Session2: Revenues and Pricing Session3: Profitability Checks

Session4: Bootstrapping and Initial Financing Session5: Practice Pitching

#### Lesson7: Team

Session1: Shared Leadership (FLEX)

Session2: Hiring & Fitment, Team Role and Responsibilities (FLEX) Session3: Practice Pitching (FLEX)

Session4: Collaboration Tools and Techniques (FLEX)

#### Lesson 8: Marketing and Sales

Session1: Positioning and Branding (CORE) Session2: Channels (CORE)

Session3: Channels (CORE)-II Session4: Sales Planning (CORE) Session5: Selling Skills-I(FLEX) Session6: Selling Skills - II(FLEX)

#### Lesson 9: Support

Session1: Project Management (FLEX) Session2: Project Tracking (FLEX)

Session3: Basics of Business Regulations (FLEX) Session4: Getting Started with Your Venture (FLEX)

# SECOND SEMESTER

## INDIAN ECONOMY & POLICY

**Course:** MBA **Course Code:**MB201

**Year:** Ist Sem: 2nd  **Credit: 4**

**Course Outcome:**

**CO1**. To understand the concepts of Circular flow of income and theory of income.

**CO2**. To understand monetary and fiscal policies

**CO3**. To analyse the causes and consequences of different economy conditions.

**CO4**. To apply the basic concepts and understand Indian economy.

**MODULE I**

1. Circular Flow of Income National Income Accounting –terms and concepts, three methods of measuring GDP/GNP(3L)
2. Theory of Income Determination Simple Keynesian model: Aggregate demand – Aggregate supply method, Savings investment method Concepts of multiplier: Autonomous expenditure multiplier, introducing the Government, Government expenditure multiplier, Tax Rate Multiplier, Balanced Budget Multiplier, Openeconomy

- Export and import multipliers. Paradox of Thrift, Crowding out effect, Business cycle– phases and stabilization(6L)

1. IntroductionofMoneyandAssetMarketIS-LMmodel,Fiscalpolicyandmonetarypolicy using IS-LM(4L)
2. Inflation and Unemployment Concepts of inflation – demand pull and cost push, Stabilization policies Introduction to Philips curve as relation between inflation and unemployment.(3L)
3. IntroductiontoForeignTrade&InternationalLinkagesConceptsofBalanceofPayments Alternative exchange rate systems – fixed, flexible and managed float Comparative Advantage as basis for trade; Tariff and non-tariff barriers(4L)

**MODULE II**

1. Indian Economy - An Overview Evolution of Indian economy since independence Liberalization of Indian economy since 1991(4L)
2. New Industrial Policy LPG model, New Industrial Policy (1991)(4L)
3. Banking and Capital Market Reforms Banking structure in India, Composition of Indian Capital market, SEBI and Capital Market Reforms(4L)
4. Monetary and Fiscal Policy Reforms Composition of Indian money marketComponents and Instruments of Monetary policy Concepts and Management of Deficits(4L)
5. Trade Policy Reforms Major components of trade policy reforms Idea of FEMA, NITI AYOG role and function Current and capital account convertibility.(4L)

#### Suggested Readings:

1. Principles of Macroeconomics – Soumyen Sikdar, (OUP) 2.Managerial Economics - Suma Damodaran, (OUP) 3. Macroeconomics – Dornbusch , Fischer &Startz (PHI) 4. Economic Environment of Business: S.K. Mishra and V.K. Puri, 5. Indian Economy: Datt &S undharam, 6. Indian Economy since Independence, Uma Kapilaed.

## FINANCIAL REPORTING, STATEMENTS AND ANALYSIS

**Course:** MBA **Course Code:**MB202

**Year:** Ist Sem: 2nd  **Credit: 4**

CO1. To understand and apply the basic techniques of financial statement analysis;

CO2. To explain the relationship between strategic business analysis, accounting analysis and financial analysis;

CO3. To recognise and explain the fundamental role of accounting numbers in the valuation of entities and the key financial claims on these entities assets (equity and debt securities);

CO4. To understand the impact of financial reporting choices on the usefulness of reported earnings to predict future performance;

#### MODULE I

1. **Basic Financial Accounting Concept:** Meaning and Scope of Accounting **-**Definition of accounting- classification of accounting- GAAP- Accounting Concepts and Conventions–Accounting Equation, Accounting Process(2L)
2. **Preparation Of Books Of Accounts:** Event-Transaction- Accounting Cycle – Golden Rule- Journal- Ledger-Trial Balance-Final Account(10L)
3. **Basic Cost Accounting Concept-** Cost Concept-Cost Unit- Technique of Costing- Method of Costing- Cost center- Cost Unit- Cost Sheet preparation and Interpretation.(4L)
4. **Introduction to Accounting Standard:** Introduction to Indian GAAP and IndAS- Introduction to IFRS and IAS- Comparative Analysis of Indian GAAP and IndAS.(4L)

#### MODULE II

1. **PreparationOfFinancialStatement:**TradingAccount-Profit&LossAccount-BalanceSheet(Asper Schedule VI, old & new) with Adjustment Entries - Preparation and Interpretation of Annual Report -–- Value Added Statement-(10L)
2. **Financial Statement Analysis:** Analysis of Financial Statements with Managerial Perspective – Reporting Practices-Training in understanding and analyzing published financial statements of a company-ComparativeStatement-CommonSizeStatement-TrendAnalysis-RatioAnalysis**-**FundFlow Statement- Cash Flow Statement.(10L)

 ***Suggested Readings:***

* 1. M. Hanif &A. Mukherjee : Financial Accounting.McGrawHill
	2. S. K. Paul: Financial Accounting, New Central bookAgency
	3. S. P. Jain & K. L. Narang: Cost and Management Accounting. Kalyani Publication
	4. P. M. Rao: Financial Statement Analysis andReporting.PHI
	5. T. P. Ghosh, N. Ankarnath, K. J. Mehta &Y. A. Alkafazi: Understanding IFRS Fundamentals,Wiley
	6. Tulsian &Tulsian : Corporate Financial Reporting, S.Chand

## Marketing Management

**Course:** MBA **Course Code:**MB203

**Year:** Ist Sem: 2nd  **Credit: 4**

CO1. To understand the concept of Marketing Mix as a framework for Marketing Decision making.

CO2. To emphasize the need, importance and process of Marketing Planning and Control.

CO3. To apply the basics to understand the dynamic nature of Marketing Function.

CO4. To able to analyze the effectiveness of Marketing program of different organizations

1. **Introduction to MarketingManagement**

Definitions of marketing; Core Concept of Marketing – need, want, demand, offering and branding, value and satisfaction, Evolution of marketing concepts (orientations); Marketing Mix

– 4Ps and 4Cs.

1. **Analysing Marketing Environment andCompetition**

Major components of Internal Environment, the microenvironment and macro-environment; SWOT Analysis, PEST Analysis. Concept of SBU, Choice of Corporate level Strategy; BCG matrix, Product-Market Grid, Porter’s Five Force Model for Industry Analysis.

1. **Market Segmentation, Target Marketing and Positioning for Competitive Advantage:** Concepts of market segmentation: Various bases for segmentation: Geographic, Demographic, Psychographic (VALS-II) and Behavioural; Target marketing: Mass marketing, Segment Marketing, Niche Marketing, Micro Marketing and Customization; Concept of Differentiation and Positioning for competitiveadvantage
2. **Consumer Behaviour and Marketing Research:**

A framework of consumer decision making process, overview of major factors influencing consumer behaviour; Marketing research Role in decision making, Steps and process of Marketing Research, B2B Marketing.

1. **Product /Service:**

Product Classification, Service – characteristics and expanded service mix elements; Product Levels, Product Mix, Product Line Management, Product Extension Strategies, Product Life Cycle: concept and types, New Product Development.

1. **Branding andPackaging:**

Purpose of branding; Brand equity; Branding strategies; Purpose of Packaging; Types of Packaging – primary, secondary, shipping packages.

1. **Pricing:**

Procedureforpricesetting;Pricingobjectives;CostandDemandconsideration;PricingMethods, PricingStrategies

1. **Place:**

Marketing Channels: Channel flows and functions; Channel design decisions; Wholesaling and Retailing, Concept of Supply Chain Management and Logistics Management, Channel Conflict Management

1. **PromotionDecisions:**

Elements of Promotion Mix (Advertising, Sales Promotion, Personal Selling, Direct Marketing, Publicity & PR), 5M model of Advertising, Concept of Digital Marketing; Overview of Selling Process

#### Suggested Reading:

* 1. Kotler, P., Keller, K., Koshy, A. &Jha, M. - Marketing Management;Pearson
	2. Ramaswamy & Namakumari - Marketing Management; McMillan
	3. Saxena, R. - Marketing Management;TMH
	4. Kurtz, David L, Boone , Louis E - Principles of Marketing;Thomson
	5. Keith Blois – Text Book of Marketing; Oxford UniversityPress
	6. Etzel, M.J., Walker, B.W. & W.J. Stanton - Marketing;TMH

## MB204 Operations Management

**Credit: 4**

**Course:** MBA **Course Code:**MB204

**Year:** Ist Sem: 2nd  **Credit: 4**

#### CO1: To have an understanding of how the operations, have strategic importance and can provide a competitive advantage in the workplace.

#### CO2: To understand the relationship between operations and other business functions.

#### CO3: To apply techniques of location and facility planning; line balancing; job designing; and capacity planning in operations management.

#### CO4: To understand the Materials Management function starting from Demand Management through Inventory Management

#### Chapter 1: Operations Management

What is operations management? – historical development – productivity measurement – operations as a source of competitive advantage - trade-offs and combinations – the corporate strategy design process – strategic fit –process analysis – difference between manufacturing and service operations – product process matrix – work and time study

#### Chapter 2: Capacity planning

Importance of capacity planning – capacity planning concepts –capacity planning – planning service capacity

#### Chapter 3: Process selection & Facility layout

Process analysis – process flowcharting – types of processes – measuring process performance –

process throughput time reduction – process selection – break even analysis – manufacturing process flow design - designing product and process layouts and line balancing

#### Chapter 4: forecasting and its types

Demand management – types of forecasting – components of demand – qualitative techniques in forecasting – time series analysis – causal relationship forecasting – focus forecasting – CPFR **Chapter 5: Inventory Management**

Definition of inventory – purposes of inventory – inventory costs – independent vs. dependent demand – deterministic demand model – EOQ – continuous and periodic review models **Chapter 6: Supply chain management**

What is a supply chain – components of a supply chain for a manufacturer – thebullwhip effect – supply chains for service operations – the role of purchasing – sourcing strategies – sourcing techniques – supply chain risk – managing the integrated supply chain – building the supplybase

– logistics management - distribution management – measuring supply chain performance

#### Chapter 7: Lean vs. Agile supply chains

Leanoperations–leanandJIT–leanandTPS–leanorganization–leaninservices–agilesupply chains

#### Chapter 8: Aggregate Production Planning

Overview of sales and operations planning activities – the aggregate operations plan – aggregate planning techniques – yield management

#### Chapter 9: Master Production Schedule and MRP

Master production schedule – MRP systems – MRP system structure – improvements in the MRP system – flow manufacturing – lot sizing in MRP systems

#### Chapter 10: Project Management

Project life cycle – network planning techniques – estimating the probability of completion dates

– crashing projects – the critical chain approach

#### Chapter 11: Quality management and Sustainable Operations Management

Totalqualitymanagement–qualityspecificationandqualitycosts–sixsigmaquality–theShingo system – tools of TQM – quality awards and standards – external benchmarking for quality – service quality measurement – corporate social responsibility – sustainability – design and production for sustainability – regulations and industrystandards

#### Suggested Reading:

1. OperationsManagementbyChase,Jacobs,Aquilano&Agarwal–McGrawHillPublications
2. Operations Management by Reid & Sanders –Wiley
3. Operations Management: Sustainability & Supply Chain Management by Heizer, Render & Munson –Pearson

## Computer Applications for Business

**Course:** MBA **Course Code:**MB205

**Year:** Ist Sem: 2nd  **Credit: 4**

#### CO1: To understand the basic terminology of computers

#### CO2: To understand DBMS and its application in business

#### CO3: To apply the practical concepts of MS office for better business performance

#### CO4: Data analysis and its importance for business operations

#### MODULE I

1. **Data and Manager [2L]**

Introduction to Data, information, knowledge and Wisdom, Issues with Data, structured and unstructured data, Computer Based Information System, TPS, MIS, DSS and EIS.

#### E-commerce /E-business

**[3L]** Overview,

Definitions, Advantages & Disadvantages of E-commerce Business models of e-commerce: modelsbasedontransactionparty(B2B,B2C,B2G,C2B,C2C,E-Governance),modelsbasedon revenue models Implementation ecommerce business, online and offlinemarketing

#### ERP, CRM, SCM [7L]

ERP (Enterprise Resource Planning): Concepts of ERP, architecture of ERP, Generic modulesof ERP, Applications of ERP, and concept of XRP (extendedERP)

CRM (Customer Relationship Management): Concepts of CRM, Features, application of CRM Sales force automation

SCM (Supply Chain Management): Concepts of SCM, drivers of SCM, inbound & outbound Definition, brief description and applicability of: eProcurement, eTailing, eLogistics, eCollaboration, eIntegration. Case studies for ERP, CRM, and SCM

#### MODULE II

1. **Threats to Computer Systems and ControlMeasures [2L]**

Concepts of threats: Virus, hacking, phishing, spyware, spam, physical threats (fire, flood,

earthquake, vandalism) Concepts of security measures: firewall, Cryptography.

#### Database Management Systems [e.g. MS-Access/ Oracle/ MS SQL Server / MySQL etc.] [6L]

What is a DBMS; Need for using DBMS. Concepts of tables, records, attributes, keys, integrity constraints,FunctionalDependency,Normalization(UptoBCNF–Concept only).SQL:DDL& DML, DCL concepts, SQL commands [ANSIstandard].

#### Data Warehousing andDataMining [2L]

Concepts of Data warehousing, data mart, meta data, multidimensional modeling, Online Analytical Processing (OLAP), Online Transaction Processing (OLTP), Data mining concepts, Steps, knowledge discovery vs. data mining, data mining applications.

#### MSOfficeApplications [12P]

MS Excel: Graphs and Charts–Calculation of various financial functions Performing Mathematical Calculations (using Formula and Functions), Searching, Sorting and Filtering, Statistical functions, Reference Operators, Creating a Column Chart: Changing the Size and Position of a Chart Saving, Creating Pivot. Introduction to macro.

MS Access: Tables and Queries, Forms.

#### Data Communication&Networking [4L]

Need for computer networking, components of a data communication system, Network topology Types of networks: LAN, MAN, WAN; concepts of Internet, Intranet, Extranet, and [WWW.](http://WWW/) Network protocols, Network Architecture

#### Analyticsfor Business [2L]

Introduction of Analytics, Features, advantages and disadvantages of Analytics in Business, Data Visualization for Managers, Emerging Trends in Analytics

#### Suggested Readings:

1. WamanSJawadekar:ManagementInformationSystems–TextandCases3ed.McGrawHill
2. Ivan Bayross: SQL & PL/SQL, BPB ISRD, Introduction to DBMS, Tata McGrawHill
3. Sadagopan: ERP: A Managerial Perspective, Tata McGraw Hill Data Analytics using R - SeemaAcharya, Mc. Graw HillPublication

## HUMAN RESOURCE MANAGEMENT

**Course:** MBA **Course Code:** MB206

**Year:** 1st Sem: 2nd  **Credit: 4**

CO1: To understand key terms, theories within the field of HRM.

