

## PROGRAM STRUCTURE & CREDITS -MBA (Dual Specialization)

### **Dual Specialization Syllabus Structure**

#### **Semester I (27 Credits)**

	<b>Name of subject as proposed by IEM</b>	<b>Proposed Lab</b>	<b>Credit</b>
MB101	Managerial Economics (Micro)	Case Studies	4
MB102	Organizational Behaviour	Psychometric Testing Lab	4
MB103	Communication including Business aspects	English Language Lab on Smart Language Learning App	4
MB104	Legal Environment and Constitutional aspects	Case Study Lab	4
MB105	Ethics, Corporate Governance & Sustainable Development	Case Study	2
MB106	Quantitative Techniques (including Statistics)	Introduction to Excel	4
<b>MB 107</b>	<b>Entrepreneurship</b>	<b>Case Study</b>	<b>2</b>
MB (GS) 101	Essential Studies for Professional (ESP)	Newspaper reading, logical reasoning , current Affairs	2
<b>Sessional</b>			
MB (GS) 181	Skill Development for Professional I (SDP)		1

#### **Semester II (29 Credits)**

	<b>Name of subject as proposed by IEM</b>	<b>Proposed Lab</b>	<b>Credit</b>
MB201	Indian Economy and Policy	Case Study	4
MB202	Financial Reporting, Statement and Analysis	Tally	4
MB203	Marketing Management	Marketing Planning Project	4
MB204	Operations Management	Factory Visit Project using VR/AR	4
MB205	Management Information System	SPSS and Advanced Excel	4
MB206	Human Resource Management	Case Study/ Project	4
MB 207	<b>Entrepreneurship</b>	<b>Case Study</b>	<b>2</b>

MB (GS) 201	Essential Studies for Professional (ESP)	Newspaper reading, current affairs, banking awareness	2
<b>Sessional</b>			
MB (GS) 281	Skill Development for Professional II (SDP)		1

### Semester III (39 Credits)

<b>Core courses:</b>	<b>6 credits</b>
<b>Elective courses:</b>	<b>12+12+2= 26 credits</b>
<b>(Compulsory Marketing)</b>	
<b>Sessional:</b>	<b>1 credit</b>
<b>Internship:</b>	<b>6 credits</b>

<b>Core Papers</b>			
<b>Papers</b>	<b>Code</b>	<b>Credit</b>	<b>Proposed Lab</b>
Project Management and Entrepreneurship	MB 301	4	Case Study
Essential Studies for Professional (ESP)	MB (GS) 301	2	Newspaper reading, current affairs, banking awareness

### Specialization / Electives

<b>Marketing(Common)</b>			
<b>Papers</b>	<b>Code</b>	<b>Credit</b>	<b>Proposed Lab</b>
Digital & Social Media Marketing	MM 301	4	Search Engine Optimization Lab
Marketing Research	MM 302	4	Project
Sales and Distribution Management	MM 303	4	Case Study/ project

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

<b>Finance</b>			
<b>Papers</b>	<b>Code</b>	<b>Credit</b>	<b>Proposed Lab</b>
Taxation	FM 301	4	Return Filing
Corporate Finance	FM 302	4	Case Study
Investment Analysis and Portfolio Management	FM 303	4	Portfolio Construction and Evaluation
<b>HR</b>			
<b>Papers</b>	<b>Code</b>	<b>Credit</b>	<b>Proposed Lab</b>
Manpower Planning Recruitment and Selection	HR 301	4	Case Study / Project
Employee Relations and Labour Laws	HR 302	4	Case Study
Compensation and Benefits Management	HR 303	4	Case Study
<b>Business Analytics</b>			
<b>Papers</b>	<b>Code</b>	<b>Credit</b>	<b>Proposed Lab</b>
Modeling Techniques	BA 301	4	R and SPSS
Data Analytics I	BA 302	4	R and SPSS
Data Visualization using Excel, Tableau and Power BI	BA 303	4	Excel, Tableau and Power BI

**Choose any one from the four Industry Specialization Papers**

<b>Minor (Industry specialization)</b>	<b>Marketing</b>	<b>Cr</b>	<b>Finance</b>	<b>Cr</b>	<b>HR</b>	<b>Cr</b>	<b>Business Analytic s</b>	<b>Cr</b>
<b>CBCS: Minor (Industry specialization) (2 credit) CHOOSE ANY ONE</b>	Compulsory (any one)	2	Compulsory (any one)	2	Compulsory (any one)	2	Compulsory (any one)	2
<b>1. Global Logistics &amp; Supply Chain Management ( Code- MM 304)</b>								
<b>2. Organization Change &amp; Development ( Code - HR 304)</b>								
<b>3. BFSI Sector Management (I) (CODE - FM 304)</b>								
<b>4. Managerial Business Intelligence- I (CODE -BA 304)</b>								

<b>Sessional</b>		
<b>Code</b>	<b>Papers</b>	<b>Credit</b>
MB (GS) 381	Skill Development for Professional III (SDP )	1
<b>Internship/SIP</b>		6

**Semester IV (27 Credits)**

<b>Core courses:</b>	<b>6 credits</b>
<b>Elective courses:</b>	<b>8+8+2= 18 credits (Compulsory Marketing)</b>
<b>Sessional:</b>	<b>1 credit</b>
<b>Dissertation</b>	<b>2 credits</b>

Core Papers			
Papers	Code	Credit	Proposed Lab
Corporate Strategy	MB 401	4	Case Study
Essential Studies for Professional (ESP)	MB (GS) 401	2	Newspaper reading, current affairs, banking awareness

**Specialization/Electives**

Marketing(Common)			
Papers	Code	Credit	Proposed Lab
Consumer Behaviour	MM 401	4	Consumer Behaviour Modeling Project
Service Marketing	MM 402	4	ServiceScape Project

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

Finance			
Papers	Code	Credit	Proposed Lab
International Finance	FM 401	4	Foreign Currency
Financial Derivatives	FM 402	4	Derivatives – Futures & Options/ Commodities
HR			
Papers	Code	Credit	Proposed Lab
HR Analytics	HR 401	4	HR Metrics
Performance Management System	HR 402	4	Case Study
Business Analytics			

Papers	Code	Credit	Proposed Lab
Data Analytics II	BA 401	4	Tableau
Big Data Technology	BA 402	4	R and SPSS

**Choose any one from the four Industry Specialization Papers**

Minor (Industry specialization)	Marketing	Cr	Finance	Cr	HR	Cr	Business Analytics	Cr
<b>CBCS : Minor (Industry Specialization) (2 credits) CHOOSE ANY ONE</b>  <b>1. Retail &amp; Ecommerce Management ( Code MM 403)</b>  <b>2. Industry Innovation and Technology Management ( Code BA- 403)</b>  <b>3. Consulting Management (Code HR- 403)</b>  <b>4. BFSI Sector Management (II) (Code FM -403)</b>  <b>5. Dispute Resolution &amp; its Practical Considerations (Code HR - 404)</b>	Compulsory (any one)	2	Compulsory (any one)	2	Compulsory (any one)	2	Compulsory (any one)	2

<b>6. Managerial Business Intelligence - II (Code BA 404)</b>								
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	<b>Sessional</b>	
<b>Code</b>	<b>Papers</b>	<b>Credit</b>
MB (GS) 481	Skill Development for Professional IV (SDP )	<b>1</b>
<b>Dissertation</b>		<b>2</b>