CO2: To develop deep understanding about the concepts and practices in the area of HR Management

CO3: Demonstrate competence in development and problem-solving and provide innovative solutions to problems in the fields of HRM

CO4: To identify and appreciate the significance of the ethical issues in HR

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#### MODULE I

1. Human Resource Management: Meaning, Scope, objectives, and functions of HRM, HR as a Factor of Competitive Advantage, Structure of HR Department, Line and staff responsibility of HR Managers, Environmental factors influencing HRM(2L)
2. Human Resource Planning: definition, objective, process of HRP. Supply and Demand Forecasting techniques, Manpower Inventory, Career Planning & Development, Succession Planning, Rightsizing, Restructuring. Human Resource Information System(HRIS).

(4L)

1. RecruitmentandSelection:Process,Sources,Methodsofselection,Interviewing Methods,Skillsand Errors. ( 4L)
2. Human Resource Development: Definition, objective, process of HRD, Assessment of HRD Needs, HRD Methods: Training and Non-Training, Training Process; Designing, Implementation and Evaluation of Training Programs, Induction Training. Developing Managerial Skills for: team management, collaboration, interaction across business functions, presentation, Negotiation, and Networking Core Competencies: Identifying core competencies at different levels, Developing individual’s competencies and developing action plan to bridgethegaps.\* (6L)
3. Performance Appraisal Systems : Purpose, Methods, Appraisal instruments, 360 Degree appraisal, HR Scorecard, Errors in appraisal, Potential Appraisal, Appraisal Interview. Introducing Key result areas (KRA )& Key PerformanceIndicators(KPI).

This module should include a workshop on KRA, KPI & competency identification andwriting DAP byindustryexperts (4L)

**MODULE –II**

* 1. Compensation Management : Concepts, Components; System of Wage Payment, job evaluation, wage/ salary fixation, incentives, bonus, ESOPs, Fringe Benefits, Retirement Benefits. CompensationPlans (4L)
	2. IndustrialRelationsinIndia:Parties;ManagementandTradeUnions,IndustrialDisputes: Trends, Collective Bargaining, Settlement Machineries, Role of Government, Labour PolicyinIndia. (4L)
	3. Workers’ Participation in Management: Concept, Practices and Prospects in India, Quality Circles and other Small GroupActivities.

(3L)

* 1. Discipline Management: Misconduct, Disciplinary action, Domestic Enquiry, Grievance Handling. (4L)
	2. Strategic HRM: Meaning, Strategic HRM vs Traditional HRM, SHRM Process, barriers toSHRM.Natureofe-HRM,e-Recruitment&Selection,e-PerformanceManagement,e- Learning (3L)

#### Suggested Readings:

1. Agarwala T. - Strategic Human Resource Management, OUP 2.Aswathappa, K. - Human Resource Management, Tata McGraw Hill 3.Jyothi P. &Venkatesh, D.N. - Human Resource Management, OUP

4. Ramaswamy, E.A. - Managing Human Resources, OUP 5.Saiyadain, M.S - Human Resource Management : Tata McGraw Hill

1. MondalSabari&GoswamiAmal - Human Resource Management:Vrinda Publications.
2. Industrial Relations by ArunMonappa, Tata McGrawHill

## MB207 ENTREPRENEURSHIP (ADVANCE)

**Credit:2**

#### Technology Appreciation and Intellectual PropertyRight

To create an entrepreneurial level understanding and appreciation of the business-opportunity ladentechnologieslikeinformationanddigitaltechnology, materialscienceandnanotechnology, lifescienceandbiotechnology.OpportunityDiscoveryAdditionalinformationonnewstartupsin digital , material science, nano technology, life science and biotechnology- 1 additional session, course material can be provided separately. To understand how successful companies have managed their creation, protection, exploitation of intellectual property rights-Course content includes- Technology based entrepreneurship technology overview-IPR protection for these technology industries-Patents, trademarks, designs , copyrights and integratedcircuit.

#### Innovation technology Management

The course aims to equip future entrepreneurs with an understanding of the main issues in the

managementofinnovationandtechnology.Italsoaddresses howtechnologicalinnovationdrives the long term competitiveness of global organizations. Course content includes- Technology Innovation, Innovation Process, Competition Analysis, Product and service management. Design Thinking, Competition Analysis Product and servicemanagement.

#### Indian Models in Entrepreneurship

Overview of entrepreneurship, India’s startup revolution-Trends, imperatives, benefits. Players involved in the ecosystem, Business Incubators Rural entrepreneurship, social entrepreneurship, womenentrepreneurs,Casestudies:Tata,Birla,Kirloskarandmanylargeandsmallentrepreneurs of India. Funding the Growth, Lesson 11: Seeking Support Course Material can be provided for names of Indian incubators, accelerators, VCs. Case studies, social entrepreneurs and women entrepreneurs

#### Social Entrepreneurship

To enable entrepreneurs to create wealth in all its forms: economic value, social innovation and sustainability, while making a difference in the communities – Course content includes – Non profit ventures – Social ventures and its management – Addressing persistent social problems – Financing Social ventures, Venture Capital, Corporate Entrepreneurship, and Micro Financing. This course covers a wide range of funding options that support innovative business endeavors including angel funds, venture capital, and internal funding sources and micro finance – Course content includes Venture Valuation Angel funds Venture Capital Inhouse Corporate funding mechanism Micro finance.

#### Venture valuation and Accounting

Understanding the venture valuation techniques, grasping the complexity of the financial instruments involved with entrepreneurial ventures, and to reviewing accounting principles, including the introduction of tools and resources to better manage financial issues in an entrepreneurialventure.Coursecontentinclude:Valuationtechniques,Financialmanagementfor entrepreneurs, Business Planning, Startup valuation sheet , Accounting principles, Management accounting forentrepreneurs.

#### Entrepreneurial Marketing

To help today’s many entrepreneurs make the best use of their time, money and effort in growing their businesses,byhelpingthemhaveclarityonentrepreneurialmarketingthing. Course content

includes- Entrepreneurial positioning, targeting and segmenting, entrepreneurial pricing decision, entrepreneurial sales management. Customer and Solution, Lesson8: Marketing and Sales, Exploring Ways to Increase Revenue, Creating a Branding and Channel Strategy

#### Entrepreneurship Lab:

This course provides a hands-on experience to the students to experiment with various aspects of entrepreneurship. Course content includes- : Business model designing, Business Plan designing, Financial planning, Prototype Marketing, Commercial Launch. Business Model, Lesson5: Validation, Business Plan

#### Suggested Readings:

1. Entrepreneurship: Robert D Hisrich, Michael P Peters, Dean A Shepherd ,McGrawHill
2. Intellectual video content by Wadhwanifoundation

# THIRD SEMESTER

## PROJECT MANAGEMENT

Course: MBA Code: MB 301

Year: 2nd Semester: 3rd Credit: 4

**Course Outcomes:**

CO1: Understand project characteristics and various stages of a project and do the feasibility analyses.

CO2: Analyze the learning and understand techniques for Project planning, scheduling and Execution Control.

CO3: Understand the concepts of discounted cash flow and non discounted cash flow techniques in Capital Budgeting in project management.

CO4. Understand how funds are generated from different sources of funds for projects in Indian Industry.

1. Definitions of Project and Project Management, Issues and Problems in Project Management, Project Life Cycle-Initiation /Conceptualization Phase, Planning Phase, Implementation/Execution Phase, Closure / Termination Phase[5]
2. ProjectPlanning–ImportanceofProjectPlanning,StepsofProjectPlanning,ProjectScope, WorkBreakdownStructure(WBS)andOrganizationBreakdownStructure(OBS),Phased Project Planning,Schedule[7L]
3. ProjectSchedulingandCosting–Ganttchart,CPMandPERTAnalysis,Identificationofthe Critical Path and its Significance, Calculation of Floats and Slacks, Crashing, Time Cost Trade-off Analysis, Project Cost Reduction Methods.[10L]
4. Project Monitoring and Control --Role of Project Manager, planning resources and risks, stake holder identifications, understanding different types of contract, behavioural aspects in project management.[6]
5. ProjectFeasibilityStudies–Projectcost,Pre-FeasibilityandFeasibilityStudies,Preparation of Detailed Project Report, Technical Appraisal, Economic/ Commercial/ Financial Appraisal including Capital Budgeting Process, Social Cost Benefit Analysis[8L]
6. CaseStudies[4L]

**Suggested Readings**:

* 1. TextBookofProjectManagement:Gopalkrishnan,P.andRamamoorthy,V.E.;McMillan
	2. ProjectManagementforEngineering,BusinessandTechnology:Nicholas,J.M.,and Steyn,H.;PHI
	3. ProjectManagement:TheManagerialProcess:Gray,C.F.,Larson,E.W.andDesai,G.V.; MGH

## DIGITAL & SOCIAL MEDIA MARKETING

**Course : MBA (3rd Semester)**

**Code: MM 301**

**(4 Credit: 40 hrs)**

**Course Outcomes:**

CO1: To understand digital and social media marketing tools like search engine optimization and associated analytics.

CO2: To apply the digital marketing tools to 1) acquire and engage with customers online 2) improve websites’ rankings and optimize it in the process.

CO3: To analyze relative importance of digital marketing strategies to optimize digital marketing campaign.

CO4: To evaluate the performance of different social media in conjunction with overall digital marketing plan.

CO5: To design social media marketing campaigns for customer acquisition and engagement.

**MODULE I:**

1. **Fundamentals of Digital Marketing:** concept, Evolution, types, implementation and benefits of digital marketing, The digital Consumer & communities online [3L]
2. **Search Engine optimization:** concept of Search Engines optimization, how SEO operates, website domain, file name, design layouts, optimized keywords, keyword frequency weightage, prominence, placement of keywords, finding keyword, word stemming, metatag optimization,titleoptimization,anchoroptimization,mobileSEOtechniques,Basicsofweb Analytics [8L]
3. Digital Marketing Landscape: Search Engine Marketing, PPC, online Advertising, CRM & Customerexperience,Integratingdigital&Socialmarketing. [3L]
4. Mobile Marketing, Email Marketing & Affiliate marketing: Overview, Objectives, Campaignanalysis.[ 3L]
5. **Social Media Marketing:** concept, as a marketing tool, importance of social media marketing, Social Media strategy, SMO key concepts, business profile creation, Brand awareness, Content Strategy, Customer engagement, Social listening, Viral marketing, Measurement of popularity, traffic, data, analyticsandstatistics. [8L]

**MODULE II:**

1. **Facebook Marketing:** overview-types of facebook pages, important aspects of facebook growth of business through facebook; profile page setup, page navigation, facebook community, influencer, ad options, page promotion, create and engaging fans, call to action, video promotion, Guidelines for effective Facebook marketing, FB analytics [4L]
2. **Twitter Marketing:** Concept, advantages, implementation of twitter; create of twitter account, follower growth, hash tags, sponsor of twitter/hash tags, twitter analytics. [3L]
3. **LinkedIn:**Concept,benefits,promotionandgrowthofbusinessusingLinkedIn,create anadcampaign. [ 2L]
4. **Pinterest:** Concept, Benefits, setting up your business account, promotion through Pinterest,Pinterestanalytics [2L]
5. **Instagram:** Basic Concept, Content and Posting Strategy, Instagramanalytics [2L]

**8. Case Study**

[2L]

#### Suggested Readings:

1. Understanding Digital Marketing by Damian Ryan ,Pearson
2. Fundamentals of Digital Marketing by Puneet SinghBhatia
3. Digital Marketing cases from India by Rajendra Nargudkar andRomiSainy
4. Marketing 4.0: Moving from Traditional to Digital by Kotler, Kartajaya,Setiawan
5. Social Media Marketing by Tracy L Tuten and Michel R Solomon bySAGE
6. Social Media: 2017 Marketing Tools for Facebook, Twitter, Linkedin,Youtube, Instagram and Beyond by McdonaldJason.

## MARKETING RESEARCH

**Course : MBA (3rd Semester)**

**Code: MM 302**

**(4 Credit: 40 hrs)**

**Course Outcomes:**

CO1: To enhance the students understanding of the marketing researchindustry.

CO2: To develop skills required by the researcher and understand differentapplications of Marketing Research

CO3: To explore different approaches of Marketing research

CO4: To be able to exploit Marketing Research data for management decisionmaking

1. **Background to Research**: Developing research proposals-Research paradigms - Contributions of research to theory and practice-Research Ethics.4L
2. **Literature Review**: Identifying, accessing and managing sources of information and scholarly literature-Academic writing and referencing-Steps in literature review development-Argumentation.8L
3. **Qualitative Methods**: The nature and types of qualitative research-Data collection methods-primary and secondary sources-Types of data analysis methods-Writing up qualitative research.6L
4. **Quantitative Methods**: Data and Variables-The Nature of Quantitative Research- Descriptive and Inferential Statistics-Sampling-Designing and Coding Questionnaires- Data Entry and Screening.8L
5. **Hypothesis Testing** – Association: Correlation Coefficients Bivariate, Regression- Association-Chi-square Tests - Difference- t-tests: Difference: ANOVA-Reliability, Validity and Rigour -Reporting a Quantitative Study.10L
6. **Research Proposal**: Purpose, nature and evaluation-Content and format-Practical considerations-timelines, budgets, supervision management -Presentation and defense of proposals.2L

**9.CaseStudies**. 2L

#### Suggested Readings:

1. Malhotra, Dash “Marketing Research: An applied orientation”, PearsonLtd
2. Brown Suter Churchill, Marketing Research, 8th edition, Cengage Learning IndiaPvt ltd
3. Churchill, Lacobucci & Israel, Marketing Research–A SouthAsian Perspective'CengageLearning, India edition,2010.
4. Harper, W. Boyd Jr, Ralph Westfall, Stanley F. Stasch, Richard D. Irwin Inc.,'Marketing Research – text and cases', All India Traveler BookSeller
5. Raymond Kent, Marketing Research – Measurement, Method andapplication', International Thomson Business Pressedition
6. William G. Zikmund, Barry J. Babin, 'Essentials of Marketing Research, International Edition, CengageLearning
7. G.C. Beri, 'Marketing Research', Tata McGraw–HillEducation
8. Research Methodology: Concepts and Cases: Concepts &Cases:DeepakChawla &NeenaSondhi;Vikas PublishingHouse
9. Research for Marketing Decisions: P. Green and D. Tull and G. Albaum;PHI
10. Marketing Research: Luck and Rubin;PHI

**Subject : Sales and Distribution Management**

**Subject Code : MM303**

**Number of Credits : 4**

**Course Objectives**

1. To outline key Sales & Channel Management concepts and its application in Businesses

2. To identify factors and processes essential for designing Sales & Channel Management strategy

3. To analyze and examine the implementation of Sales & Channel Management concepts and strategy in Business firms

**Course Outcomes**

**CO1.** Students will understand the basic concepts of sales and distribution management.

**CO2.** Students will be able to apply the knowhow of sales and distribution management

**CO3.** Students will be able to analyze the issue of sales and distribution management

**CO4.** Students will be able to understand the integration of the issues of sales and distribution management with knowhow

1. Introduction to SDM & Marketing Channels: Evolution of sales department, nature & scope of personal Selling & sales management, roles and functions of a sales manager, social and ethical concerns inSDM.
2. Introduction to Sales and Personal Selling: Types of selling situations, buyer-seller dyad, personal selling process (pre-approach, approach, presentation, handling objections, closing a sale, follow-up) theories ofselling.
3. Managing the Sales Force: Strategic planning and sales organization, sales department relations,distributionnetworkrelations,salesforecasting,salesbudget,salesobjectives,sales territories and quotas, functions of a sales manager, sales force planning, strategic sales management.
4. Sales Force Development: Sources of recruitment, selection process, methods of selection, need and purpose of training, types of training, designing a training programme - ACMEE model.
5. DirectingandControllingtheSalesForce:Supervision,territorymanagement,determination of quota/target, leading and motivating, sales analytics, costs and profitability, sales force compensation andevaluation.
6. Marketing Channels: Structure, functions and advantages, types of channel intermediaries (wholesalers, distributors, sales agents, brokers, franchisers, C&F agents, and retailers) channel migration & emergent channels, wholesaling and massdistribution.
7. Channel Design and Management: Channel objectives & constraints, Identification, evaluationandselectionofchannelalternatives,channelmanagementandcontrol–recruiting and selecting channel members, motivating, evaluating channel arrangements, power and conflict in channelmanagement.
8. Physical Distribution & Logistics: Goals, function, processing, warehousing, inventory & transportation.
9. Retailing and Modern Retail: Retail strategies, location, Types of retail formats, stores layout, visual merchandising techniques, planning of assortment, servicing and buying of merchandise, supply chain management inretailing

#### Suggested Readings:

* 1. Cundiff, Still &Govoni : Sales Management – Decision, Strategies &Cases; PHI./Pearson Education 2. Levy, M. & Weitz, B.A.- Retailing Management - McGrawHill
1. Panda, Sahadev: Sales & Distribution Management; OUP
2. Shapiro, R.L., Stanton, W.J. & Rich, G.A.: Management of Sales Force;TMH
3. S.L. Gupta Sales and Distribution Management, Excel Books India,2009
4. Krishna K Havaldar Vasant M Cavale Sales and Distribution Management: Textand Cases, Tata McGraw-HillEducation

## TAXATION

**Subject Code : FM301**

**Number of Credits : 4**

**Course Outcome:**

**CO1:** Students are able to understand the practical knowledge required for tax procedures & System.

CO2: This enables the students to calculate personal as well as Organization’s tax as per Act.

CO3: This enables the students to identify the option of tax benefits.

CO4: Students will be able to understand the need & importance of Tax Planning & Management as well as the framework of collection of GST & Customs.

**MODULE I:**

**DIRECT TAX**

1. Concepts: Cannons of Taxation, Person, Assessee, Income, Previous Year,AssessmentYear, Gross Avoidance, Planning, Exemption, Planning, Exemption, Deduction, Rebate,Relief.

[2L].

1. Residential Status and Tax Incidence: Individual and Corporate.[3L]
2. Income Exempted from Tax: Individual and Corporate.[2L]
3. Computation of Taxable Income of Individual, HUF, Firm and Corporate: HeadsofIncome– Salaries, Income from House Property, Profits and Gains from BusinessorProfession, Capital Gains, Income from Other sources. Deduction from Gross TotalIncome–80CCC, 80D, 80DDB, 80E, 80G, 80GG, 80GGA, 80C, 80U; Set Off and Carry Forward ofLosses – Principles, Meaning, inter– sources and Inter – head Set Off, Carry Forward and Set Offof

Losses under sections 71,72and73.[10L]

1. Computation of Tax for Individual, H.U.F, Firm and Corporate: Rate of Tax and Surcharge Tax, Rebate Tax Management – Submission of Return and Procedure of Assessment, Pan, Tan, Preliminary ideas of Deduction and Collection of Tax at Source, Advance Paymentof

Tax, Refund of Tax, Minimum Alternate Tax. [6L]

**MODULEII: INDIRET TAX**

1. Goods and Service Tax: GST in India. Features and Advantages, Structure of GST in India: CGST,SGST,UTGST,IGST,TaxessubsumedbyGST,Commoditieskeptoutsidethescope of GST. Procedure for Registration; Deemed Registration, Cancellation of Registration, Revocation of Cancellation of Registration. Levy and Collection of Tax under GST: Rates structure of GST, Scope of supply, and Composition Scheme under GST[8L]
2. Tax Planning: Scheme of Tax Planning, Tax Planning for Salaries, Tax Planning for Profits and gains of Business or Profession, Tax Planning for CapitalGains.[6L]
3. Return filing and cases[3L]

**Suggested Readings:**

* 1. Lal and Vasisht, Direct Taxes,P earsonEducation
	2. Singahnia, Direct Taxes,Taxman
	3. Singhania ,Indirect Taxes,Taxman
	4. Bhagawati Prasad, Direct tax law andPractice.
	5. Gaurand Narang, Income Tax law and Practices, KalyaniPublisher
	6. T.B.ChatterjeeandV.Jalan,Howtohandle-GST-TDSandGST- TCS,GSTaudit,GSTAnnualReturn,BookCorporation

## CORPORATEFINANCE

Course: MBA Code: FM302

Year: 2nd Semester: 3rd Credit: 4

**Course Outcome:**

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

CO1: Understand and apply the fundamental financial concepts of time value of money, agency problem and leverage.

CO2: Describe and evaluate the different sources of corporate finance (e.g. equity, debt, retained earnings etc.)

CO3: Apply techniques for estimating the cost of each component of the cost of capital and understand how to assemble this information into a cost of capital and how this cost is impacted by leverage.

CO4: Understand the internal and external factors influencing capital structure.

CO5: Understand and apply the key strategies and techniques used to manage cash, marketable securities, accounts receivable and inventory for successful short-term financial management.

CO6: Apply measures of cost of capital and financial leverage to form long-term financial policies for business.

CO7: Identify relevant cash flows for capital budgeting projects and evaluate various types of corporate projects using traditional criteria, sensitivity and simulation analysis.

CO8: Describe the common factors influencing dividend policy.

1. Introduction to Corporate Finance/FinancialManagement:

Scope, Objectives, Functions; Role of Financial Manager;AgencyProblem 2L

1. Time ValueofMoney 2L
2. CapitalStructure:

Concepts, Components of Capital, Leverage, theories ofCapitalStructure 4L

1. Valuation of StocksandBonds 3L
2. Cost ofCapital:

Cost of equity; cost of debt; weighted average cost of capital;

Project/divisional cost ofcapital 4L

1. The Capital Structure/FinancingDecision:

The Financing Process, the Financing Mix – Trade-off and Pecking Order Theory, the Optimal Financing Mix, the Financing Mixandchoices 2L

1. Working Capital Management andfinance:

Concepts; operating cycle; management of Debtors and Inventories;

CashBudgeting 4L

1. InvestmentDecision:

Different criteria for taking investment decisions --- payback period, net present value, internal rate of return, Profitability Index

Dealing with mutually exclusive projects; capital rationing; projects with different life cycles – equivalentannualvalue 4L

1. CapitalBudgeting::

Capital budgeting process; different types of project investments; basic concepts in

estimating cash flows for evaluating investment proposals; evaluation of independent investment; replacement and mutuallyexclusiveinvestments 5L

1. Risk in CapitalBudgeting:

Concept of risk; Statistical techniques; beta, Risk Adjusted Discount Rate, Certainty Equivalent, Sensitivity Analysis, Monte Carlo

Simulation, Real Options andDecisionTrees 5L

1. Measuring and Rewarding Performance: Economic Value Added(EVA), AdvantagesofEVA 1L
2. The DividendDecision:

Dividend theories; considerations in deciding on dividend policy; bonus issues;

sharesplits; buybacks, 4L

#### Suggested Books:

1. Financial Management by PrasannaChandra
2. Financial Management by Khan &Jain

#### Reference Books:

Financial Management by I.M. Pandey

## INVESTMENT ANALYSIS & PORTFOLIO MANAGEMENT

Course: MBA Code: FM 303

Year: 2nd Semester: 3rd Credit: 4

**Course outcomes:**

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

CO1: Understand the general structure of various financial markets and investor behaviour.

CO2: Value financial products such as common stocks (both undervalued and overvalued) and fixed-income securities.

CO3: Compute risk and return of individual securities and portfolios.

CO4: Explain macro and industry analysis, company analysis and technical analysis.

CO5: Build a diversified portfolio and assess portfolio performance.

CO6: Illustrate the theory and empirical applications of asset-pricing models: the CAPM, APT and multifactor asset pricing models.

CO7: Explain the concept of market efficiency and its implication for investors.

1. Introduction to Investment & Portfolio Management : Investment and speculation; factors in investment decision making; investment decision process; financial markets overview; approach to investment decisions[2L]
2. Security Valuation (Equity and Fixed Income valuation) Valuation of Shares – different techniques; valuation of Bond – YTM; duration of bond; concept of Immunization[4L]
3. Risk and Return: Definition of Risk and Return; risk measurement; beta ofa

security,covarianceandcorrelation,conceptofportfolioriskandreturn [4L]

1. Asset Selection Techniques/Security Analysis Fundamental Analysis; calculationof intrinsic value of security; Technical Analysis; difference between Fundamental and Technical Analysis; Dow Theory; Elliot Wave Theory; Application of charts and graphs used in Technical Analysis – support and resistance levels; Line and Candlestick Chart;various patterns; analytical tools like MA, MACD, ROC, RSI[10L]
2. Portfolio Theory andits application: [6L] Measurement of Portfolio risk and return -- Traditionaltheory;

Modern Portfolio theory -- Markowitz theory; Efficient Frontier; selection of Optimum Portfolio.

1. Sharp Single Index Model: advantages overMarkowitztheory/model [4L]
2. CAPM Model: Concept and interpretation – Security Market Line (SML) and CapitalMarketLine(CML);analysis,interpretationandapplication [4L]
3. Arbitrage Pricing Theory and MultiFactorTheory. [2L]
4. Managing Portfolio/Mutual Funds : Portfolio evaluation --techniques of analyzing portfolio performance, modificationof portfolio [3L]
5. EfficientMarketHypothesis:Conceptofmarketefficiency;differenttypesofmarket efficiency andtheirinterpretation [1L]
6. Lab exercises using real time and EOD data interspersed in the theoryclasses

#### Suggested Books:

1. Security Analysis & Portfolio Management byPandian;
2. Investment Analysis & Portfolio Management by PrasannaChandra;
3. Security Analysis & Portfolio Management by Nagarajan&Jayabal

## MANPOWER PLANNING, RECRUITMENT AND SELECTION

**COURSE MBA**

**HR 301**Year 2, Semester 3

Credits : 4 Lectures –40

**Course Outcome**

CO 1: Students will be able to understand the fundamental concept of Human Resource Planning and its importance in the practical world.

CO2: Students will be able to identify, define and solve Human Resource Planning related real-life problems.

CO3: Students will be able to recognize the sources of recruitment, recruitment process, techniques and approaches, understand selection process, various selection techniques and on boarding of employees as well as understand the contemporary issues in recruitment and selection and will get wider exposure with respect to the global perspective.

CO4: Students will be able to forecast manpower requirement and design recruitment strategies

1. Strategic staffing: HR Planning— Concept, Benefits, Process, Factors affecting HR Planning, Macro and Micro Level of Manpower Planning, Barriers, Requisites for successful HR Planning, Manpower Strategy, Balancing Supply and Demand(6L)

1. Methods & Techniques: Demand Forecasting Techniques – Managerial Judgement, Ratio Trend Analysis, Work Study Technique, Delphi Technique, Regression Analysis, New Venture Analysis. Supply Forecasting -- Analysis of existing Manpower, Analysis of internal supply- inflows and outflows, turnover rate, productivity level, movement among jobs, Analysis of external supply.(8L)
2. Job Analysis: Concepts, Process, Job Description, Job Specification, Uses, Limitations(2L)
3. Competency Mapping: Procedures and steps, methods of data collection for mapping,developingcompetencymodelsfromrawdata,Typesofcompetencies,Benefits of competency-based assessment.(4L)
4. Recruitment: Definition, Objectives, Process, Sources – Internal and External - online recruitment, employee referrals, recruitment process outsourcing, head hunting etc…. Recruitment evaluation, Recruitment trends in public sector and corporate world. (8L)
5. Selection:Process,Testingforselectionofemployees,useofpsychologicaltestsand other selection techniques, Interviews, Interviewing skills, Common interview problems, Errorsinselection,Evaluationofselectionprocess,Makingselectioneffective,employer branding.(8L)
6. HR Audit and HR Accounting: Definition, Objectives, Scope, Purpose,Importance, Approaches or Methods of accounting and audit, Advantages and Limitations(2L)
7. Orientation: Objectives, Benefits of orientation programs, Preparation beforethe

employee starts, Organizational orientation, Departmental orientation(2L)

#### Suggested Readings:

1. Recruiting, Interviewing, Selecting and Orienting New Employees. Diane Arthur, PHI Learning Pvt Ltd. 4th Edition. 2013.

2.HumanResourceManagement.UdayKumarHaldar,JuthikaSarkar,OxfordUniversity Press.2012.

1. HR Forecasting and Planning. Paul Turner, Jaico PublishingHouse.
2. Human Resource Management. Aswathappa, K, Tata McGraw Hill.2005.
3. Human Resource Management. Seema Sanghi. Macmillan Publishers Pvt Ltd.2011.

## EMPLOYEE RELATIONS

**Course: MBA(HR)**

**Subject Name: Employee Relations**

**Code: HR 302**

**Credit 4**

**Course Outcome (CO)**

C01 To familiarize with the role of management and unions in the promotions of industrial relations.

CO2 Examine the labour relation issues and its management.

C03 To acquire theoretical knowledge and practical skills in handling employer-employee relations.

CO4 To apply the different laws and acts under different circumstances and situations

CO5 To explore the different employee welfare activities and be able to analyse the rights of employees in different organizations.