## **FIRST SEMESTER**

### **MANAGERIAL ECONOMICS (MICRO) (MB 101)**

**Credit 4**

**Lectures 40**

#### **MODULE I**

1. Introduction to Managerial Economics [2L]

(a) Basic problems of an economic system

(b) Goals of managerial decision making

(c) Resource allocation using PPC

## 2. Demand Analysis [10 L]

A. 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

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

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

A. 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.

B. 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.

C. 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. MAKAUT/MBA/1ST SEM (4 Credit: 40 hrs)

## MODULE II

### 4. Alternate Goals of Managerial Firms [2 L]

(A) Profit maximization



(B) Revenue maximization

(C) Managerial utility maximization

5. Managerial Decision Making under Alternative Market Structures [6 L]

**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.**

6. Pricing Decisions [6 L]

A. Price Discrimination under Monopoly, Transfer Pricing.

B. Market Failure

C. Game theory & Asymmetric information

**Suggested Readings: 1. Damodaran, Suma – Managerial Economics – Oxford University Press**

2. Lipsey & Chrystal – Economics – Oxford University Press

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

4. Pindyck and Rubinfeld - Micro Economics – Pearson Education

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

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

## **ORGANIZATIONAL BEHAVIOUR (MB 102)**

**Credit 4**

**Lectures 40**

## **MODULE 1**

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

**[1L]**

## **MODULE 2**

**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]**

## **MODULE 3**

**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]**

## **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’, ‘self control’ and ‘self reinforcement’. Reinforcement & behavior modifications [3L]**

## **MODULE 8**

**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 9**

**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]**

## **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 on line hands on experience on:**

1. Find your own Personality Traits
2. Determine your own conflict style

**Reference:**

**Organisational Behaviour by Stephen P. Robbins, Timothy A. Judge & Neharika Vohra;  
Pearson Publication 14<sup>th</sup> Edition.**

**Organisational Behaviour by V.S.P Rao , Excel Publishers**

**Organisational Behaviour by Mohd. Farooq Azam & Preeti**

**Singh**

**BUSINESS COMMUNICATION (MB 103)**

**Credit 4**

**Lectures 40**

**Module I:**

1. Principles of Communication – Definition, Purposes, Types, Process and Barriers of Communication [3L]
2. 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 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+ 7P]**

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

4. 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:**

5. Internal Communication – Circulars, Notices, Memos, Agenda and Minutes [4L + 2P]

6. External Communication – Resume/CV, Using Facsimiles (Fax), Electronic Mail, Handling Mail [4 L]

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

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

### **Module III:**

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

10. 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]

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

### **Suggested Readings:**

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. Sengul J: Business Communication; Allied Publishers

### **Legal Environment and Constitutional aspects (MB 104)**

#### **Credit 4**

#### **Lectures 40**

#### **Module I:**

- 1. Legal Aspects of Business** - Society, State and Law, Enforceability of Law, Mercantile Law. [1L]
- 2. 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]
- 3. 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]
- 4. 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]
- 5. 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]**

**6. 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]

**7. 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]

**8. Banking Regulation Act** - Salient features, provisions - Prohibition of Trading, Non-Banking Assets, idea of NPA [2L]

**9. 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 [2L]

## **Module II:**

**10. 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]

**11. RTI** - Overview of RTI Act, Scope of Right to Information Act, Penalty Provisions, Compensation Provisions, Time Limits under RTI Act, RTI Online Filing procedure, RTI Offline Filing procedure [3L]

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

**13. Environmental Protection Acts** - The National Green Tribunal Act, 2010, The Air (Prevention and Control of Pollution) Act, 1981, The Water (Prevention and Control of Pollution) Act, 1974, The Environment Protection Act, 1986, The Hazardous Waste

**Management Regulations, The Wildlife Protection Act, 1972, The Forest Conservation Act, 1980 [3L]**

**14. Case Studies [2L]**

**Text Books and Suggested Readings:**

1. Sen & Mitra: Commercial law; World Press
2. Pathak: Legal Aspect of Business, TMH
3. Pillai & 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 & Sons
7. Handbook on The Right to Information Act by P K Das, Universal Law Publishing an imprint of LexisNexis
8. Information Technology Law and Practice- Cyber Laws and Laws Relating to E-Commerce Paperback, Vakul Sharma
9. Business Law - K.R. Bulchandani, Himalaya Publishing House

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

**Credit 2**

**Lectures 20**

**Module – I:**

**1. 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]**

**2. Approaches to Business Ethics:**

**Teleological Approach, The Deontological Approach, Kohlberg's Six Stages Of Moral Development (CMD) [1 L]**

**3. Managing Ethical Dilemma:**

**Characteristics, Ethical Decision Making, Ethical Reasoning, The Dilemma Resolution Process; Ethical Dilemmas In Different Business Areas Of Finance, Marketing, HRM, IT and International Business [4 L]**

**4. Ethical Culture in Organizations:**

**Developing Code of Culture in Organization, Ethical and Value-Based Leadership. Strategies of Organizational Culture Building, Ethical Indian Wisdom and Indian Approaches towards Business Ethics. [3 L]**

**5. 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]

**6. Sustainable Business:** Corporate Citizenship; Sustainable Business – evolution, relevance, present practices; Environmental Ethics; Global Issues regarding Environment and Business – Developed vs. Developing World. [4 L]

**Suggested Readings**

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

**QUANTITATIVE TECHNIQUES (INCLUDING STATISTICS) (MB 106)**

**Credit 4**

**Lectures 40**

## **Module I:**

1. 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]
2. Transportation Problems: Introduction - Mathematical formulation of transportation problem - the Transportation method for finding initial solutions-North West Corner Method - **Least Cost Method - Vogel's Approximation method - test for optimality - steps of MODI method-loops in transportation table - Degeneracy.** [6L]
3. Assignment Problems: Introduction - Mathematical statement of the problem-Hungarian method of solution - Maximization case in assignment problem—unbalanced assignment problem - restrictions on assignment - Travelling salesman problem. [4L]
4. 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 - the rules of dominance - Methods of solution for games without saddle points—algebraic methods. [4L]

## **Module II:**

5. Basic Statistics: Basic Concept (Variables, Population v/s Sample, Central tendency, Dispersion, data Visualization, Simple Correlation, Spearman's Rank Correlation Coefficient and Regression. [4L]
6. 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]
7. 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]
8. Statistical Inference: Hypothesis Testing, Parametric Test – Z, F, t test, ANOVA, Non Parametric Test – Chi square test (goodness of fit, independence of attributes). [6L]

## **Suggested Readings**

1. Statistical Methods – S. P. Gupta
2. Statistical Methods – N.G.Das
3. Operations Research – V. K. Kapoor

## **Introduction to Foundational Course in Entrepreneurship (MB 107)**

### **Credit 2**

### **Lectures 20**

#### **Lesson1: Self-Discovery**

- Session 1: Finding Your Flow (CORE)
- Session 2: Effectuation - I (CORE)
- Session 3: Effectuation - II (FLEX)
- Session 4: Case Study (FLEX)
- Session 5: Identify Your Entrepreneurial Style (FLEX)
- Session 6: Master Class - Team Formation

#### **Lesson 2: Opportunity Discovery**

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- Session 1: Identifying Problems Worth Solving - I (CORE)
- Session 2: Entrepreneur Session - Identify Problems Worth Solving - II
- Session 3: Design Thinking (CORE)
- Session 4: Look for Solutions (CORE)
- Session 5: Present the Problem You Love - I (CORE)
- Session 6: Present the Problem You Love - II (CORE)

#### **Lesson 3: Customer and Solution**

- Session 1: Customers and Markets (CORE)
- Session 2: Identify Your Customer Segment and Niche (CORE)