**MODULE I:**

1. **Employee Relations Management (ERM)**: Overview, Tools, Core Issues, ERM in multi union situations in Core Sector, ERM in Service & IT Sector, Strategic ERM Strategy and Employment Policies, Future Challenges, Performance Management Services, Involvement and Commitment as Competitive Advantages, The Psychological Contract: Interest and Expectations, HR Infrastructure, Employee Surveys[4L]
2. **Industrial Relations**: Overview, importance, Approaches to IR, Parties to IR, System ModelofIR,IndustrialEmployeesofIndia,ProblemsofIndustrialWorkers(absenteeism, commitment, Work Ethics), Contemporary Issues in Employee Relations[4L]
3. **Employee Discipline**: Types, Misconduct, Disciplinary Action, Disciplinary Enquiry and Procedures, Grievance Handling and Redressal.[2L]
4. **Collective Bargaining**: Theories, Prerequisites, Process, Negotiating Skills and Strategies, Agreement – content, Validity, Implementation, Productivity Bargaining, Growth of Collective Bargaining in India. [2L] 5. Trade Unionism in India: Introduction, Trade Unions, Reasons for Joining Trade Unions, Types and Functions of Trade Unions, Type of Trade Union Agitations, Trade Unions in India and its Problems, Employers’ Organizations in India, Managerial Associations.[2L]
5. **Employee Welfare and Employee Participation**: Concept, Purpose, Statutory and Non-Statutory Provisions, ILO Conventions and its application in India. Meaning of EmployeeParticipationandEmpowerment,Advantages,EmployeeParticipationinIndia- WPM, EPM, Quality Circles- Concept and Practices in India[4L]

**MODULE II:**

* 1. Legal Framework: Evolution of Labour Laws in India[2L]
	2. Laws relating to Establishment: Factories Act, 1948; Plantations Labour Act, 1951; Mines Act, 1952; Shops & Establishment Act.[4L]
	3. Laws relating to Wages: Payment of Wages Act, 1936; Minimum Wages Act, 1948; Payment of Bonus Act, 1965; Equal Remuneration Act, 1976.[2L]
	4. Laws relating to Industrial Relations: Trade Unions Act, 1926; Industrial Employment (Standing Orders) Act, 1946; Industrial Disputes Act, 1947;[4L]
	5. Laws relating to Social Security – Employees’ Compensation Act, 1923; Employees’ State Insurance Act, 1948; Employees’ Provident Funds & Misc. ProvisionsAct,1952;MaternityBenefitAct,1961;ContractLabour(Regulations and Abolitions) Act, 1970; Payment of Gratuity Act, 1972, The. Protection of. Human Rights Act, 1993, The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 .[6L]
	6. Case Studies[4L]

#### Suggested Readings:

1. Agarwal, S.L. : Labour Relations in India,McMillan
2. Pathak, A : Legal Aspects of Business, Tata McGraw Hill\
3. Samant, S.R. &Dongle, B.N. (eds). CLR’s Yearly Labour Digest,Dwivedi
4. Srivastava, S.C. :Labour Law in Factories, Mines, Plantations etc., PrenticeHall
5. Labour Laws: Taxman Publications
6. Labour Laws in India : P.L.Malik

## COMPENSATION AND BENEFITS MANAGEMENT – HR-303

**Course: MBA(HR)**

**Subject Name:** COMPENSATION AND BENEFITS MANAGEMENT

**Code: HR 303**

**Credit 4**

CO1: Students will understand the concept of compensation; get introduced to the related terminologies, learn about compensation strategies and management

CO2: Students will learn the methods for determination of compensation structure, different parts of compensation, different methods of payments,

CO3: Students will learn about employee reward systems and their administration.

CO4: Students will acquire knowledge on employee welfare and legal provisions regarding compensation.

1. Compensation management – An Introduction: Compensation Management, Compensation and Non-compensation Dimensions, Objectives of Compensation, 3-P Concept in Compensation Management,CompensationasRetentionStrategy,CompensationforSpecialGroups,Significant Compensation Issues(4L)
2. Job Evaluation Approach to Compensation Management- Methods of job evaluation and System of job evaluation, Process of Job Evaluation, Problems Involved in Job Evaluation. Compensation Strategy at Micro Level, Concept of Equity.(6L)
3. Compensation Structure: Concept of Salary Structure, Salary Progression, Methods of Payment, Limitations of Job-Related Compensation, Competency based Compensation, Pay for Performance, Executive Compensation.(4L)
4. Rewards – Objectives and Purpose of Rewards System, Elements of Total Rewards, Types of Rewards – Financial (Incentives, Direct, Indirect) and Non-Financial, Equity based rewards, Team rewards, Reward strategy and psychological contract, Designing the Reward System, VIE Theory.(8L)
5. ConceptofWageandCompensation–DefinitionofWage,TheoriesandPrinciplesofWage Determination, Types of Wages, Objectives of Sound Wage Policy(3L)
6. Bonuses – Concept and Methods of calculations(3L)
7. LawRelatingtoCompensationandBenefitsadministration–PaymentofWagesAct(1936), Minimum Wages Act (1948), Payment of Bonus Act (1965), Equal Remuneration Act (1976), Statutory Social Security Benefits.(8L)
8. Employee Welfare and Working Conditions- statutory and voluntary measures.(4L)

#### Suggested Readings:

1. Compensation and Reward Management. B D Singh, Excel Books,2008
2. StrategicCompensation:AHumanResourceManagementApproach.JosephJ.Martocchio,

Pearsons7/E. 2014

1. Human Resource Management. Uday Kumar Haldar, Juthika Sarkar, Oxford University Press.2012.
2. Human Resource Management. Aswathappa, K, Tata McGraw Hill.2005.
3. Human Resource Management. Seema Sanghi. Macmillan Publishers Pvt Ltd.2011.

## DATA SCIENCE USING R

**Course: MBA(BA)**

**Code: BA 301**

**Credit 4**

C01: Understanding concepts of data models and importance in business

C02: Understanding data preprocessing and transformation of data

C03: Understanding different applications of data modeling techniques in business

CO4: Understanding different mining algorithms and its application in business

**MODULE I:**

* 1. ProgramminginR:BasicsofR,Conditionalandloops,Rpackages/libraries,Data mining GUI in R, Data structures in R, Exceptions/ debugging in R [2L+2P]
	2. Data Wrangling: Reading CSV, JSON, XML, .XLSX and HTML files using R, ETL operations in R, Sorting/ merging data in R, Cleaning data, Data management using dplyrinR [2L+2P]
	3. ModellinginR:LinearregressionmodelinR,Multiplelinearregressionsmodel, Representation of regression results, Non-Linear Regression[4L+6P]

**MODULE II:**

1. Mining Algorithms using R: Association analysis, Market-basket analysis/ rules, Apriorialgorithm,Segmentationanalysis-typesofsegmentation,k-meansclustering, Bayesian clustering, Principal Component Analysis(PCA)

[4L+6P]

1. TimeSeriesForecastinginRandmodeldeployment:Basicsoftimeseries,

Components of time series, Time series forecasting, Deploying predictive models [5L+5P]

1. CaseStudy [2L]

#### TEXT BOOKS:

1. Data Analytics using R - Seema Acharya, Mc. Graw HillPublication
2. R and Data Mining: Examples and Case Studies – YanchangZhao

#### REFERENCE BOOKS:

1. R for Data Science – Hadley Wickham and GarrettGrolemund
2. R in Action – RobertKabacoff
3. R for Everyone: Advanced Analytics and Graphics – Jared P.Lander
4. The R Book – Michael J.Crawley

## MARKETING ANALYTICS

**Course: MBA(BA)**

**Code: BA 302**

**Credit 4**

C01: Able to understand fundaments of R coding or SPSS with respect to data science

C02: Understanding basic application of different methods using R or SPSS in business domain

C03: Understanding different models which helps in predictive analytics using R or SPSS

C04: Understanding pattern discovery using R or SPSS in different fields

C05: Understanding practical insights using R or SPSS in different applications of business

**MODULE I:**

#### Introduction to Marketing Analytics:[6L]

Need, types and management of marketing data. Data Driven Marketing Approach, Marketing Engineering, Marketing, Basic Principles of Marketing Analytics to Business Problems, Slicing and Dicing. Preprocessing and Summarize marketing data using analytical tools

#### PricingAnalytics:[4L]

Basic Concept of Pricing, Estimating Demand Curves and Optimize Price, Price Bundling, Non Linear Pricing and Price Skimming

#### Marketing Forecasting:[4L]

Simple Regression and Correlation, Multiple Regression, logistics and non- linear regression too forecast sales, Modeling trend and Seasonality, Ratio to Moving Average Method, Winter’s Method.

#### Strategic Marketing Analytics[6L]

The STP framework, Managing the segmentation process, Segmentation in Real world: Cluster Analysis, Hierarchical and Non-Hierarchical - K Means and other Clustering, Discriminant Analysis

**MODULE II:**

#### Positioning Strategies:[6L]

Concept of Product positioning, Conduct a Positioning Study, Marketing Mix allocation, Digital Marketing

#### Customer Analytics:[6L]

Customer Management and CRM basics, Concept of CLV, Comparison of CLV with

related metrics, Analyzing CLV, Extensions of CLV Analysis, Drivers of CLV, Uses of CLV metrics, Sentimental Analysis using analytical tools

#### ProductAnalytics:

Concept of Product management and designing, Conjoint Analysis, Product Association rule mining Product Analytics Basics, advantages, disadvantages and issues, Analytics tools for Product Managers.

#### CaseStudy

**Suggested Readings:**

1. Marketing Analytics - Data-driven Techniques with Microsoft Excel by WayneL. Winston
2. Marketing and Sales Analytics: Proven Techniques andPowerful Applications from Industry Leaders by Cesar A.Brea
3. Marketing Analytics byWinston
4. Data Analytics using R - Seema Acharya, Mc. Graw Hill Publication 5. Advanced Customer Analytics: Targeting, Valuing, Segmenting and Loyalty Techniques’Mike Grigsby
5. Advanced Customer Analytics: Targeting, Valuing, Segmenting andLoyalty Techniques’ MikeGrigsby
6. Digital Marketing Analytics: Making sense of Consumer Data in digitalworld, Chuck Hemann, Ken Burbary; QuePublishing

## Data Visualization For Managers

**Course: MBA(BA)**

**Code: BA 303**

**Credit 4**

CO1: Understanding basic concepts of data visualization and its importance in business

CO2: Understanding the need of data visualization and data transformation

CO3: Understanding different application of data visualization techniques in business

CO4: Understanding encoding data using different techniques

**MODULE I:**

1. **Visual Perception, Grammar of Graphics (Using R),**Component level design of tables and graphs, Preparing a Professional Excel- Excel Recap and Guiding Principles; The Power of Visualization; Introduction to Working with Data Sets; Introduction to the Components of Data Sets and the Relational Database Model; Introduction to Keys and FormingDataTables,IntroductiontoJoins,OverviewofSQLandOtherDatabaseTools, Introduction to DAX; PowerPivot: Importing and Preparing Data, Linking Data Tables and Building the Relational Model, Using PowerPivot to Visualize Data, Calculated Fields, Multiple Data Tables andFilters,[10L]
2. **Advanced Scenario Analysis**- Advanced Scenario Analysis, Goal Seek, Scenario Manager, One-way Data Tables, Two-way Data Tables, Simulations, Solver[2L]
3. **Data Visualization** - Introduction to Data Visualization; Effective and Ineffective Charting,SelectingtheRightTypeofChart,VisualizationImperative,MessagetoCharts, Introduction to Chart Navigation, Column Chart, Combo Chart, Stacked Column Chart, Heatmap, Gantt Project Plan, Power View[4L]
4. **Dashboarding** - Introduction to Dashboarding; Dashboarding: Beyond the basics, Form Controls and Grouping, Slicers and PowerPivot, Conditional Formatting andKPIs, Dashboard Finalization and Securing the Workbook[4L]

**MODULE II:**

1. Power BI –Introduction, Connecting to MS-Access Database, MS-Excel, Transformations, Managing Query Groups ,Data Types ,Dates, Conditional Columns, Data Transformation, Basic Visualizations, Reports, Dashboards: Introduction, Navigation, Filter, Exports[8L]
2. Common Visualizations in Excel-Bar Chart, Histogram, Pie chart, Line Graph, Area Chart, Scatter Plot, Bubble Chart, Stacked Area Chart, Stacked Bar Graph, Doughnut/Progress Chart, Stock Chart, Sparklines. [6L]
3. Common Visualizations in Tableau –Overview of Data Visualization, Significance of Data Visualization to managers, Introduction to Tableau, File Types, Visual Analytics, Dashboards and Stories, Calculations, Comparison with other visualizations.[4L]
4. Case Studies & Story Telling using Visualization[2L]

#### Suggested Readings:

1. Scott Murray: Interactive Data Visualization for the Web - 2ndEdition
2. Jacques Bertin: Semiology ofGraphics
3. Alberto Ferrari:Analyzing Data with PowerBI
4. Leland Wilkinson: The Grammar ofGraphics
5. Hadley Wickham: ggplot2 Elegant Graphics for DataAnalysis

## MM304 Global Supply Chain & LogisticsManagementCredits: 2

CO1: Identify and analyze business models, business strategies and, corresponding challenges of supply chain.

CO2: Formulate and implement warehouse best practices and strategies. Also plan warehouse and logistics operations for optimum utilization of resources.

CO3: Comprehend the dynamics of inventory management’s principles, concepts, and techniques as they relate to the entire supply chain

CO4: Recognise the requirements for transportation & distribution and international logistics. Also analyse the various performance measurement systems in supply chain management.

#### Chapter 1 Introduction to Supply Chain Management

Lecture Hours - 2

Trends in market environment – supply chain management and logistics management – roles of supply chain management in organizations – barriers to effective supply chain management – overcoming the barriers – model of supply chain management – SCOR Model – the future of supply chains – collaborative chains – functional to process integration – vertical to virtual integration – customizing and postponement – challenges of supply chains

#### Chapter 2 Warehousing

Lecture Hours – 2

Warehousing as integrated supply chain component – warehouse strategy and functionality – strategic warehousing – warehouse functionality – economic benefits – service benefits – movement continuity and materials handling – active warehouse storage – extended warehouse storage–privatewarehouse–publicwarehouse–contractwarehouse–warehouseplanning–site selection – product mix, future expansion and materials handling – layout and sizing – initiating warehouse operations – stocking – training – warehouse management systems – securityissues

#### Chapter 3 Inventory Management

Lecture Hours 2

Inventory as critical component of supply chain – inventory flow – inventory functionality – inventory cost – inventory planning and management practices – lead time issues and bullwhip effect

#### Chapter 4 Transport and Distribution

Lecture Hours 2

Transport functionality, principles and participants – effective transport systems – transport cost characteristics – carrier pricing strategy – distribution strategy

#### Chapter 5 Measurement and Control

Lecture Hours 2

The importance of performance measurement – total cost analysis and trade-offs – approaches to measure SCM performance – the Balance Score Card – the SCOR Model – the logistics scoreboard – activity-based costing – economic value added – selecting and implementing measurements – strategic logistics plan

#### Chapter 6 Supply Chain Management in Light of Strategic Alliance

Lecture Hours 2

Strategic alliance – external partnership – model for strategic alliance development – trust and challenges to strategic alliance – third party logistics – fourth party logistics

#### Chapter 7 Global Supply Chain

Lecture Hours 2

The case for going global – defining the global supply chain – landed cost modelling – regulatory framework for global trade pre and changes post 9/11

#### Chapter 8 UCP 600 & Documentary Credit

Lecture Hours 2

ICC – UCP600, UCP500 and URDG758 – Documentary Credit

#### Chapter 9 Incoterms

Lecture Hours 2

INCOTERMS 2020

#### Chapter 10 Global Supply Chains in the post-Pandemic World

Lecture Hours 2

ImpactofCOVID19onglobalsupplychains–globalsupplychainmanagementinpost-pandemic economy

#### Suggested Books & Readings:

1. Global Supply Chain & Logistics Management by Nguyen Hoang Tien, Dinh Ba Hung Anh,Tran DuyThuc
2. Managing Growth and Expansion in Global Markets (Logistics, Transportation and Distribution)by Thomas A Cook, CRCPress
3. Global Supply Chains in a Post-Pandemic World: Seeking viable alternatives in a“China-Plus- One” Strategy by PreetamBasu&Partha Ray, IIM-C Working PaperSeries
4. Post pandemic, supply chains retool for a new (ab)normal by Beth Stackpole, MITSloan
5. Rethinking supply chain resilience for post COVID-19 world by Capgemini ResearchInstitute
6. Building the Post Pandemic Value Chain byAccenture

## HR304 ORGANIZATIONAL CHANGE AND DEVELOPMENT

**Credit -2**

**Course: MBA(BA)**

**Code: HR 304**

**Credit 2**

**Course Outcome**

**CO1-** Students will learn and understand about the changing nature of organizations and their business

**CO2 –** Students will discover, learn and understand ‘organizational development’ as an important field of study.

**CO3 –** Students will learn the application of different interventions of OD and analyze situations to prescribe suitable OD interventions.