- Session 3: Identify Jobs, Pains, and Gains, and Early Adopters (CORE) - I
- Session 4: Identify Jobs, Pains, and Gains, and Early Adopters (CORE) - II
- Session 5: Master Class: Craft Your Value Proposition - I (CORE)
- Session 6: Craft Your Value Proposition - II (CORE)
- Session 7: Outcome-Driven Innovation (ODI) (FLEX)

#### **Lesson 4: Business Model**

- Session 1: Basics of Business Model and Lean Approach (CORE)
- Session 2: Sketch the Lean Canvas - I (CORE)
- Session 3: Sketch the Lean Canvas - II (CORE)
- Session 4: Risks and Assumptions (CORE)

#### **Lesson 5: Validation**

- Overview
- Session 1: Blue Ocean Strategy - I(CORE)
- Session 2: Blue Ocean Strategy - II (CORE)
- Session 3: Build Your Solution Demo and Conduct Solution Interviews - I (CORE)
- Session 4: Build Your Solution Demo and Conduct Solution Interviews - II (CORE)
- Session 5: Problem-Solution Fit (CORE)
- Session 6: Building an MVP (CORE)
- Session 7: Entrepreneur Session - Product-Market Fit (CORE)
- Session 8: Present Your MVP - I (CORE)
- Session 9: Present Your MVP - II (CORE)

#### **Lesson 6: Money**

- Session 1: Costs
- Session 2: Revenues and Pricing
- Session 3: Profitability Checks
- Session 4: Bootstrapping and Initial Financing
- Session 5: Practice Pitching

### **Lesson 7: Team**

- Session 1: Shared Leadership (FLEX)
- Session 2: Hiring & Fitment, Team Role and Responsibilities (FLEX)
- Session 3: Practice Pitching (FLEX)
- Session 4: Collaboration Tools and Techniques (FLEX)

### **Lesson 8: Marketing and Sales**

- Session 1: Positioning and Branding (CORE)
- Session 2: Channels (CORE)
- Session 3: Channels (CORE) - II
- Session 4: Sales Planning (CORE)
- Session 5: Selling Skills - I (FLEX)
- Session 6: Selling Skills - II (FLEX)

### **Lesson 9: Support**

- Session 1: Project Management (FLEX)
- Session 2: Project Tracking (FLEX)
- Session 3: Basics of Business Regulations (FLEX)
- Session 4: Getting Started with Your Venture (FLEX)

## **THIRD SEMESTER**

### **MB 301: PROJECT MANAGEMENT & ENTREPRENEURSHIP**

**(4 Credits: 40 hrs)**

**MODULE I: PROJECT MANAGEMENT [25L]**

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  
[4L]

Project Feasibility Studies – Pre-Feasibility and Feasibility Studies, Concept of Project Report, Technical Appraisal, Economic/Commercial/Financial Appraisal including Social Cost Benefit Analysis [4L]  
Project Planning – Importance of Project Planning, Steps of Project Planning, Project Scope, Work Breakdown Structure (WBS) and Organization Breakdown Structure (OBS), Phased Project Planning [3L]

4. Project Scheduling and Costing – Gantt chart, CPM and PERT Analysis, Identification of the Critical Path and its Significance, Calculation of Floats and Slacks, Crashing, Time Cost Trade- off Analysis, [6L]  
Methods of Profitability Appraisal – Pay Back Period (PBP), Net Present value (NPV) and Profitability Index method (PI) Internal rate of Return (IRR) (3L)  
Project Financing - Fixed capital, Working capital, Sources or means of Finance (2L)

Case Studies [3L]

## MODULE II: ENTREPRENEURSHIP (15L)

8. Introduction-- Meaning and Concept of Entrepreneurship, Innovation and entrepreneurship, Entrepreneurial Process Difference between entrepreneur and intrapreneur, Barrier of entrepreneurship, [3L]  
9. Entrepreneurship – An Innovation: Challenges of Innovation, Steps of Innovation Management, Concept of women entrepreneurship, Barriers of entrepreneurship, Qualities of a prospective Entrepreneur, Divergent v/s Convergent Thinking [3L]  
10. Entrepreneurial Motivation: Design Thinking - Driven Innovation, TRIZ (Theory of Inventive Problem Solving), Achievement motivation theory of entrepreneurship – Theory of McClelland, Harvesting Strategies (3L)  
11. Information: Government incentives for entrepreneurship, Incubation,. Funding new ventures – Bridge capital finance, bootstrapping, crowd sourcing, angel investors, Government of India's efforts at promoting entrepreneurship and innovation – SISII, KVIC, DGFT, SIDBI, Defense and Railways [4L]  
12. Applications and Project Reports Preparation [2L]  
Suggested readings

Innovation and Entrepreneurship by Drucker, P.F.; Harper and Row

Business, Entrepreneurship and Management: Rao, V.S.P. ;Vikas

Entrepreneurship: Roy Rajeev; OUP.

Text Book of Project Management: Gopalkrishnan, P. and Ramamoorthy, V.E.; McMillan

Project Management: Vasant Desai; Himalay Publishing House

## MM 301: DIGITAL & SOCIAL MEDIA MARKETING (4 Credit: 40 hrs)

### MODULE I:

1. Fundamentals of Digital Marketing: concept, history, types, implementation and benefits of digital marketing [2L]  
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, title optimization, anchor optimization, mobile SEO techniques. [8L]  
3. Social Media Marketing: concept, as a marketing tool, importance of social media marketing, Social marketing strategy (SMO) for business, SMO key concepts, business profile creation, brand awareness, social engagement; Viral marketing, tools of measurement of popularity, traffic , analytics and statistics. [8L]

### MODULE II:

4. 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 [6L]

5. Twitter Marketing: Concept, advantages, implementation of twitter; create of twitter account, follower growth, hash tags, sponsor of twitter/hash tags, twitter analytics. [4L]

6.. Linkedin: Concept, benefits, promotion and growth of business using linkedin, create an ad campaign [2L]

7. Pinterest : Concept, Benefits, setting up your business account, promotion through pinterest, Pinterest analytics [3L]

8. Instagram: Basic Concept, Content and Posting Strategy, Instagram analytics [3L]

9. Case Study [4L]

Suggested Readings:

1. Understanding Digital Marketing by Damian Ryan , Pearson
2. Fundamentals of Digital Marketing by Puneet Singh Bhatia
3. Digital Marketing cases from India by Rajendra Nargudkar and Romi Sainy
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 by SAGE
6. Social Media: 2017 Marketing Tools for Facebook, Twitter, Linkedin, Youtube, Instagram and Beyond by Mcdonald Jason.

## **MM 302: MARKETING RESEARCH**

**(4 Credit: 40 hrs)**

### **Module 1**

#### **1. Introduction to marketing research :**

Definition of marketing research, Classification of marketing research, role of marketing research , application of marketing research in managerial decision making, marketing research process - (Problem definition, development of an approach to the problem, research design formulation, data collection, data preparation and analysis, report preparation & presentation), Preparation of the research proposal [2L]

#### **2. Problem definition & development of an approach to the problem :**

Steps in defining the research problem - (symptoms, identification of problems, management decision problem, converting a management decision problem to a researcher's problem), tasks involved in defining the research problem ; development of an approach to the problem (development of research questions & hypotheses) [4L]

**3. Research Design :** Types of research designs – (exploratory research , descriptive research , causal research); potential sources of error [4L]

### **Module 2**

**4. Sources of Data:** Primary and secondary sources, classification of secondary data [2L]

**5. Primary Source – Methods of Data Collection:** Qualitative and quantitative research.

Qualitative research : (Focus groups, depth interviews, projective techniques).