**CO4 -** Students will plan & design suitable OD technique for organizational problem

#### Module – I (10 hrs)

* 1. Organisational Change and Development - Concept, History, Assumptions, Organisational Change, Process, Lewin’s Model, Organizational Life Cycle, Values andAssumptionofOD.[2L]
	2. Operational Components of OD: Diagnostic, Action and Process–Maintenance component.[2L]
	3. Characteristics and Foundation of OD Process: On-going interactive process, Form of Applied Behavioural Science, Strategy of Changing, Systems Approach, Approach to Planned Change, Experience-based, Goal Setting and Planning, Focuson Work Teams.[2L]
	4. OD and Action Research: Process, Approach, Use ofAction Research in OD.[2L]
	5. OD Interventions: Nature of OD Interventions, Major OD Interventions, Dimensions, Individual, Group and Task –Process, Effective OD Interventions– Characteristics, Factors forDesign.[2L]

#### Module – II (10hrs)

* 1. Team Interventions: Teams and Work Groups, Team Building Interventions, Diagnostic Meeting, Team Building Meeting, Role Analysis Techniques ,Role Negotiation Techniques, Inter groupInterventions.

[2L]

* 1. Personal, Interpersonal and Group Process Interventions: Process consultation, Third–Party Intervention, Sensitivity Training, Transactional Analysis[2L]
	2. Comprehensive Interventions: Confrontation Meeting, Survey Feedback, Four System Management, Grid, Contingency Approach.[2L]
	3. Structural Interventions: Job Design, MBO, QWL, Socio-technical Systems, Physical Setting, Conditions for OD[2L]
	4. Issues in OD: OD facilitators Role, OD consultant, Consultant–Client relationship, Problems in OD Interventions, Resistance –Individual and Organizational. [2L]

**Suggested Readings**

French,W. L.&Bell, C. H.:Organisation Development,Prentice Hall of India./Pearson Education French, W.

L.&Bell,C.H.:Organisation Development and Transformation, Tata McGraw Hill Gummings, T.G.&Worley,C.G.: Organization Development and Change, Thomson Pareek, Udai: Understanding Organisational Behaviour ,OUP

Robbins, S.P.:OrganisationalBehaviour,PrenticeHallofIndia./PearsonEducation

## MANAGERIAL BUSINESS INTELLIGENCE- I

**Course: MBA**

**Code: BA 304**

**Credit 2**

CO1: Understanding basic fundamentals of Business Intelligence

CO2: Understanding different applications of BI techniques

CO3: Understanding different applications of data mining techniques

CO4: Understanding data preprocessing and transformation of data

CO5: Understanding pattern discovery with the help of data visualization tools

1. **Overview and concepts Business Intelligence :**Definition, Features, Need, life cycle and components of Business Intelligence (BI) Introduction to Data Warehouses (DW) and data marts,ArchitectureofBIandDW,Drill-downandroll-up-sliceanddiceorrotation-OLAP models - ROLAP versus MOLAP – defining schemas: Stars snowflakes.[8L]
2. **Introduction to Data Mining :**Definition, need, related technologies-Machine Learning, Goals, stages and techniques of Data Mining, Knowledge representation methods, Applications and Business Intelligence vs.Datamining. [12L]
3. **Managerial Data Pre-processing :**Need of pre-process data, Data types, Quality, Data cleaning: Missing Values, Noisy Data - Data Integration and transformation - Data Reduction, Dimensionality reduction, Outliers Detection, Data Compression with Hands on examples. [8L]
4. **Visualization For Managers Using Power BI :** Introduction to Power BI, Connecting to MS-Access Database, MS-Excel, Basic Transformations, Managing Query Groups,DataTypes,Dates,ConditionalColumns,DataTransformation,Introduction to data modeling, Introduction to Visuals, Heat Map, Slicers, ESRI Maps, Map Visualization, Tables, Charts: Scatter, Funnel, Waterfall, Bar, Pie, Combo, Gauge, Cards &KPIs, Power BI Dashboards: Introduction, Navigation, Filters, Reports with Hands on examples [12L]

#### Reference Books:

* 1. J. Han, M. Kamber, “Data Mining Concepts and Techniques”, MorganKaufmann
	2. M. Kantardzic, “Data mining: Concepts, models, methods and algorithms,John Wiley &SonsInc.
	3. DavidLoshinMorgan,Kaufman,“BusinessIntelligence:TheSavvyManager‟s Guide”, Second Edition,2012.
	4. Cindi Howson, “Successful Business Intelligence: Secrets to Making BI a Killer App”, McGraw-Hill,2007.
	5. G. Shmueli, N.R. Patel, P.C. Bruce, “Data Mining for Business Intelligence: Concepts, Techniques, and Applications in Microsoft Office Excel withXLMiner”, WileyIndia.
	6. Alberto Ferrari: Analyzing Data with PowerBI

## FM304 BFSI Sector Management- I Credit-2

**Part I ACCOUNTING&FINANCE FORBANKERS**

**CO1:** Able to understand and Calculate Interest and Annuities

**CO2 :** To able to do Capital Budgeting independently

**CO3:** Understand the accounting procedure and bookkeeping and prepare Final Accounts

**CO4:** Have an Idea of legal and regulatory aspects of Banking

**MODULE A–BUSINESS MATHEMATICS AND FINANCE**

1. Calculation of Interest andAnnuities

Calculation of Simple Interest & Compound Interest; Calculation of Equated Monthly Instalments; Fixed and Floating Interest Rates; Calculation of Annuities; Interest Calculation using Products/ Balances; Amortization of a Debt; Sinking Funds Calculation of YTM

1. Debt-Definition,Meaning&SalientFeatures;Loans;IntroductiontoBonds;Terms associated with Bonds; Cost of Debt Capital; Bond value with semi-annual Interest; Current Yield on Bond; Calculation of Yield-to-Maturity of Bond; Theorems for Bond Value; Duration of Bond; Properties of Duration; Bond PriceVolatility
2. CapitalBudgeting

PresentValueandDiscounting;DiscountedTechniqueforInvestmentAppraisal;Internal Rate of Return (IRR); Method of Investment Appraisal; NPV and IRR compared; Investment Opportunities with Capital Rationing; Investment Decision making under conditionofuncertainty;ExpectedNPVRule;RiskAdjustedDiscountRateApproachfor NPV Determination; Sensitivity Analysis for NPV Determination; Decision Tree Analysis for NPV Estimation; Payback Methods;ARR.

1. Depreciation and itsAccounting

Depreciation,itstypesandmethods;ComparingDepreciationMethodsForeignExchange Arithmetic

Fundamentals of Foreign Exchange; Forex Markets; Direct and Indirect Quote; Some Basic Exchange Rate Arithmetic – Cross Rate, Chain Rule, Value date, etc.; Forward Exchange Rates – Forward Points; Arbitrage; Calculating Forward Points; Premium/ discount; etc.

#### MODULE B–PRINCIPLESOFBOOKKEEPING&ACCOUNTANCY

1. Definition, Scope and AccountingStandards

Nature and Purpose of Accounting; Historical Perspectives; Origins of Accounting Principles; Accounting Standards in India and its Definition and Scope; Generally Accepted Accounting Principles of USA (USGAAP); Transfer Pricing; Overview of IFRS; Difference between GAAP&IFRS.

1. Basic AccountancyProcedures

Concepts of Accountancy; Going Concern Entity; Double Entry System; Principle of Conservatism; Revenue Recognition and Realization; Accrual and Cash Basis.

1. Maintenance of Cash/ Subsidiary Books andLedger

RecordKeepingBasics;AccountCategories;DebitandCreditConcepts;Accountingand Columnar Accounting Mechanics; Journals; Ledgers; subsidiary books;etc.

1. Bank ReconciliationStatement

NeedforBankReconciliation;CausesofDifferences;PreparationofBankReconciliation Statement;HowtoprepareaBankReconciliationStatementwhenExtractsofCashBook and Pass Book are given; Adjusting the Cash Book Balance; Advantages of Bank ReconciliationStatement.

1. Trial Balance, Rectification of Errors and Adjusting & ClosingEntries

Meaning of a Trial Balance; Features and Purpose of a Trial Balance; Types of Trial Balance and Preparation of a Trial Balance; Disagreement of a Trial Balance; Classification of Errors; Location of Errors; Rectification of Errors; Suspense Account and Rectification; Rectification of Errors when Books are closed; Adjusting and Closing Entries.

1. Capital and RevenueExpenditure

Expenditure; Distinction between Capital and Revenue Expenditure; Deferred Revenue Expenditure; Receipts; General Illustrations.

1. Bills ofExchange

Types of Instruments of Credit; Term and Due Date of a Bill; Certain Important Terms; Accounting Entries to be Passed; Accommodation Bill etc.

#### MODULEC–FINALACCOUNTS

1. Balance SheetEquation

Balance Sheet Equation; Computation of Balance Sheet Equation.

1. Preparation of FinalAccounts

Preparation of Trading A/C; Profit and Loss A/C; Profit & Loss Appropriation Account; Balance Sheets

1. RatioAnalysis

Meaning of Accounting Ratios; Classification of Ratios; Uses of Accounting Ratios; Limitations of

Accounting Ratios; Calculation and interpretation of various Ratios; Different Users and their Use of Ratios.

1. Final Accounts of Banking Companies DefinitionandFunctionsofaBank;RequirementsofBankingCompaniesastoAccountsandAu dit;SignificantFeaturesofAccountingSystemsofBanks;PrincipalBooksofAccounts;Prepar ationandPresentationofFinancialStatementsofBanks;CMAFormat;AccountingTreatment ofSpecificItems;Preparation of Profit and Loss Account; Comments on Profit and Loss Account; Important Items of Balance Sheet; Disclosure Requirements of Banks; Additional Disclosures prescribed by RBI; Disclosures required under BASELnorms.
2. Company Accounts I&II

Definition and Types of Companies; Distinction between Partnership and Limited Liability Company; Classes of Share Capital; Issue of Shares; General Illustrations Non- Voting Shares; Form of Balance Sheet; Legal Requirements for Assets; Legal Requirements for Liabilities; Legal Requirements for Profit & Loss A/c; Preparation of

Final Accounts

1. Accounting in a ComputerizedEnvironment

Meaning, features of and terms used in Computerized Accounting; Difference between Computerized and Manual Accounting; Advantages and Disadvantages of Computerized Accounting; Functions performed by Computerized Accounting Softwares available in the Market; Computerization – Scope and Experiences in Banking; The Core Banking Components; Information Security; Internet and World Wide Web – Influences on Banking MODULED–BANKING OPERATIONS

Banking Operations & Accounting Functions

Preparation of Vouchers, cash receipt and payment entries, clearing inward and outward entries,transferdebitandcreditentries,whatisKYCandwhatarethedifferentdocuments to satisfy KYC, verify KYC and authenticity of documents, operational aspects in regard to opening of all types of accounts, scrutiny of loan applications/ documents, allowing withdrawalsandaccountingentriesinvolvedatvariousstages,operationalaspectsofCBS environment etc., Back office operations in banks, handling of unreconciled entries in banks

#### PART II

**LEGAL & REGULATORY ASPECTS OF BANKINGMODULEA– REGULATIONSANDCOMPLIANCE**

1. Legal Frame work of Regulation of Banks

Business of Banking; Constitution of Banks; RBI Act, 1934; Banking Regulation Act, 1949; Role of RBI; Govt. as a Regulator of Banks; Control over Co-operative Banks; Regulation by other Authorities.

1. Control over Organization ofBanks

Licensing of Banking Companies; Branch Licensing; Paid up Capital and Reserves; Shareholding in Banking Companies; Subsidiaries of Banking Companies; Board of Directors; Chairman of Banking Company; Appointment of Additional Directors; Restrictions on Employment; Control over Management; Corporate Governance; Directors and Corporate Governance.

1. Regulation of BankingBusiness

Power of RBI to Issue Directions; Acceptance of Deposits; Nomination; Loans and Advances;RegulationofInterestRate;RegulationofPaymentSystems;InternetBanking

Guidelines; Regulation of Money Market Instruments; Banking Ombudsman; Reserve Funds; Maintenance of CRR, SLR; Assets in India.

1. Returns Inspection, Winding up, Mergers &Acquisitions

Annual Accounts & Balance Sheet; Audit & Auditors; Submission of Returns; Preservation of Records and Return of Paid Instruments; Inspection and Scrutiny; Board for Financial Supervision; Acquisition of Undertakings; Amalgamation of Banks; Winding up of Banks; Penalties for offences.

1. Public Sector Banks and Co-operativeBanks

SBI and its Subsidiaries; Regional Rural Banks; Nationalized Banks; Application of BR Act to Public Sector Banks; Disinvestment of Shares by Govt.; Co-operative Banks

1. Financial Sector LegislativeReforms

Need, Approach for Financial Sector Legislative Reforms ; Important Reforms

1. Recent Legislative Changes in RBIAct

Recent Legislative Changes in RBI Act, Need thereof Financial Sector Development Council

Role and Functions of Financial Sector Development Council MODULEB–

#### LEGAL ASPECTS OF BANKING OPERATIONS

* 1. Different Types ofBorrowers
	2. Types of Borrowers; Limited Liability Partnership Types of Credit Facilities Cash Credit, Overdraft, Demand Loans, Term Loans, BillFinance
	3. SecuredandUnsecuredLoans,RegistrationofFirmsandIncorporationofCompanies

Definition of Secured and Unsecured loans; Need for Secured Loans; Registration of Firms; Consequences of Non-registration of Firms; Incorporation of a Company

* 1. Indemnities

Definition of Contract of Indemnity; Features of Indemnity Contract & Guarantee; Scope and Application ofIndemnityContractstoBanks;Obligations ofaBanker;Precaution& Rights ofan IndemnityHolder

* 1. BankGuarantees

Definition and Types of Bank Guarantees; Banker’s Duty to Honor Guarantee; Precautions to be takenforIssuanceofBankGuarantee;PrecautionstobetakenforPaymentunderBankGuarantee; Invocation&Enforcement.

* 1. Letters ofCredit

General Considerations of Letters of credit; Parties to a Letter of credit; Types of Letters of credit; Documents under a Letter of credit; UCPDC 600;Banks obligation for payment of Letter of credit.

* 1. Deferred Payment Guarantees- Purpose of DPGs; Methods ofPayment
	2. Laws Relating to BillFinance

Class of Bills and Laws Governing Bills; Classification of Bills; Categories of Bill Finance; Bill Finance and Legal Position of Banker

* 1. Various Types ofSecurities

Types of Securities ; Escrow Arrangements; Trust and Retention Arrangements.