Quantitative research : Descriptive research – Observation methods (structured and unstructured observation, direct and indirect methods) and Survey methods (interview media (personal, telephone, internet and mail), questionnaire construction and pre-testing, [6L]

### **Module 3**

#### **6. Measurement and Scaling:**

Levels of measurements (nominal, ordinal, interval, ratio scales).

Attitude measurement methods (scaling techniques) – Comparative methods (paired comparison, ranking,

constant sum, ordered category sorting), Non comparative methods (continuous, likert, semantic differential, staple scales) [6L]

#### **Module 4**

**7. Sampling:** Census vs. sample, Steps in sampling process, Definition of population, frame, unit and element, Types of sampling: Probabilistic and non-probabilistic sampling techniques. Determination of sample size [4L]

**8. Analysis of Data:** Classification of data, frequency distribution, histogram, cross tabulation. Analytical techniques – univariate analysis, hypothesis testing - parametric and non-parametric tests, bivariate analysis. Some multivariate analysis techniques. [10L]

#### **9. Case Studies [2L]**

Suggested Readings:

1. Marketing Research: Naresh K Malhotra; Pearson
2. Research Methodology: Concepts and Cases: Concepts & Cases : Deepak Chawla & Neena Sondhi; Vikas Publishing House
3. Research for Marketing Decisions: P. Green and D. Tull and G. Albaum; PHI
4. Marketing Research: Text and Cases; Boyd and Westfall; AIT Bookseller
5. Marketing Research: Luck and Rubin; PHI

### **MM 303: SALES & DISTRIBUTION MANAGEMENT**

**(4 Credit: 40 hrs)**

#### **MODULE I:**

##### **1. Introduction to Sales Management:**

Evolution of sales department, Nature & scope of personal selling & sales management, Roles and functions of a sales manager

##### **2. Personal Selling:**

Types of selling situations, Buyer-seller dyad, Theories of selling, Personal selling process (pre-approach, approach, presentation, handling objections, closing a sale, follow-up)

##### **3. Planning and Organizing Sales Force Efforts:**

Strategic planning and sales organization, Sales department relations, Distribution network relations, Sales forecasting, Sales budget, Sales objectives, Sales territories and quotas, functions of a sales manager, sales force planning

##### **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. Directing and Controlling the Sales Force:**

Supervision, Territory management, Determination of quota/target, Determination of compensation of sales force, Leading and Motivating, Analysis of sales, Costs and Profitability, Evaluation of sales force performance

#### **MODULE II:**

##### **6. Marketing Channels:**

Structure, Functions and advantages, Types of channel intermediaries – wholesalers, distributors, sales agents, brokers, franchisers, C&F agents, and retailers, Channel Conflicts and remedies

##### **7. Channel Design and Management:**

Channel objectives & constraints, Identification, evaluation and selection of channel alternatives, Channel management and control – recruiting and selecting channel members, motivating, evaluating channel arrangements

##### **8. Physical Distribution & Logistics:**



Goals, function, processing, warehousing, inventory & transportation

#### **9. Retail and Merchandise Management:**

Retail strategies, Location, Types of retail formats, Stores layout, Visual merchandising techniques, Planning of assortment, Servicing and buying of merchandise, Supply chain management in retailing

#### **10. Case Studies**

### **FM 301: TAXATION MODULE**

**(4 Credit: 40 hrs)**

#### **I: DIRECT TAX**

1. Concepts: Cannons of Taxation, Person, Assessee, Income, Previous Year, Assessment Year, Gross Avoidance, Planning, Exemption, Deduction, Rebate, Relief. [2L]
2. Residential Status and Tax Incidence: Individual and Corporate. [4L]
3. Income Exempted from Tax: Individual and Corporate. [2L]
4. Computation of Taxable Income of Individual, HUF and Corporate: Heads of Income – Salaries, Income from House Property, Profits and Gains from Business or Profession, Capital Gains, Income from Other sources. Deduction from Gross Total Income – 80CCC, 80D, 80DDB, 80E, 80G, 80GG, 80GGA, 80C, 80U; Set Off and Carry Forward of Losses – Principles, Meaning, Inter – sources and Inter – head Set Off, Carry Forward and Set Off of Losses under sections 71, 72 and 73. [8L]
5. Computation of Tax for Individual, H.U.F 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 Payment of Tax, Refund of Tax, Minimum Alternate Tax. [8L]

#### **MODULE II: INDIRECT TAX**

6. Goods and Service Tax: GST in India. Features and Advantages, Structure of GST in India: CGST, SGST, UTGST, IGST, Taxes subsumed by GST, Commodities kept outside the scope of GST. Procedure for Registration; Deemed Registration, Cancellation of Registration, Revocation of Cancellation of Registration. Levy and Collection of Tax under GST: 16 Rates structure of GST, Scope of supply, Composition Scheme under GST [8L]
7. Tax Planning: Scheme of Tax Planning, Tax Planning for Salaries, Tax Planning for Profits and gains of Business or Profession, Tax Planning for Capital Gains. [6L]
8. Case Study [2L] Suggested

Readings:

1. Lal and Vasisht, Direct Taxes, Pearson Education
2. Singahnia, Direct Taxes, Taxman
3. Singhanian, Indirect Taxes, Taxman
4. Bhagawati Prasad, Direct tax law and Practice.
5. Gaur and Narang, Income Tax law and Practices, Kalyani Publisher
6. T. B. Chatterjee and V. Jalan, How to handle - GST-TDS and GST-TCS, GST audit, GST Annual Return, Book Corporation
7. Mundra & Mundra, Taxation-I & Taxation-II, Law point Publication.

## **FM 302 - CORPORATE FINANCE**

**(4 Credit: 40 hrs)**

1. Introduction to Corporate Finance:  
Scope, Objectives, Functions; Role of Financial Manager; Agency Problem 2L
2. Capital Structure:  
Concepts, Components of Capital, Leverage, theories of Capital Structure 5L
3. Cost of Capital:  
Cost of equity; cost of debt; weighted average cost of capital;  
Project/divisional cost of capital 4L
4. The Financing Decision:  
The Financing Process, the Financing Mix – Trade-off and Pecking Order Theory,  
the Optimal Financing Mix, the Financing Mix and choices 2L
5. Working Capital Management:  
Concepts; operating cycle; management of Debtors and Inventories;  
Cash Budgeting 4L
6. Investment Decision:  
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 – equivalent  
annual value 4L
7. Capital Budgeting::  
Capital budgeting process; different types of project investments; basic concepts in estimating cash flows for  
evaluating investment proposals; evaluation of independent investment; replacement and mutually exclusive  
investments 5L
8. Risk in Capital Budgeting:  
Concept of risk; Statistical techniques; beta, Risk Adjusted Discount Rate,  
Certainty Equivalent, Sensitivity Analysis, Monte Carlo  
Simulation, Real Options and Decision Trees 5L
9. Measuring and Rewarding Performance: Economic Value Added(EVA),  
Advantages of EVA 1L
10. The Dividend Decision:  
Dividend theories; considerations in deciding on dividend policy; bonus issues;

share splits; buybacks,

4L

#### 11. Corporate Re-structuring:

Rationale for Mergers & Acquisitions; valuation of company; financing of M&A; share swaps  
4L

#### Suggested Books:

Financial Management by Prasanna Chandra

Financial Management by Khan & Jain

#### Reference Books:

Financial Management by I.M. Pandey, Vikas

### **FM - 303 INVESTMENT ANALYSIS & PORTFOLIO MANAGEMENT (4 Credit: 40 hrs)**

1. Introduction to Investment & Portfolio Management: [2L]  
Investment and speculation; factors in investment decision making; investment decision process;  
financial markets overview; approach to investment decisions
2. Risk and Return: [2L]  
Definition of Risk and Return; risk measurement; covariance and correlation;  
beta of a security
3. Security Valuation: [6L]  
Valuation of Shares – different techniques; valuation of Bond – YTM; duration of bond; concept of  
Immunization
4. Security Analysis: [10L]  
Fundamental Analysis; calculation of intrinsic value of security; Technical Analysis;  
difference between Fundamental and Technical Analysis; Dow Theory;  
Elliot Wave Theory; Various charts and graphs used in Technical Analysis  
– support and resistance levels; Line and Candlestick Chart; various patterns;  
analytical tools like MA, MACD, ROC, RSI
5. Portfolio Theory: [6L]  
Concept of Portfolio; measurement of Portfolio risk and return, Traditional theory; Modern Portfolio  
theory -- Markowitz theory; Efficient Frontier; selection of Optimum Portfolio.
6. Sharp Single Index Model: advantages over Markowitz theory/model [4L]
7. CAPM Model: [4L]  
Concept and interpretation – Security Market Line (SML) and Capital Market Line (CML); analysis  
and interpretation; application
8. Arbitrage Pricing theory and Multi Factor Theory. [2L]
9. Portfolio Evaluation: Techniques of analyzing portfolio performance [1L]

10. Analysis and modification of portfolio. [1L]
11. Efficient Market Hypothesis: [2L]  
 Concept of market efficiency; different types of market efficiency and their interpretation
12. Case Studies

**Suggested Books:** 1) Security Analysis & Portfolio Management by Pandian;  
 2) Investment Analysis & Portfolio Management by Prasanna Chandra;  
 3) Security Analysis & Portfolio Management by Nagarajan & Jayabal

## **MANPOWER PLANNING, RECRUITMENT & SELECTION**

**HR 301**

**(4 Credit: 40 hrs)**

### **MODULE I:**

1. Manpower Planning: Concept, Benefits, Types of manpower planning, Macro Level Scenario of manpower planning, Factors affecting manpower planning, Process of manpower planning, barriers, requisites for successful manpower planning. [4L]

2. Methods and Techniques: Demand Forecasting : Managerial judgement, Ratio-Trend Analysis, Work Study Techniques, Delphi Technique, Regression Analysis, New Venture analysis, Markov 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, Balancing Supply & Demand, Issues of Shortage and Surplus. [8L]

**MAKAUT/MBA/4th SEM**

**(4 Credit: 40 hrs)**

3. Job Analysis & Job Evaluation: Job Analysis - Concepts, Process, Job Description, Job Specification, Uses, Limitations; Job Evaluations – Concepts, Methods, Uses, Limitations [4L]

4. Human Resource Information System (HRIS): Understanding HRIS, its objectives, HRIS Framework, Benefits, Trends. [2L]

5. HR Audit, HR Accounting [2L]

### **MODULE II:**

6. Manpower Plan Implementation Strategies: Recruitment, Redeployment, Downsizing Plan, Retention Plan, Training Plan, Career Plan, Succession Plan, Compensation Plan [4L]

7. Strategic Manpower Planning: Concepts, objectives, SMP Process, Tools, Evaluation, Balanced Score Card, HR Dash Boards, HR score card. [4L]

8. Recruitment and Selection: Concepts, Factors influencing recruitment, reservation rules, resettlement and rehabilitation rules, policy and programmes in Public Sector, Private Sector, MNCs, Government Establishments, Educational Institutions, Health Care & Hospitals, Process of Recruitment, Sources of Recruitment, alternatives to recruitment, The New Techniques: Web, Social Media, Mobile, Recruitment Issues in Core sector, Service sector and IT sector. Selection: Meaning, use of selection for competitive advantage, Selection Process-

Tests, types of tests, Group Discussions, Interviews, types of interviews, Common Interview Problems, Assessment Centres, Gamification, Physical fitness tests, Hiring Decisions, Barriers to effective selection, Evaluation of selection process, making selection effective, Outsourcing-gains, problems, issues. [8L]

9. Case Studies [4L]

**Suggested Readings:**

1. Turner, Paul : HR Forecasting and Planning, Jaico Publishing House 2. Armstrong, Michael: A Handbook of

Personnel Management Practice, Kogan Page

,London 3. Dessler, Gary : Human Resource Management, Pearson Education

MAKAUT/MBA/4th SEM

(4 Credit: 40 hrs)

4. Aswathappa, K : Human Resource Management, Tata McGraw Hill 5. Pattanayek, B : Human Resource Management, PHI 6. Saiyadain, M.S: Human Resource Management : Tata McGraw Hill

5. Pattanayek, B : Human Resource Management, PHI

6. Saiyadain, M.S: Human Resource Management : Tata McGraw Hill

## **EMPLOYEE RELATIONS & LABOUR LAWS**

### **HR 302**

**(4 Credit: 40 hrs)**

1. Employees Relations Management [4]

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

2. Industrial Relations [4]

Overview, importance, Approaches to IR,

Parties to IR, System Model of IR,

Industrial Employees of India, Problems of Industrial Workers (absenteeism, commitment, Work Ethics), Contemporary Issues in Employee Relations

3. Employee Discipline [2]

Types, Misconduct, Disciplinary Action

Disciplinary Enquiry and Procedures, Grievance Handling and Redressal

4. Collective Bargaining [2]

Growth of Collective Bargaining in India, Theories, Prerequisites, Process, Negotiating Skills and Strategies,

Agreement – content, Validity, Implementation, Productivity Bargaining

5. Trade Unions in India [2]

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

6. One Employee Welfare & Employees Participation in Management [4]

Concept, Purpose, Statutory and Non-Statutory Provisions

ILO Conventions and its application in India

Meaning of Employee Participation and Empowerment, Advantages, Employee Participation in India- WPM, EPM, Quality Circles- Concept and Practices in India.

Employee Participation in India- WPM, EPM, Quality Circles- Concept and Practices in India ,Case study & MCQs

7. Legal Framework of Labour laws [2]

Legal Framework: Evolution of Labour Laws in India

Legal Framework: Evolution of Labour Laws in India

8. Laws relating to Establishment [4]  
Factories Act

Plantation Labour Act

Mines Act

Shops & Establishment Act

9. Two Laws relating to Wages [4]  
Payment of Wages Act

Minimum Wages Act

Payment of Bonus Act

Equal Remuneration Act

10. Laws relating to Industrial Relations [4]  
Trade Union Act

Industrial Employment (Standing Orders) Act

Industrial Disputes Act

Industrial Disputes Act

11. Laws relating to Social Security [7]  
Employees Compensation Act

Employees' State Insurance Act

Employees State Insurance Act and Maternity Benefit Act

Employees Provident Fund Act

Gratuity Act

Contract Labour (Regulation & Abolition) Act

The. Protection of. Human Rights Act, 1993, The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 .