* 1. Laws Relating to Securities and Modes of Charging – I Mortgage ; Types of Mortgage; Enforcement ofMortgages
	2. Laws Relating to Securities and Modes of Charging – II Lien; Pledge; Hypothecation;etc.
	3. Registration and Satisfaction ofCharges

DefinitionofCharge;ProcedureforRegistrationofCharge;EffectofNon-registrationofCharges; Provisions of Law relating to Registration ofCharges

* 1. Case Laws on Responsibility of PayingBank

NegotiableInstrumentsActandPayingBanks;LiabilityofPayingBanker;Paymentinduecourse; Payment in Good Faith; Whether Payment under MistakeRecoverable

* 1. Case Laws on Responsibility of CollectingBank

Statutory protection to Collecting Bank; Duties of Collecting Bank MODULEC –BANKING RELATEDLAWS

1. Recovery of Debts due to BanksandFinancialInstitutionsAct,1993 (DRTAct)

Objective of the Act, Constitution of Tribunal, Procedure to be followed, Enforcement process

1. SecuritisationandReconstructionofFinancialAssetsandEnforcementofSecuritiesInterest Act(SARFAESI)

Constitutional Validity; Definitions; Regulation & Reconstruction; Enforcement of Security Interest; Central Registry; Offences &P enalties; Miscellaneous Provisions

1. Banking OmbudsmenScheme

Purpose; Extent; Definitions; Establishment; Powers; Procedure for Redressal Grievance

1. Bankers Books Evidence Act,1891Applicability; Definition; ImportantProvisions
2. The Legal Services AuthoritiesAct,1987

LokAdalats- Organization; Jurisdiction; Disposal of Cases; Awards

1. The Consumer Protection Act,1986 andCERSAI

Preamble, Extent& Definitions; Consumer Protection Councils; Consumer Disputes Redressal

Agencies; Objectives and important provisions of Central Registry of Securitisation Asset Reconstruction and Security Interest of India

1. The Law ofLimitation

Definition; Computation of Limitation; Important Provisions in schedule to the Limitation Act

1. TaxLaws

Income Tax; Commodity Transaction Tax; Service Tax

1. NegotiableInstrumentsAct,1881Applicability; Definition; ImportantProvisions
2. Payment &Settlements Systems Act, 2007-Applicability; Definition; ImportantProvisions.

#### MODULED–COMMERCIALLAWSWITH REFERENCETOBANKING OPERATIONS

1. **Indian ContractAct,1872**

Meaningandessentialsofcontract;ContractofIndemnity&RightsofIndemnityHolder;Contract of Guarantee; Contract of Bailment; Contract of Pledge; Contract ofAgency

#### The Sale of GoodsAct,1930

Features; Sale & Agreement to Sell; Conditions and Warranties; Express & Implied; Rights of Unpaid Seller

#### Indian Partnership Act,1932

Definition & Types of Partnerships; Relation of partners to one another & to third Parties; Minor admitted to benefits of partnership; Dissolution of a firm; Effect of nonregistration; Limited liability partnerships formation, registration, rights and liabilities of partners

#### Definition and features of a company

Definition & Features of a Company; Distinction between Company and Partnership

#### The Companies Act, 1956(Now Companies Act,2013)

Definition, Features & Types of companies; Memorandum and Articles of Association; Doctrine ofUltraVires,ConstructiveNotice,IndoorManagement;MembershipofCompany-Acquisition, Cessation, Register, Rights &Duties of Members, Prospectus; Directors; Winding up of Companies

#### Foreign Exchange ManagementAct,1999

Important Terms; Powers of RBI, Regulation and Management; Directorate of Enforcement

#### Transfer of PropertyAct,1882

Sale, Mortgage of Immovable Property; Types of Mortgages; Sale with and without court intervention; Lease of Immovable Property

1. **The Right to Information Act,2005Applicability**;Definition;Important Provisions
2. **Right to Information and Obligation of Public Authorities**-Obligations;Procedure;

Disposal; Appeal; Orders; Penalties.

#### The Prevention of Money LaunderingAct,2002

Obligations; Records to be Maintained; Procedure for Maintaining & Furnishing Information; Maintenance & Verifications of Records of Identity of Clients.

#### Information TechnologyAct,2000

Definitions; Electronic Governance; Certifying Authorities; Digital Signature Certificates; Penalties; Appeal.

#### Suggested Reading:

* J.A.I.I.B/D.B.F.Work book on Principles and Practices of Banking
* Banking Law and Practice- P.N Varshney, Sultan Chand &Sons

**Analyzing & Visualizing Data Using MS-ExcelMOOCs (MBA)302**

Session 1: Introduction

Introduction, Interface, Tabs and Ribbons, Document Windows, Navigation Tips, Office Button and Save

Session 2: Entering, Editing and Formatting Data

Introduction Entering Data, Fonts, Fills, and Alignment, Cut, Copy, and Paste, Paste Special, Undo and Redo, Moving, Finding, and Replacing a Value, Cell Styles, Comments

Session 3: Formatting Numbers

Introduction, Currency Format, Format Painter, Formatting Date, Custom and Special Formats

Session 4: Managing Worksheets

Introduction, Naming and Moving Worksheets, Copying Worksheets, Adding, Deleting and Hiding Worksheets, Grouping Worksheets, Moving, Copying, Deleting and Hiding Grouped Worksheets

Session 5: Modifying Rows and Columns

Introduction, Inserting and Deleting Columns and Rows, Inserting & Deleting Cells, Inserting

Multiple Columns & Rows, Modifying Cell Width and Height, Hiding and Unhiding Rows and Columns

Session 6: Understanding Formulas

Introduction, Using Operations, Creating Formulas, AutoSum, Common Formulas, Searching for Formulas, Copying Formulas, Using Relative and Absolute References

Session 7: Changing Views

Introduction, Workbook Views, Show/Hide, Zoom Features, Freeze Panes, Split Windows, Viewing Multiple Windows, Minimize The Ribbon, Worksheet Backgrounds, Watermarks

Session 8: AutoFill and Custom Lists

Introduction, AutoFill a Series, AutoFill Non-Adjacent Cells, AutoFill on Multiple Sheets, Creating Custom Lists, Series Formatting

Session 9: Conditional Formatting

Introduction, Highlight Cells Rules, Top/Bottom Rules, Data Bars, Color Scales, Custom Formatting Rule

Session 10: Tables

Introduction, Insert a Table and Style Options, Add Rows and Columns, Perform a Function in a Table, Summarise With Pivot Table

Session 11: Data Tools

Introduction, Data Validation, Drop-Down Lists, Removing Duplicates, Text To Columns, Goal Seek, Scenario Manager

Session 12: Referencing Formulas

Introduction, Multiple Sheet References, Consolidating Data - With or Without Links, Trace the Precedents and Dependents, Using the Watch Window

Session 13: Ranges and Dates

Introduction, Cell Names, Named Ranges, Formulas with Cell Names, Date Formulas

Session 14: Lookups

Introduction, VLOOKUP, VLOOKUP Exact Match, HLOOKUP, HLOOKUP Exact Match

Session 15: Conditional Logic

Introduction, IF Statement, Nested IF, AND, OR, NOT, IFERROR, SUMIF, AVERAGEIF, COUNTIF & COUNTIFS, SUMIFS, AVERAGEIFS

Session 16: Text Formulas

Introduction, Case Formulas, Fix Number Fields, Trim Spaces, Substitute Text

Session 17: Introduction to Charts

Introduction, Chart Types, Instant Chart, Update Chart, Column Chart, Picture Fill, Adjust Chart Size, Line Chart, ScatterChart

Session 18: FormattingCharts

Introduction, Chart Styles, Chart Layouts, Add Labels, Axis Options, Chart Title, Legends, Data Labels

Session 19: Adding Graphics to Spreadsheets

Introduction, Insert Pictures, Modifying Pictures, Insert Shapes, Insert SmartArt, Apply Themes, Arrange

Session 20: Outline, Sort, Filter, and Subtotal

Introduction, Group and Ungroup, Sort Data, Sort Multiple Levels, Filter Data, Advanced Filter, Conditional Sorting and Filtering, Sorting with Custom Lists, Subtotal

Session 21: PivotTables

Introduction, Creating PivotTables, Choosing Fields, PivotTable Layout, Filtering PivotTables, Modifying PivotTable Data, Pivot Charts

Session 22: Protecting Data

Introduction, Workbook Passwords, Protecting Workbooks, Unlocking Cells Session 23: Collaboration

Introduction, Document Properties, Inserting Hyperlinks, Sharing a Workbook, Track Changes, Accept/Reject Changes, Mark as Final

Session 24: Printing

Introduction, Page Orientation, Page Breaks, Print Area, Margins, Print Titles, Headers and Footers, Scaling, Sheet Options

Session 25: Saving a Workbook

Introduction, Save As Previous Version, Auto Recover Save Options, Templates, Save As PDF, Save As Web Page, Macro-Enabled Workbook

Session 26: Macros

Introduction and Macro Security, Recording a Macro, Assign a Macro to a Button or Shape, Run a Macro upon Opening a Workbook, How to Inspect and Modify a Macro

# FOURTH SEMESTER

**Corporate Strategy**

**Course: MBA**

**Code: MB401**

**Credit 4**

# CO1: To familiarize the fundamentals of corporate strategy exploring choices faced by managers of multi-business/multi-market organizations;CO2: To understanding the role of the corporate headquarters as well as processes leading to value creation at corporate level;CO4: To able to apply various frameworks and analytical tools to preserve and enhance value created through strategic decisions at corporate level;CO4: To critically assess, evaluate, and make recommendations on the corporate strategies across national and industry contexts.

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| Module 1 [3L] |
| **Introduction to Strategic Management/Corporate Strategy**  |
| What is business & Corporate Strategy, Strategic Management ? |
| Strategic Intent: Vision & Mission; Goals, Objectives, Values |
| Critical Success Factors; Key Performance Indicators |
| Module 2 [8L] |
| **Assessment of External & Internal Environment**  |
| Analysis of External Environment; ETOP, etc |
| Porter’s 5 Forces Model.Case on Starbucks |
| Analysis of Internal Environment; Value Chain Analysis, Core competence; Competitive Advantage |
| Case on Walmart |
| SWOT & TOWS Analysis |
| Module 3 [4L] |
| **Tools & Techniques for devising Strategies**  |
| Porter’s Generic Strategies &Ansoff Matrix |
| Portfolio Analysis, BCG Matrix  |
| GE Matrix |
| Module 4 [12L] |
| **Corporate Strategies**  |
| Types of strategies: Stability/Expansion/Renewal; Stability Strategy |
| Expansion Strategies: integration & diversification |
| Mergers & Acquisitions; case on SUN Pharma |
| Synergy & Globalization |
| Case on Corus Steel  |
| Joint Ventures & Strategic Alliances; Case on Maruti Suzuki |
| Renewal Strategies; corporate restructuring |
| Case on Bharat Instrumentation Ltd |
| Module 5 [8L] |
| **Strategy Implementation**  |
| Structural Implementation; Organization Designs |
| Organization Designs (contd.) |
| Organization Systems |
| Behavioural Implementation; Leadership & Culture |
| Behavioural Implementation; Values & Ethics |
| Functional & Operational Implementation |
| McKinsey’s 7 S Model |
| Balanced Scorecard |
| Module 6 [3L] |
| **Strategic Evaluation & Control**  |
| Participants in strategic evaluation; barriers to evaluation |
| Techniques of Strategic & Operational Control |
| Techniques of Strategic & Operational Control (contd) |
| Module 7 [2L] |
| **Review & Problem Solving****Suggested Readings:****Text book** |

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| --- |
| 1. Kazmi , Azhar, Strategic Management & Business Policy , 3rd Edition (2009),Tata McGraw Hill, New Delhi

**Reference Book:** |
|  |
| 1. AppaRao, Rao, B.P, Sivaramakrishna, K, Strategic Management & Business Policy—Text & Cases, 1st Edition (2010), Excel Books
 |
|  |
| 2. Nag, A, Strategic Management—Analysis, Implementation, Control 1st Edition (2011)Vikas Publishing House Pvt Ltd |

**MM401 Consumer Behaviour**

**Course : MBA**

**Code: MM401**

**(4 Credit)**

**Course Outcomes:**

CO1: To understand and describe the important elements of Consumer Behaviour.

CO2: To apply concept and tools of Consumer Behaviourto create value for customers

CO3: To analyze the benefits of Consumer Behaviour in order to improve products and services

CO4: To appraise the relative effectiveness of marketing strategies aimed at influencing the behaviours of customers.

**Credit: 4**

1. **IntroductiontoConsumerBehaviour**:Definingconsumerbehaviour,Impactonmarketing strategies, Current trends in consumer behavior, Consumer Behavior in the networkedera. .Alternative views on Consumer Behavior-Marketing Ethics and Consumer Behavior.
2. **Market Opportunity Identification:** Analysing internal and external factors, identifying marketing opportunities, analysing market and evaluation, Market Segmentation, targeting and positioning.
3. **Consumer Decision Process**: Need recognition, information search, evaluation of alternatives,purchasedecision,consumptionandpost-purchaseevaluation,disposingofproducts. Variables that shape decision process- individual differences, psychological processes, environmentalinfluences,Typesofdecisionprocess –complexdecisionmaking,varietyseeking, impulse buying, loyalty, degree of involvement in buying
4. **Individual Characteristics**: Demographic and psychographic characteristics and market segmentation, Personality, personal values, lifestyle concepts andmeasurements
5. **Consumer Perception**: Marketing stimuli and perception, Perceptual selection - organization, interpretation, selective perceptionprocess
6. **Learning and Memory**: Information acquisition and processing, Learning elements, Theories, Memoryprocesses
7. **Consumer Motivation**: Nature and role of motives, Classifying motives, Motive arousal, Motivation andinvolvement
8. **Self-concept**: Perspective of self, Consumption and self-concept, Genderroles
9. **Attitude**: Characteristics and functions of attitude, Attitude development, Attitude theories and models, Role of belief in attitude formation, Relationship of attitude and behaviour, Attitude reinforcement andchange
10. **Culture Subculture and Social Class**: Nature of culture, Cultural values, Changingvalues,

Cross-cultural understanding of consumer behaviour, Types of subculture and their influence on behaviour, Nature of social class, Social stratification

1. **Reference Group Influence**: Nature and types of reference groups, How groups influence individuals, Opinion leadership, Word-of-mouth, Innovation anddiffusion
2. **Family and Household**: Structural and sociological variables affecting families and households, Family life cycles, Role behaviour, Conflict resolution, Changing role of women, Children and household consumerbehavior
3. **Models of Consumer Behaviour**: Nicosia, Howard-Sheth& EKB
4. **Organizational Buying Behaviour**: Organizational buyers versus consumers, Factors influencing business buying, Types of buying situations, Organizational buyingprocess

#### TEXT BOOKS:

1. Satish K .Batra ,S.H.H Kazmi & Satish K . Batra :ConsumerBehaviour: Text and Cases: ExcelBook
2. Shiffman & Kanuk: Consumer Behaviour; PearsonEducation

Majumder Ramajuj: Consumer Behaviour, Insights from Indian market: PHI Learning Pvt. Ltd.