12. Case studies [1]

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., Prentice Hall
5. Labour Laws: Taxman Publications
6. Labour Laws in India : P.L. Malik

## **COMPENSATION & BENEFIT MANAGEMENT**

### **HR 303**

**(4 Credit: 40 hrs)**

1. Employment [6]  
Policy and Programmes,  
Policy & programs  
Policy & programs  
Reservation Rules,  
Employment of Women & dependents - Provisions and Practices under the relevant Act and Statutory provisions  
Employment of Land Oustees - Provisions and Practices under the relevant Act and Statutory provisions
2. New Employment practices [4]  
Outsourcing  
Outsourcing Contingent workers Employee Leasing
3. Labour markets [2]  
Concepts & broad types  
Concepts & broad types
4. Employment of Contract Labour [4]  
Provisions and Practices under the relevant Act  
  
Provisions and Practices under the relevant Act  
Provisions and Practices under the relevant Act  
Provisions and Practices under the relevant Act
5. Concept of Wage & Compensation [6]  
Minimum Wage, Fair Wage, Living Wage  
  
Wage Policy, Wage/Salary, Real wage  
Components of Wages: Basic, Dearness Allowances, HRA, City Compensatory Allowance & Other allowances  
  
Wage Fixation, Pay for different types of employees  
Managerial/Executive Compensation  
  
Wage Administration - Pay Roll Management, Deductions etc
6. Dearness Allowance [2]  
Methods of DA payment, Consumer Price Index, Neutralization Dearness Allowance: Methods of DA payment, Consumer Price Index, Neutralization
7. Productivity and Wages [4]  
Productivity linked bargaining

Incentive Payments, Productivity Linked Bonus, Incentives –Individual & Group,  
Incentive Payments, Productivity Linked Bonus, Incentives –Individual & Group,

Case Studies on Productivity Bargaining, Reward strategy

#### 8. Employee Benefits [6]

Statutory & Voluntary Benefits

Fringe benefits

Retirement Benefits – Provident Fund, Gratuity, Pension; Medical Insurance & ESOPs

Retirement Benefits – Provident Fund, Gratuity, Pension; Medical Insurance & ESOPs

fundamentals of Computations of taxable income, Overtime etc

Reward Management, team rewards & psychological contract

#### 9. Employee Welfare and Working Conditions [2]

Statutory & Voluntary

Statutory & Voluntary

#### 10. Case studies [4]

Suggested Readings:

1. Belcher, D.W.: Wage and Salary Administration, Practice Hall
2. Mondy, R.W. & Noe, R.M. : Human Resource Management, Pearson
3. Raynolds, G.L. : Labour Economics & Labour Relations, Practice Hall
4. Sarma : Understanding Wages in India,
5. Govt. of India : Report on National Commission on Labour (1st 1969, 2nd 2002)
6. ILO : Payments by Results

### **BA 301: MODELING TECHNIQUES**

**(4 Credit: 40 hrs)**

#### **MODULE I:**

1. Introduction to Data Modeling: Data Model Concept, Goals, Stages of Modeling,  
Applications of different types of data models, Data mining, Importance of data modeling in business.  
[4L]

2. Data Preprocessing: Data types, Quality, Descriptive data summarization, Data cleaning, Outlier detection,  
Data integration & transform, Data reduction. [6L]

3. Non Parametric test: Goodness of Fit, Test of independence, Wilcoxon Sign rank test, Mann-  
Whitney-U test, K-S test . [6L]

4. Measures of Central Tendency: Mean, Median, Mode, Measures of Dispersion: range, quartile deviation,  
mean deviation, standard deviation, coefficient of variation and Correlation Analysis [6L]

#### **MODULE II:**



5. Linear Modeling: Regression Model: Steps, Linear, Multi-Linear, Non linear Models, Applications and implementations using R. [5L]
6. Mining Algorithms: Classification & Prediction: Decision Tree, Bayesian classification, Instance-based methods (nearest neighbor), K-Means Clustering and PCA, implementation using R or WEKA, [9L]
7. Application of Modeling Techniques in Business, Case Studies [4L]

### **Suggested Readings:**

1. David Levine, Mark Berenson and Timothy C. Krehbiel: Basic Business Statistics
2. Hand D., Mannila H. and Smyth P.: Principles of Data Mining, MIT Press, 2001.
3. Amir Aczel: Complete Business Statistics
4. R and Data Mining: Examples and Case Studies – Yanchang Zhao
5. William W. Gregory & William W. Gregory: The Data Modeling Handbook: A Best–Practice Approach to Building Quality Data Models
6. Adrienne Watt: Database Design – 2nd Edition
7. The R Book – Michael J. Crawley

## **BA 302 : DATA ANALYTICS**

**(4 Credit: 40 hrs)**

### **1. Data Definitions and Analysis Techniques 6L**

- Elements, Variables, Quality and Data categorization
- Levels of Measurement
- Data management and indexing
- Database and Data Warehouse (Structural Data Approaches)
- Big Data (Unstructured Data Approaches)

### **2. Overviews of Analytics For Managers 6L**

- Introduction, need, steps and objectives of Data Analytics
- Various approaches of Data Analytics
- Data Normalization, Processing and Presentation for Decision Making
- Overview of Machine Learning for Analytics

### **3. Statistical R-Programming Basic techniques 10L**

- Basics of R, Packages /Libraries
- Data mining GUI in R
- Data Wrangling, Managerial Data Management in R
- Regression Modeling in R For Business Prediction
- Practice and analysis with R

### **4. Analytical Techniques Using R/Advanced Excel 8L**

- Overview of Advanced Analytics ,Business applications

- Classification techniques
- Clustering techniques
- Association rules analysis
- Practice and analysis with R/SPSS/Excel

## **5. Data Visualization using Power BI/Tableau 6L**

- Overviews of Data visualization
- Feature engineering and visualization
- Brief Introduction ,background and processing of Power BI/Tableau
- Practice and analysis with Power BI / Tableau

## **6. Case studies and projects 4L**

- Understanding business scenarios and applications
- Hands on Practice of data analytics (cleaning, ETL, sorting/merging etc)
- Project and Case Studies

### **Suggested Reading:**

1. R for Data Science – Hadley Wickham and Garrett Grolemund
2. Scott Murray: Interactive Data Visualization for the Web - 2nd Edition
3. R for Everyone: Advanced Analytics and Graphics – Jared P. Lander
4. R and Data Mining: Examples and Case Studies – Yanchang Zhao
5. Data Analytics using R - Seema Acharya, Mc Graw Hill Publication

### **BA 303: Data Visualization using Excel**

**(4 Credit: 40 hrs)**

#### **MODULE I:**

1. Overview of Data Visualization & Web Technologies- Need of Data Visualization, Visualize Data, Scalable Vector Graphics and Cascading Style Sheets. [6L]
2. Power BI –Introduction, Connecting to MS-Access Database,MS-Excel, Transformations,Managing Query Groups,Data Types,Dates,Conditional Columns,Data Transformation, Reports, Dashboards: Introduction, Navigation, Filter, Exports [8L]
3. Common Visualization Idioms-Reusable Dynamic Components ,Bar Chart, Vertical & Horizontal, Pie Chart and Coxcomb Plot, Line Chart, Area Chart [6L]

#### **MODULE II:**

4. Visualization of Spatial Data- Networks, and Trees, Making Maps, Visualizing Trees and Networks, Using Color and Size in Visualization [4L]
5. Encoding Data- Encoding using Color, Encoding using Size, Stacked & Grouped Bar Chart, Stacked Area Chart & Stream graph, Line Chart with Multiple Lines. [6L]
6. Interaction Techniques-Interaction with Unidirectional Data Flow, UI elements to control a scatter plot, Panning and Zooming on a Globe, tooltips [4L]
7. Multiple Linked Views-Small Multiples, Linked Highlighting with Brushing, Linked Navigation: Bird's Eye Map [2L]
8. Data Reduction Strategies-Histograms, Aggregating Data with Group-By, Hexbin Mapping, Cross filtering [2L]
9. Case Studies [2L]

#### **Suggested Readings:**

1. Scott Murray: Interactive Data Visualization for the Web - 2nd Edition
2. Jacques Bertin: Semiology of Graphics
3. Alberto Ferrari:Analyzing Data with Power BI
4. Leland Wilkinson: The Grammar of Graphics
5. Hadley Wickham: ggplot2 Elegant Graphics for Data Analysis

## **Minor (Industry specialization)**

### **Industrial Domain: Global Supply Chain Management**

#### **Main Syllabus: To be delivered in capsule format**

**MM 304**

**Credit -2 (Lectures - 20)**

#### **1. Introduction**

Role of the supply chain – managing the supply pipeline for global trade flows – the global logistics operator – comparison between national and international logistics – international transport – international trade law – globalization and international trade environment

#### **2. Factors and Challenges Driving Logistics and Supply Chain Management**

Factors driving global supply chain management – customs and global supply chain management – management of the inventory in the supply chain analysis including vendor management – asset management in the supply chain – lean supply chain management – lean supply workforce.

#### **3. Export Sales Contract**

Market environment – market entry strategies – market entry strategy – constituents of the export sales contract – evolution and revolution of logistics and supply chain management – modern logistics concepts

#### **4. Constituents of the Export Sales Contract Continued**

Contract of Affreightment – factors determining choice of INCO Terms – trade finance – currency – credit terms – UCP 600 – market development strategy with global logistics focus – B2B & B2C (value added benefits) – identifying priorities

#### **5. Constituents of the International Purchasing/Procurement System**

International Purchasing Systems Constituents/Strategy and its Interface with the Management of the Global Supply Chain – negotiating the contract – financing global supply chains

#### **6. Selecting the International Logistics Operator**

Criteria of Selecting the Third-Party Logistics Operator – The Key Factors in the Development of a Successful 3PL – Contract Logistics – International Organization for Standardization – ISO Supply Chain Management Selection – Six Core Products – Supply Chain Management – Warehousing – Customs Clearance – Air Freight – Consolidation – Project Cargo

#### **7. International Transport**

Trade-Offs Inherent in International Logistics – Multi-Modalism – Key Factors in a Transport Mode(s) Trade-Off – Speed – Frequency – Packing – Insurance – Warehousing – IT & Ecommerce – project installation management

#### **8. Operations Management**

Benchmarking – Supply Chain - Global Supply Chain Management - Supply Chain Cycle Time Management Reduction - Logistics Result Evolution Strategy - Demand-Driven Supply Network

#### **9. Global Supply Chain Security**

ISPS Code – CSI & C-TPAT – RFID

#### **10. Specialized Software in the Supply Chain Process**

Need for Specialized Systems - Functions and Objectives of a Specialized International Trade System - Pre-Order – Enquiries, Quotations and Order Capture - Export-Specific Data - Shipment Procedures - Letter of Credit and General Compliance - The Software-Driven Process - Data Capture - Packing Operations - Shipping Arrangements - Dispatch-Time Data - Document Completion and Production - Statutory Reporting - Profitability Analysis

## 11. Global Trade Scene

European Union – Asia – North America – Culture – International Agencies

## 12. Strategic Focus

Supply Chain Operations: A Focus on Adding Value to Brand Management - Product Outsourcing - Future Growth and Related Constraints of Global Supply Chain Management and International Logistics - Future Strategic Focus – Global Supply Chain Management and International Logistics

### Text Book

Global Supply Chain Management and International Logistics - Alan E Branch. Routledge (Taylor & Francis)

## **ORGANIZATIONAL CHANGE AND DEVELOPMENT**

### **HR 304**

#### **Credit -2 (Lectures - 20)**

##### Module – I (10 hrs)

1. Organisational Change and Development - Concept, History, Assumptions, Organisational Change, Process, Lewin's Model, Organizational Life Cycle, Values and Assumption of OD. [2 L]
2. Operational Components of OD: Diagnostic, Action and Process – Maintenance component. [2 L]
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, Focus on Work Teams. [2 L]
4. OD and Action Research: Process, Approach, Use of Action Research in OD. [2 L]
5. OD Interventions: Nature of OD Interventions, Major OD Interventions, Dimensions, Individual, Group and Task – Process, Effective OD Interventions – Characteristics, Factors for Design. [2 L]

##### Module – II (10 hrs)

6. Team Interventions: Teams and Work Groups, Team Building Interventions, Diagnostic Meeting, Team Building Meeting, Role Analysis Techniques, Role Negotiation Techniques, Intergroup Interventions. [2 L]
7. Personal, Interpersonal and Group Process Interventions: Process consultation, Third – Party Intervention, Sensitivity Training, Transactional Analysis [2 L]
8. Comprehensive Interventions: Confrontation Meeting, Survey Feedback, Four System Management, Grid, Contingency Approach. [2 L]
9. Structural Interventions: Job Design, MBO, QWL, Socio-technical Systems, Physical Setting, Conditions for OD [2 L]
10. Issues in OD: OD facilitators Role, OD consultant, Consultant – Client relationship, Problems in OD Interventions, Resistance – Individual and Organizational. [2 L]

### 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. : Organisational Behaviour, Prentice Hall of India./Pearson Education

## **BFSI Sector Management (I)**

### **Credit -2 (Lectures - 20)**

### **FM 304**

**Main Syllabus: To be delivered in capsule format**

### Part I

**ACCOUNTING & FINANCE FOR BANKERS**

## MODULE A – BUSINESS MATHEMATICS AND FINANCE

### 1. Calculation of Interest and Annuities

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

2. Debt- Definition, Meaning & Salient Features; Loans; Introduction to Bonds; 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 Price Volatility

### 3. Capital Budgeting

Present Value and Discounting; Discounted Technique for Investment Appraisal; Internal Rate of Return (IRR); Method of Investment Appraisal; NPV and IRR compared; Investment Opportunities with Capital Rationing; Investment Decision making under condition of uncertainty; Expected NPV Rule; Risk Adjusted Discount Rate Approach for NPV Determination; Sensitivity Analysis for NPV Determination; Decision Tree Analysis for NPV Estimation; Payback Methods; ARR.

### 4. Depreciation and its Accounting

Depreciation, its types and methods; Comparing Depreciation Methods

Foreign Exchange 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 – PRINCIPLES OF BOOKKEEPING & ACCOUNTANCY

### 1. Definition, Scope and Accounting Standards

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 (US GAAP); Transfer Pricing; Overview of IFRS; Difference between GAAP & IFRS.

### 2. Basic Accountancy Procedures

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

### 3. Maintenance of Cash/ Subsidiary Books and Ledger

Record Keeping Basics; Account Categories; Debit and Credit Concepts; Accounting and Columnar Accounting Mechanics; Journals; Ledgers; subsidiary books; etc.

### 4. Bank Reconciliation Statement

Need for Bank Reconciliation; Causes of Differences; Preparation of Bank Reconciliation Statement; How to prepare a Bank Reconciliation Statement when Extracts of Cash Book and Pass Book are given; Adjusting the Cash Book Balance; Advantages of Bank Reconciliation Statement.

### 5. Trial Balance, Rectification of Errors and Adjusting & Closing Entries

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.

### 6. Capital and Revenue Expenditure

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

### 7. Bills of Exchange

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

## MODULE C – FINAL ACCOUNTS

### 1. Balance Sheet Equation

Balance Sheet Equation; Computation of Balance Sheet Equation.