#### REFERENCE BOOKS:

* 1. Loudon &Bitta, Della: Consumer Behaviour; TMH
	2. Solomon, M. R., Consumer BehaviouR, PearsonEducation

**Services Marketing**

**Course : MBA**

**Code: MM402**

**(4 Credit)**

CO1. Understand the Concept of Services and intangible products

CO2. Discuss the relevance of the services Industry to Industry

CO3. Examine the characteristics of the services industry and the modus operandi

CO4. Analyse the role and relevance of Quality in Services

1. **Understanding service products**: Definition, characteristics of services, service marketing challenges, tangibility continuum, marketing mix for services, four broad categories of services.[4L].
2. **Understanding service consumers**: Consumer behavior in service context: Three stage model of service consumption, service encounter/ service experience ,moments of truth, zone of tolerance.[4L].
3. **Understanding service markets**: Positioning Services in Competitive Markets Identifying and Selecting Target Segments, Service attributes and levels, Developing an effective positioning strategy, Using positioning maps to plot competitive strategy.[4L].
4. **Service quality**: Service quality, Integrated Gap model - to identify and correct quality problems, Measuring and improving service quality.[6L]
5. **Listening to the customer**: Importance of listening, the listening process, strategies for improved listening.[1L]
6. **Creating the service product**: Creating the service product, Customer value hierarchy, Flower of service, Service product mix, Branding service products[5L]
7. **Designing service process**: Designing service delivery system, Service blue printing, Customer as co-producer.[2L]
8. **Planning the service environment**: Physical evidence, Servicescapes - types and role, customer response to environment, guidelines for servicescape strategies.[4L
9. **Service Marketing Pricing**: Approaches to pricing of services.[2L]
10. **Managing Service Demand and Capacity**: Capacity constraints, Demand patterns, Strategies for matching capacity and demand, Wait lines and reservations[2L]
11. **Communicating the service**: Service triangle concept, Elements of promotional mix for services[4L]
12. **Managing People**: Critical importance of service employees, Problems and difficulties of boundary-spanning roles, Strategies for delivering service quality through people, Service leadership and culture[2L]

**References:**

* 1. Lovelock, C., Wirtz, J. &Chatterjee, J.: Services Marketing; PearsonEducation
	2. Zeithaml,V.A., Bitner, M J, Grembler, D.D. &Pandit, A.: Service Marketing;TMH

## INTERNATIONAL FINANCE

**Course : MBA**

**Code: FM401**

**(4 Credit)**

####  CO1: Demonstrate basic understanding of foreign exchange market and exchange rates

#### CO2: Understanding of how to use foreign exchange derivatives and other techniques to manage foreign exchange exposures of firms.

#### CO3: Demonstrate basic understanding of the issues pertaining to multinational financing and investment decisions •

#### CO4: To be able to analyze and make sense out of a mass of information to address relevant issues pertaining to international finance

#### MODULE I:

1. **International Financial Management**: Domestic Financial Management & International Financial Management. The Emergence of the MNC, Nature of the MNC[2L]
2. **International Monetary System:** History of International Monetary System, Bretton Wood System, Present Day Currency Regimes, Birth of EMU and EURO, Role of IMF,IBRD,WTO[4L]
3. **Balance of Payments (BOP):** Principles of BOP Accounting, Components of BOP, Significanceof‘Deficit’&‘Surplus’inBOP,India’sBOPandEconomicPerformance, Capital Mobility and Capital Account Convertibility.[4L]
4. **Exchange Rate Determination:** International Parity Conditions – Purchasing Power Parity- Interest rate Parity, Fishers International Parity Theory[6L]
5. **International Trade Procedure:** Process of Export and Import- necessary documentation- LC, Bank Guarantee, Letter of Intent etc.[4L]

#### MODULE II:

1. **The Foreign Exchange Market**: – Functions, Participants and Transactions – ExchangeRatesandQuotations–Bid&Askrate–Crossrate-IndianforeignExchange Market,ForeignCurrencyDerivatives–ForwardForeignExchangeContract,Futures, Forwards, Swaps – Currency Swap and Interest rate Swap, Quality Spread Differential-Concept of Netting[8L]
2. **Foreign Exchange Exposure & Risk Management:** Two dimensions of Foreign Exchange Risk- Transactions Exposure & Translation Exposure, Arbitrage opportunity through Money Market Operation.[6L]
3. **International Financial Markets:** International Banking & Money Market- International banking Services- BASEL Norms, Capital AdequacyStandards-

International Money Markets, International Capital Markets, International Corporate Finance- International Equity Sources - Global Equity Markets- ADR,GDR,

[4L]

1. **CaseStudies** [2L]

#### Suggested Readings:

1. Apte, P.G.: International Financial Management, TataMcGrawHill.
2. Eiteman, Stone hill &Pandey: Multinational Business Finance, PearsonEducation
3. Eun&Resnick:InternationalFinancialmanagement,TataMcGraw-HillJeffMadura: International Corporate Finance, CenageLearning
4. O’ Brien: InternationalFinance,OUP
5. A. V. Rajwade, H. G. Desai, Foreign Exchange – International Finance Risk Management;SPD
6. C. Jeevanandam, Foreign Exchange and Risk management; S.Chand

## FINANCIAL DERIVATIVES

**Course : MBA**

**Code: FM402**

**(4 Credit)**

CO1: To understand the need for financial derivatives

CO2: To analyze the risks in different financial markets.

CO3: To acquire ability to selection of various options and then can apply them to specific markets.

CO4: To able analyze and strategically manage the financial derivatives.

#### MODULE I:

1. **Derivatives: An introduction**- Financial derivatives in Indian Financial Markets --- risk management using derivatives, classification of derivatives, functions of derivative markets and participants[2L]
2. **Introduction to Forward Contract**: Forward contracts, Limitations of forward markets, pay-offs, Forward Rate Agreement (FRA) – Cost of Carry Model[4L]
3. **Introduction to Futures**: Introduction to futures, Stock Futures, Index futures, Commodity Futures, Hedging through Commodity and Index Futures, Distinction between futures and forwards contracts.[4L]
4. **ConceptofMargin**–TypesofMargininFutures–ITM,ATM,OTM -ConceptofLotsize

- Open Interest- Hedging through Forward and Futures – Contango and Backwardation –Basis Risk [4L]

1. **Credit Derivatives**: Concept and assessment of credit risk, Types of Credit Derivatives- CDS, TRS, etc, Collateralized Debt Obligations (CDO) – The Indian Scenario - credit risk mitigation[6L]

#### MODULE II:

1. Option:CallandPutOption- AmericanandEuropeanOption-IntrinsicandTimeValue,Put Call Parity, distinction between Options and Futures[4L]
2. HedgingstrategieswithOptions:stockoptions,Indexoptions,straddlesandstrangles,straps and strips, Spreads – Bull/Bear/Butterfly.[4L]
3. Option Greeks: Delta, Theta, Vega, Gamma, rho and phi [2L]
4. OptionValuation:PricingandValuationofOptionContract-BinomialOptionPricingModel

- Black Scholes Model – their interpretations, historical and implied volatility [4L]

1. Swaps- Basic concept and applications[2]

#### MODULE III:

1. Case Studies & Lab exercises [4L]

#### Suggested readings:

1. Options, Futures and other Derivatives, John C. Hull, PearsonEducation
2. Futures and Options, Vohra and Bagri, Tata McGrawHill
3. Financial Derivatives, Gupta, S.L., PrenticeHall.
4. Financial Derivatives and Risk Management, O.P. Agarwal, HimalayaPublishing
5. Derivatives & Risk Management, Rajiv Srivastava, Oxford PublicationHouse
6. Financial Derivatives: Risk Management, Bhalla. V. K., S. Chand &Company

## HUMAN RESOURCE METRICS AND ANALYTICS

**Course : MBA**

**Code: HR401**

**(4 Credit)**

CO1: To understand the importance of HR metrics and analytics in measuring HR’s impact and drive business results.

CO2:To able to apply HR metrics into analytics for effective management decisions

CO3: To able to take decisions about human resource initiatives using data-based reasoning and analysis.

CO4: To interpret results from the data analysis involving HR data

#### MODULE I:

1. **Introduction**: HR metrics - meaning, importance, what metrics should HR measure? Examples of HR metrics. HR Analytics - What is Analytics? Big data and Analytics, Stages in Data Analytics, Types of Analytics, Causal Modeling, What is HR Analytics? Objectives of HR Analytics. Its importance and benefits.[6L]
2. Realigning HR to business priorities, Stages of HR Analytics and the role of technology. Leveraging HR Analytics for organizational success. Mapping Business Analytics and HR Analytics. IMPACT Cycle. Pillars of HR Analytics success. Linking HR metrics to business outcomes. HR measurement tools and techniques: Identifying HR metrics, sources of data, tools and techniques of measurement. Excel, SPSS, SAP and Other software packages.[8L]
3. **Human Capital Management (HCM)** - Concepts, Phases-Scanning, Planning, Producing, Predicting. The Model for Predictive Management. Value Chain for HCM Model. Predictive Human Capital measurements. Guiding principles of Human Capital Analytics.[4L]

#### MODULE II:

* 1. HR Analytics and the HR delivery model. Requisites of effective HR Analytics. HR analytics modules: HR Planning, Hiring, HR Operations, Learning and Development, Performance Management, Compensation and Rewards, Succession Planning,Employee Engagement.[10L]
	2. Human Resource Information System (HRIS): Understanding HRIS, Framework of HRIS. Benefits of HRIS. HRIS Trends: Talent Management Analysis, Data Analytics, Social media, cloud mobile enabled, Employee Engagement Analysis. Integrated HRIS. [6L]
	3. Data and Information needs for HR Manager - Role of IT in HRM - IT for HRManagers

- Concept, Structure, and Mechanisms of HRIS, survey of Software Packages for Human Resource Information System including ERP Software such as SAP, Oracle. EHRM- objectives, advantages and disadvantages. [4L]

 4. Case Study[2L]

#### Suggested Readings:

1. Michael Armstrong, A Handbook Of Human Resource Management Practice, KoganPage
2. Gueutal and Stone, The Brave New World Ofe-HR
3. Monk and Wagner, Concepts In Enterprise Resource Planning,Thomson
4. Steve VanWieren, Quantifiably Better: Delivering Human Resource Analytics from start to finish.
5. Bernard Marr, Data-driven HR: How to use Analytics and Metrics to driveperformance.
6. Ramesh Soundararajan, Kuldeep Singh, Winning on HR Analytics: Leveraging data for competitiveadvantage.

## PERFORMANCE MANAGEMENT SYSTEMS

**Course : MBA**

**Code: HR402**

1. **Credit)**

CO1: To understand the concept of performance management and different advantages of implementing well-designed performance management systems.

CO2: To understand different approaches to performance measurement.

CO3: To apply the knowledge gathered to design a performance management system.

CO4: To understand and develop key skills involved in effective performance management.

#### MODULE I:

* 1. **PerformanceManagement:**Overview,principle,measuringperformanceversusmeasuring action, contribution of Performance management to competitive advantage, difference between Performance Management and Performance Appraisal, Performance Management Process, Challenges of PMS, Managing team performance.[6L]
	2. **Performance planning:** Role/job description, key result areas, key activities, goal setting, performance agreement. [2L]
	3. **Monitoring:** Performance monitoring and feedback, identifying problems, providing support.[2L]
	4. **Developing:** Capability, willingness, work environment, technology, systems, group dynamics, Quality of supervision.[2L]

* 1. **PerformanceAppraisal:**Meaning,objective.AppraisalProcess,IssuesinappraisalDesign. AppraisalMethods–Traditionalmethods,ModernMethods:ManagementByObjectives(MBO), AssessmentCenters,360degreeFeedback.DesigningKRAbasedperformanceappraisalsystem, Problems of Rating, Appraisal Interview, Archiving and Use of appraisal data, Legal issues associated with Performanceappraisal[8L]

#### MODULE II:

* 1. **Potential Appraisal:** Concept, objectives. Potential Appraisal system, requirements of an effective system. Performance Appraisal and PotentialAppraisal.[2L]
	2. **Rewardmanagement:**meaning,importance,objectives.Reward,recognition,financialand non- financial rewards, performance pay, competency-based pay, Reward management process.[4L]
	3. **Competency Mapping:** Concept, objectives, benefits, Process of Competency mapping. Identifying competency levels, developing competency maps for differentpositions.[4L]
	4. **Employee Engagement:** Meaning, Nature, Types, Drivers of engagement, Benefits Of engagement, measurement of employeeengagement.[2L]
	5. **Balance Scorecard:** Balance Scorecard approach to PMS, HR score card, MalcomBaldrige business excellence model.[4L]

#### CaseStudies[4L] SuggestedReadings:

1. Armstrong, Michael: A Handbook of Personnel Management Practice,KoganPage,London
2. Armstrong, Michael: Armstrong’s Handbook of Strategic Human ResourceManagement, KoganPage
3. Dessler,Gary : Human Resource Management,PearsonEducation
4. Aswathappa, K : Human Resource Management, TataMcGrawHill

## Business Forecasting

**Course : MBA**

**Code: BA401**

1. **Credit)**

#### CO1: To understand various notions/concepts/principles in time series analysis and forecasting.

#### CO2: To apply standard techniques of time series analysis to analyse real data, and build appropriate forecasting models.

#### CO3: To analyze and interpret models and forecasting results critically

#### CO4: To understand E Views and R Studios

#### MODULE I:

1. Historical perspective of Business Forecasting: Concept of Business forecasting, Difference between MathematicsandStatistics. **[2L]**
2. Regression Model: Steps, Linear, Nonlinear.[4L]
3. Univariate time series: Linear model, Stationarity, Autocorrelation, PartialAuto correlation, Multicollinerarity, ARIMA, ARMAprocess.[10L]

**MODULE II**

1. Stationarity and Unit Roots Tests: Introduction, Unit Roots tests, Stationaritytests[4L]
2. Univariate Time Series: Volatility Models-Introduction, The ARCH Model, TheGARCH Model[6L]
3. Multivariate Time Series Analysis: Vector AutoregressionModel–Cointegration[4L]
4. Introduction to E Views: E views Functions, Programming in Eviews[4L]
5. Introduction to R studios: Programming in R for time seriesforecasting[4L]
6. CaseStudy[2L]

**Suggested Readings:**

1. Chris Chatfield, The Analysis of Time Series: An Introduction , Chapman andHall
2. N. H. Chan, Time Series: Applications to Finance, John Wiley andSons
3. James D. Hamilton, Time Series Analysis, Princeton UniversityPress

## BA402 Data Mining

**Course : MBA**

**Code: BA402**

1. **Credit)**

#### CO1: To understand standard data mining methods and techniques

#### CO2: To understand new, advanced techniques for emerging applications

#### CO3: To apply these techniques on datasets of realistic sizes using modern data analysis frameworks.

#### CO4: To understand the importance of data warehousing, OLAP for data mining

#### MODULE I:

1. Introduction to Data Mining: Data Mining Concept, Goals, Stages of Mining Process, Applications, Techniques, Knowledge representationmethods,Challenges. **[4L]**
2. Data Preprocessing: Data types, Quality, Descriptive data summarization – central tendency and dispersion measure, Data cleaning, Outlier detection, Data integration and transform, Data reduction. **[6L]**
3. Association Rule Mining: Market-basket analysis basics, Naïve algorithm, Apriori algorithm, Software for Association Rule Mining.[4L]
4. Classification and Prediction: Decision Tree, Bayesian classification, Rule-based classification, Prediction – Linear Regression [4L]

#### MODULE II:

1. DataWarehouseandOLAP:DataWarehouseandDBMS,Multidimensionaldatamodel,OLAP operations. **[6L]**
2. Clustering: Basic issues in clustering, Partitioning methods: k-means, Hierarchical methods: distance-based agglomerative and divisible clustering, Cluster Analysis Software.**[8L]**
3. Data Mining Software and Applications: Text mining: extracting attributes (keywords), structural approaches (parsing, soft parsing), Bayesian approach to classifying text, Web mining: classifying web pages, extracting knowledge from the web, Social impacts of data mining, information privacy and data security, ITAct overview. **[6L]**
4. CaseStudy **[2L]**

#### Suggested Readings:

1. Tan, Steinbach and Kumar, Introduction to Data Mining,Pearson
2. Han and Camber, Data Mining: Concepts and Techniques, MorganKaufmann
3. Foreman,DataSmart:UsingDataSciencetoTransformInformationintoInsight,JohnWiley
4. Dunham, Data Mining : Introductory and Advanced Topics,Pearson

## Managerial Business Intelligence- II

**Course: MBA**

**Code: BA403**

**Credit 2**

CO1: Understanding the advances of Business Intelligence

CO2: Understanding different applications of BI techniques

CO3: Understanding different applications of data mining techniques

CO4: Understanding data preprocessing and transformation of data

CO5: Understanding pattern discovery with the help of data visualization tools

**Chapter 1**- Understand the essentials of data analytics and the corresponding terminologies. Define what is meant by data analytics, data mining, and business intelligence, big data

Describe how and why developments in computing, data availability, and data science methodologies are enabling organizations to adopt a data-driven approach to decisions and operations.