### 2. Preparation of Final Accounts

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

### 3. Ratio Analysis

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.

#### 4. Final Accounts of Banking Companies

Definition and Functions of a Bank; Requirements of Banking Companies as to Accounts and Audit; Significant Features of Accounting Systems of Banks; Principal Books of Accounts; Preparation and Presentation of Financial Statements of Banks; CMA Format; Accounting Treatment of Specific Items; 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 BASEL norms.

#### 5. 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

#### 6. Accounting in a Computerized Environment

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

#### MODULE D – BANKING OPERATIONS

##### Banking Operations & Accounting Functions

Preparation of Vouchers, cash receipt and payment entries, clearing inward and outward entries, transfer debit and credit entries, what is KYC and what are the different documents 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 withdrawals and accounting entries involved at various stages, operational aspects of CBS environment etc., Back office operations in banks, handling of unreconciled entries in banks

## PART II

### LEGAL & REGULATORY ASPECTS OF BANKING

#### MODULE A – REGULATIONS AND COMPLIANCE

##### 1. Legal Framework 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.

##### 2. Control over Organization of Banks

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.

##### 3. Regulation of Banking Business

Power of RBI to Issue Directions; Acceptance of Deposits; Nomination; Loans and Advances; Regulation of Interest Rate; Regulation of Payment Systems; Internet Banking Guidelines; Regulation of Money Market Instruments; Banking Ombudsman; Reserve Funds; Maintenance of CRR, SLR; Assets in India.

##### 4. 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.

##### 5. Public Sector Banks and Co-operative Banks

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

##### 6. Financial Sector Legislative Reforms

Need, Approach for Financial Sector Legislative Reforms; Important Reforms

##### 7. Recent Legislative Changes in RBI Act

Recent Legislative Changes in RBI Act, Need thereof

## 8. Financial Sector Development Council

Role and Functions of Financial Sector Development Council

### MODULE B – LEGAL ASPECTS OF BANKING OPERATIONS

#### 1. Different Types of Borrowers

#### 2. Types of Borrowers; Limited Liability Partnership

Types of Credit Facilities

Cash Credit, Overdraft, Demand Loans, Term Loans, Bill Finance

#### 3. Secured and Unsecured Loans, Registration of Firms and Incorporation of Companies

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

#### 4. Indemnities

Definition of Contract of Indemnity; Features of Indemnity Contract & Guarantee; Scope and Application of Indemnity Contracts to Banks; Obligations of a Banker; Precaution & Rights of an Indemnity Holder

#### 5. Bank Guarantees

Definition and Types of Bank Guarantees; Banker's Duty to Honor Guarantee; Precautions to be taken for Issuance of Bank Guarantee; Precautions to be taken for Payment under Bank Guarantee; Invocation & Enforcement.

#### 6. Letters of Credit

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.

#### 7. Deferred Payment Guarantees- Purpose of DPGs; Methods of Payment

#### 8. Laws Relating to Bill Finance

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

#### 9. Various Types of Securities

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

#### 10. Laws Relating to Securities and Modes of Charging – I

Mortgage; Types of Mortgage; Enforcement of Mortgages

#### 11. Laws Relating to Securities and Modes of Charging – II

Lien; Pledge; Hypothecation; etc.

#### 12. Registration and Satisfaction of Charges

Definition of Charge; Procedure for Registration of Charge; Effect of Non-registration of Charges; Provisions of Law relating to Registration of Charges

#### 13. Case Laws on Responsibility of Paying Bank

Negotiable Instruments Act and Paying Banks; Liability of Paying Banker; Payment in due course; Payment in Good Faith; Whether Payment under Mistake Recoverable

#### 14. Case Laws on Responsibility of Collecting Bank

Statutory protection to Collecting Bank; Duties of Collecting Bank

### MODULE C – BANKING RELATED LAWS

#### 1. Recovery of Debts due to Banks and Financial Institutions Act, 1993(DRT Act)

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

#### 2. Securitisation and Reconstruction of Financial Assets and Enforcement of Securities Interest Act (SARFAESI)

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

#### 3. Banking Ombudsmen Scheme

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

#### 4. Bankers Books Evidence Act, 1891 Applicability; Definition; Important Provisions

#### 5. The Legal Services Authorities Act, 1987

Lok Adalats- Organization; Jurisdiction; Disposal of Cases; Awards

#### 6. The Consumer Protection Act, 1986 and CERSAI

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

## 7. The Law of Limitation

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

## 8. Tax Laws

Income Tax; Commodity Transaction Tax; Service Tax

9. Negotiable Instruments Act, 1881 Applicability; Definition; Important Provisions

10. Payment & Settlements Systems Act, 2007 -Applicability; Definition; Important Provisions

## MODULE D – COMMERCIAL LAWS WITH REFERENCE TO BANKING OPERATIONS

### 1. Indian Contract Act, 1872

Meaning and essentials of contract; Contract of Indemnity & Rights of Indemnity Holder; Contract of Guarantee; Contract of Bailment; Contract of Pledge; Contract of Agency

### 2. The Sale of Goods Act, 1930

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

### 3. 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 non registration; Limited liability partnerships formation, registration, rights and liabilities of partners

### 4. Definition and features of a company

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

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

Definition, Features & Types of companies; Memorandum and Articles of Association; Doctrine of Ultra Vires, Constructive Notice, Indoor Management; Membership of Company- Acquisition, Cessation, Register, Rights & Duties of Members, Prospectus; Directors; Winding up of Companies

### 6. Foreign Exchange Management Act, 1999

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

### 7. Transfer of Property Act, 1882

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

### 8. The Right to Information Act, 2005

Applicability; Definition; Important Provisions

9. Right to Information and Obligation of Public Authorities - Obligations; Procedure; Disposal; Appeal; Orders; Penalties.

### 10. The Prevention of Money Laundering Act, 2002

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

### 11. Information Technology Act, 2000

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

## Suggested Reading:

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

## MANAGERIAL BUSINESS INTELLIGENCE-I

BA 304

Credit -2 (Lectures - 20)

1.	Overview and concepts of Business Intelligence	04 Hours	
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	Definition, Features, need , life cycle and components of Business Intelligence(BI), Architecture of BI , Introduction to Data Warehouses and data marts, Drill-down and roll-up - slice and dice or rotation – OLAP,ROLAP and other data models , Application and challenges of BI		
2.	<b>Introduction to Data Mining</b>	03 Hours	
	Definition, need, related technologies-Machine Learning, Goals, stages and techniques of Data Mining, applications, and Business Intelligence vs. Data mining		
3.	<b>Managerial Data Pre-processing</b>	03 Hours	
	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		
4.	<b>Visualization For Managers Using Power BI</b>	6 Hours	
	Introduction to Power BI,Connecting to MS-Access Database,MS-Excel,Basic Transformations,Managing Query Groups,Data Types,Dates,Conditional Columns,Data Transformation,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.		
5.	<b>Managerial Application of Business Intelligence</b>	02 Hours	
	Emerging BI Trends &Technologies , Applications in Marketing Analytics, Product, Banking, Supply chain, CRM and ERPs,		
6.	Case Study, Projects and Certifications	02 Hours	

## 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 &Sons Inc.
3. David Loshin Morgan, Kaufman, “Business Intelligence: The Savvy Manager’s Guide”, Second Edition, 2012.
4. CindiHowson, “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 with XLMiner”, WileyIndia.
6. Alberto Ferrari: Analyzing Data with Power BI