**Chapter 2**- Be familiar with the steps involved in the analytics process.

Explain the process of data analytics, including the six steps of the Cross-Industry Standardized Process for Data Mining.

Recognize the best practices and pitfalls of managing data analytics projects.

Think strategically and systematically about whether and how data can improve business performance and inform decisions for management, marketing, finance, HR and other business application areas.

**Chapter 3**- Be able to interact competently on the topic of data analytics.

Know the fundamental principles of data science and business analytics that form the basis for data mining processes, algorithms, and systems.

Understandthesetotheleveltobeabletoworkonanalyticsprojectsandinteract withexpertsand clients.

Case studies in Finance, Operations, Marketing, HR area

**Chapter 4**- hands-on experience in using data analytics techniques. Gain practice utilizing software tools for both business intelligence (extracting, cleansing, integrating, visualizing, and reporting data) and data analytics (building descriptive and predictive models).

**Software applications**: Microsoft Excel, Microsoft PowerBI Desktop

## Retail & Ecommerce Management

**Course: MBA**

**Code: MM403**

**Credit 2**

CO1: To understand the concepts of Retail management and E-commerce

CO2: To understand all functional areas of retailing.

CO3: To able to apply the essential principles of retailing for better business outcones.

CO2: To able to assess e-commerce requirements of a business and develop e -business plans

**MODULE I:**

 1. Introduction to Retailing: Growth and importance, Strategic Retail Planning. Retail Organization, Models and Theory of Retail Development, Retail Formats, Rural Retailing, Environment and Legislation for Retailing [2L]

2. Retail Operations Management: Retail location research and techniques, Objectives of Store designing, Responsibilities of Store Manager, Store record and accounting system, Logistic and Information system [4L]

3. Retail Sales Techniques and Promotion: Advertising communications and promotion, Promotion Impact, Tactical analysis, Consumer and Retail Sales promotion techniques. [4L]

**MODULE II:**

4. Introduction to digital business and ecommerce, Marketplace analysis for e-commerce, Managing digital business infrastructure, Digital marketing [4L]

5. E-environment, Digital business strategy, Supply chain management and e-procurement [4L]

6. Case Studies [2L]

**Suggested Readings:**

1. Bajaj , Tuli, & Srivastava ““Retail Management” Oxford University Press

2. Berman Barry & Evance J.R “Retail Management” Prentice Hall India

3. Jain J.N.& Singh P.P “ Modern Retail Management – Principal And Techniques ” Regal Publications

4. Swapna Pradhan “Retailing Management- Text And Cases” Tata Mcgraw-Hill

5. Digital Business and Ecommerce Management 6th Edition by Dave Chaffey, Pearson

**FM403 BFSI Sector Management – II Credit – 2**

**CO1:** Understand the Indian Financial System

**CO2:** Understand the different kinds of financial markets

**CO3:** Able to understand the Banking operation and its legal aspect

**CO4**: Would be having a clear knowledge of banking related laws and its implication

**PAPER 1 – PRINCIPLES & PRACTICES OF BANKING**

MODULE A – INDIAN FINANCIAL SYSTEM

#### Indian Financial System – An Overview

Role of RBI, Commercial Banks, NBFCs, PDs, FIs, Cooperative Banks, CRR, SLR; Equity & Debt Market; IRDA

#### Banking Regulation

Constitution,Objectives,FunctionsofRBI;ToolsofMonetaryControl;RegulatoryRestrictions onLending

#### Retail Banking, Wholesale and International Banking

Retail Banking- Products, Opportunities; Wholesale Banking, Products; International Banking, Requirements of Importers & Exporters, Remittance Services; Universal Banking; ADRs; GDRs; Participatory Notes

#### Role of Money Markets, Debt Markets &Forex Market

Types of Money & Debt Market Instruments including G-Secs; ADs, FEMA, LIBOR, MIBOR, etc.

#### Role and Functions of Capital Markets, SEBI

Overview of Capital Market; Stock Exchange; Commonly used Terms; Types of Capital Issues; Financial Products/ Instruments including ASBA, QIP; SEBI; Registration of Stock Brokers, Sub-brokers, Share Transfer Agents, etc. QIBs.

#### Factoring, Forfaiting Services and Off-Balance Sheet items

Types & advantages of Factoring & forfaiting services; Types of off-balance sheet items

#### Risk Management, Basel Accords

Introduction to Risk Management; Basel I, II &III Accords

#### CIBIL, Fair Practices Code for Debt Collection, BCSB

Role and Functions of CIBIL; Fair Practices Code for Debt Collection; Codes of BCSBI

#### Recent Developments in the Financial System

Structure, Reforms in the Indian Financial System; recent developments in Money, Debt, Forex Markets; Regulatory Framework; Payments and Settlement System

**MODULE B – FUNCTIONS OF BANKS**

#### Banker Customer Relationship

Types; Different Deposit Products & Services; Services to Customers & Investors

**KYC/ AML/ CFT norms** PMLA Act; KYC Norms **Bankers’ Special Relationship**

Mandate; POA; Garnishee Orders; Banker’s Lien; Right of Set off **Consumer Protection - COPRA, Banking Ombudsman Scheme** Operational Aspects of COPRA Act & Banking Ombudsman Scheme **Payment and Collection of Cheques and Other Negotiable Instruments**

NI Act; Role &Duties of Paying & Collecting Banks; Endorsements; Forged Instruments; BouncingofCheques;ItsImplications;ReturnofCheques;ChequeTruncationSystem**Opening accounts of various types of customers**

Operational Aspects of opening and Maintaining Accounts of Different Types of Customers including Aadhaar, SB Rate Deregulation

#### Ancillary Services

Remittances; Safe Deposit Lockers; Govt. Business; EBT

#### Cash Operations

Cash Management Services and its Importance

#### Principles of Lending, Working Capital Assessment and Credit Monitoring

Cardinal Principles; Non-fund Based Limits; WC; Term Loans; Credit Appraisal Techniques; Sources of WC Funds & its Estimation; Operating Cycle; Projected Net WC; Turnover Method; Cash Budget; Credit Monitoring & Its Management; Base Rate

#### Priority Sector Advances

Targets; Sub-Targets; Recent Developments

#### Agricultural Finance

Types of Agricultural Loans; Risk Mitigation in agriculture (NAIS, MSP etc.)

#### Micro, Small and Medium Enterprises

MSMED Act, 2006 Policy Package for MSMEs; Performance and Credit Rating Scheme; Latest Developments

#### Government Sponsored Schemes

SGSY; SJSRY; PMRY; SLRS

#### Self Help Groups

Need for & Functions of SHGs; Role of NGOs in Indirect Finance to SHGs; SHGs & SGSY Scheme; Capacity Building

#### Credit Cards, Home Loans, Personal Loans, Consumer Loans

Operational Aspects, Advantages, Disadvantages & Guidelines of Credit Cards; Procedure and Practices for Home Loans, Personal Loans and Consumer Loans

#### Documentation

Types of Documents; Procedure; Stamping; Securitization

#### Different Modes of Charging Securities

Assignment; Lien; Set-off; Hypothecation; Pledge; Mortgage

#### Types of collaterals and their characteristics

Land & Buildings; Goods; Documents of Title to Goods; Advances against Insurance Policies, Shares, Book Debts, Term Deposits, Gold, etc.; Supply Bills

#### Non-Performing Assets

Definition; Income Recognition; Asset Classification; Provisioning Norms; CDR

Financial Inclusion BC; BF; Role of ICT in Financial Inclusion, Mobile based transactions, RSETI

#### Financial Literacy

Importance of financial literacy, customer awareness

#### MODULE C – BANKING TECHNOLOGY

**Essentials of Bank Computerization**

Computer Systems; LANs; WANs; UPS; Core Banking

#### Payment Systems and Electronic Banking

ATMs; HWAK; PIN; Electromagnetic Cards; Electronic Banking; Signature Storage & Retrieval System; CTS; Note & Coin Counting Machines; Microfiche; NPC; RUPAY **Data Communication Network and EFT systems**

Components & Modes of Transmission; Major Networks in India; Emerging Trends in Communication Networks for Banking; Evolution of EFT System; SWIFT; Automated Clearing Systems; Funds Transfer Systems; Recent Developments in India

#### Role of Technology Upgradation and its impact on Banks

Trends in Technology Developments; Role & Uses of Technology Upgradation; Global Trends; Impact of IT on Banks

#### Security Considerations

Risk Concern Areas; Types of Threats; Control Mechanism; Computer Audit; IS Security; IS Audit; Evaluation Requirements

#### Overview of IT Act

Gopala Krishna Committee Recommendations

#### Preventive Vigilance in Electronic Banking

Phishing; Customer Education; Safety Checks; Precautions

#### MODULE D – SUPPORT SERVICES - MARKETING OF BANKING SERVICES/ PRODUCTS

**Marketing – An Introduction**

Concept; Management; Products & Services; Marketing Mix; Brand Image

#### Social Marketing/ Networking

Evolution, Importance & Relevance of Social Marketing/ Networking

#### Consumer Behavior and Product

Consumer Behavior; Product Planning, Development, Strategies, etc.; CRM

#### Pricing

Importance, Objectives, Factors, Methods, Strategies of Pricing; Bank Pricing

#### Distribution

Distribution Channels; Channels for Banking Services; Net Banking; Mobile Banking

#### Channel Management

Meaning, Levels, Dynamics, Advantages

#### Promotion

Role of Promotion in Marketing; Promotion Mix

#### Role of Direct Selling Agent/ Direct Marketing Agent in a bank

Definition; Relevance; Banker as DSA/ DMA; Delivery Channels in Banks; Benefits

#### Marketing Information Systems – a longitudinal analysis

Functions & Components of MKIS; MKIS Model; Use of Computers & Decision Models; Performance of MKIS; Advantages

#### MODULE E – ETHICS IN BANKS AND FINANCIAL INSTITUTIONS

**Ethics, Business Ethics & Banking: An Integrated Perspective**

Business Ethics, Ethical Foundation and Banking Ethics in Global and Indian Contexts

#### Ethics at the Individual Level

Values, Norms, Beliefs, Morality, Conflict, Integrity, Golden Rule, Dilemmas, Decision- Making.

#### Ethical Dimensions: Employees

Obligation to Bank/ Third Parties, Abuse of Official Position, Sexual Harassment, Conflict of Interest, Fair Accounting Practices, HRM Ethics, Employees as Ethics Ambassadors & Managers as Ethical Leaders

#### Work Ethics and the Workplace

WorkEthics,BenefitsofEthicalBehavior,UnethicalBehavior:CausesandRemedies,Code of Ethics Manual, Whistleblowing in Banks, Whistleblowing Laws inIndia

**Banking Ethics: Changing Dynamics**

Ethics and Technology, Data Security and Privacy, Intellectual Property Rights, Patents and Proprietary Rights, Ethics of Information Security, Cyber Threats, Digital RightsManagement

#### PAPER 2 – INSURANCE

Module A – **Introduction to general insurance**

Basic concept, General nature of Insurance companies, principles of Insurance, Insurance market in India

Module B – **Classification of Insurance**

Life and Non - Life Insurance, Difference between Insurance and Assurance,Bancassurance

Module C-**Insurance Regulatory Framework** Overview, Main reasons for Insurance Regulation, IRDAI

Suggested Readings:

* Principles of Banking- Indian Institute of Banking & Finance;MACMILLAN
* Insurance Principles and Practice –M.N Mishra and S.B. Mishra;S.Chand
* Insurance Industry in India: Features, Reforms and Outlook – Uma Narang; New CenturyPublications

## HR403 CONSULTING & STRATEGIC HUMAN RESOURCEMANAGEMENT

## Course MBA

## Year 2 Semester 4

## Code HR 403 Credit 2

## CO 1 Students will get a flavor of the consulting practices in HR and will be to integrate HR functions as a part of organizational strategic planning.

## CO2 Students will learn HR strategies and be able differentiate between strategic HR practices and traditional HR practices

## CO3 Students will learn about organizational diagnosis, problem analysis, solution designing, report writing etc.

## CO4 Appreciate the necessity of organizational change and learn about change related interventions.

1. Overview of Consulting Practice, the Professional Consultant, Marketing and Selling of Consulting Services
2. Understanding the business model & organization strategy, HR contribution to strategy; Strategy as Design, Experience, Ideas
3. Overview of Strategic Human Resource Management; basic difference with traditional HRM
4. Re-looking at key HR processes through the SHRM lens: Human Resource Planning WorkforceUtilization,Dealingwithemployeesurplus&shortageTalentAcquisitionStrategic Compensation & Reward Employee Development Performance Management Employee Engagement &Retention
5. Assessing maturity of HR processes and systems with respect to workforce planning, talent attraction & recruitment, developing & retaining staff, HR analytics etc..
6. UsingtheStrategicHRMLensinAnalyzingandFramingProblems;ContractingandProposal Writing
7. Conducting organization diagnostics using various HR tools, validate initial hypothesis; research on industry practices
8. Interim Reports on Problem Diagnosis, Stakeholder buy-in, Implementation Planning, Preparing for Client Presentations
9. Implementing Intervention and Change
10. Class Presentations on the lifecycle of a typical Consulting Assignment in Strategic HRM

#### Readings:

Charles R Greer (2009) – Strategic Human Resource Management, Pearson Education. Fred K Faulkes (2010) – Strategic Human Resource Management, Prentice Hall RajibLochanDhar (2009) – Strategic Human Resource Management, Excel Book