IMS UNISON UNIVERSITY

Nurturing Knowledge. Empowering Minds.

Master of Business Administration (MBA)
(Two-Year, Trimester Based, Full Time Program)

PROGRAM MISSION:

Shaping 21st Century professional managers to operate in the emerging VUCA environment.

PROGRAM OBJECTIVES (PO's): The objective of the MBA program is:

PO1	Shaping Decision makers to resolve complex managerial problems
PO2	Develop deep understanding of various functional aspects of management
PO3	Bring out professionals with effective oral and written communication skills
PO4	Building interpersonal and team working skills for managerial effectiveness
PO5	Develop future Entrepreneurs and Intrapreneurs capable of taking up leadership positions
PO6	Evolution of socially sensitive ethical managers

PROGRAM LEARNING OUTCOMES (PLO's): At the completion of the MBA program, the graduates will be able **TO:**

PLO1	Exhibit critical thinking skills.
PLO2	Cultivate a global perspective.
PLO3	Acquire knowledge of current theories and techniques of various business disciplines.
PLO4	Apply strategic decision making to build on knowledge of functional aspects of business
PLO5	Comprehend ethical aspects and dilemmas of business.
PLO6	Practice effective teamwork and collaborative skills.
PLO7	Understand complex business situations by applying qualitative analysis and quantitative techniques
PLO8	Apply responsible business practices and ethical principles in decision-making.
PLO9	Use Information Technology in business process to.
PLO10	Demonstrate leadership capabilities and team working skills for effective organizational functioning
PLO11	Demonstrate effective written and oral communication skills

Master of Business Administration (MBA)
(Two-Year, Trimester Based, Full Time Program)

PROGRAM STRUCTURE

Credit Requirements for award of MBA	117	
The structure of Credit requirements is shown below:	Credits	Courses
Total Number of Mandatory CORE COURSES	71	23
Ability Enhancement Courses	03	01
Skill Enhancement Courses	04	02
Summer Internship Project Student shall undergo 8-10 weeks Summer Internship Program after Trimester – III.	04	--
Dissertation	08	--

Discipline Based Specialization (Dual Specialization)
  1. MARKETING (MRM)
  2. FINANCE (FIN)
  3. HUMAN RESOURCE MANAGEMENT (HRM)
  4. OPERATIONS (ORM)
  5. INTERNATIONAL BUSINESS (IBM)
  6. BUSINESS ANALYTICS (BAN)
	27	09

Master of Business Administration (MBA)
(Two-Year, Trimester Based, Full Time Program)

PROGRAM CURRICULUM

TRIMESTER-I

S. No.	Course Code	Course Name	Periods			Credits
			L	T	P	
1	MBA 101	Management Concepts and Principles	3	0	0	3
2	MBA 102	Financial Accounting	3	0	2	4
3	MBA 103	Statistics for Management	3	0	2	4
4	MBA 104	Managerial Economics– I	3	0	0	3

5	MBA 105	Organizational Behaviour	3	0	0	3
6	MBA 106	Business Communication	2	0	2	3
7	MBA 107 S	Creative Problem Solving and Design Thinking	0	0	2	1
8	MBA 108 S	Business News and Industry Analysis	0	0	2	1
Total			17	0	10	22
Contact Hours			27			

TRIMESTER-II

S. No.	Course Code	Course Name	Periods			Credits
			L	T	P	
1	MBA 201	Human Resource Management	3	0	0	3
2	MBA 202	Business Analytics	3	0	2	4
3	MBA 203	Management Accounting	3	0	2	4
4	MBA 204	Managerial Economics – II	3	0	0	3
5	MBA 205	Marketing Management	3	0	0	3
6	MBA 206 P	Decision Modelling using Spreadsheet	0	0	2	1
Total			15	0	6	18
Contact Hours			21			

TRIMESTER-III

S. No.	Course Code	Course Name	Periods			Credits
			L	T	P	
1	MBA 301	Business Research Methods	3	0	2	4
2	MBA 302	Operation Research	3	0	2	4
3	MBA 303	Financial Management	3	0	2	4
4	MBA 304	International Business	3	0	0	3
5		Specialization I Core 1	3	0	0	3
6		Specialization I Core 2	3	0	0	3
7	MBA 305 S	Written Analysis and Communication	0	0	2	1
Total			18	0	8	22
Contact Hours			26			

- **Summer Internship Project of eight to ten weeks**

TRIMESTER-IV

S. No.	Course Code	Course Name	Periods			Credits
			L	**T**	**P**	
1	**MBA 401**	**Productions and Operations Management**	**3**	**0**	**2**	**4**
2	**MBA 402**	**Management Information System**	**3**	**0**	**0**	**3**
3	**MBA 403**	**Legal Aspects of Business**	**3**	**0**	**0**	**3**
4		**Specialization I Core 3**	**3**	**0**	**0**	**3**
5		**Specialization II Core 1**	**3**	**0**	**0**	**3**
6		**Specialization II Core 2**	**3**	**0**	**0**	**3**
7	**MBA 404 S**	**Viva- Voce (SIP)**				**4**
8		**PDP (Value Added Soft-skills course)**	4			
Total			**22**	**0**	**2**	**23**
Contact Hours			**24**			

TRIMESTER-V

S. No.	Course Code	Course Name	Periods			Credits
			L	**T**	**P**	
1	**MBA 501**	**Business Ethics and CSR**	**2**	**0**	**2**	**3**
2	**MBA 502**	**Project Management**	**3**	**0**	**2**	**4**
3		**Specialization I Elective 1**	**3**	**0**	**0**	**3**
4		**Specialization II Core 3**	**3**	**0**	**0**	**3**
5		**Specialization II Elective 1**	**3**	**0**	**0**	**3**
6	**MBA 503 S**	**Dissertation Phase-I**			**2**	**2**
7		**PDP (Value Added Soft-skills course)**	**4**			
Total			**18**	**0**	**6**	**18**
Contact Hours			**24**			

TRIMESTER-VI

S. No.	Course Code	Course Name	Periods			Credits
			L	T	P	
1	**MBA 601**	**Strategic Management**	**3**	**0**	**0**	**3**
2	**MBA 602**	**Spirit of Entrepreneurship**	**3**	**0**	**0**	**3**
3		**Specialization I or II Elective 2**	**3**	**0**	**0**	**3**
4	**MBA 603 S**	**Dissertation Phase – II**			**6**	**6**
5		**PDP (Value Added Soft-skills course)**	4			
Total			**13**	**0**	**6**	**15**
Contact Hours			**19**			

Note: L: Lectures**, T:** Tutorials**, P:** Practical

Minimum Requirement of Course Credits (Trimesters I-VI): 117

SPECIALISATION AREAS
MBA PROGRAM OFFERS A DUAL SPECIALISATION:
(STUDENTS CAN CHOOSE TWO SPECIALISATION AREAS FROM THE LIST BELOW)

SPECIALISATIONS OFFERED
1.   **MARKETING (MRM)**
2.   **FINANCE (FIN)**
3.   **HUMAN RESOURCE MANAGEMENT (HRM)**
4.   **OPERATIONS (ORM)**
5.   **INTERNATIONAL BUSINESS (IBM)**
6.   **BUSINESS ANALYTICS (BAN)**

LIST OF COURSES UNDER DIFFERENT SPECIALISATIONS

S. No.	Course Code	Course Name	Periods			Credits
			L	T	P	
DSE – I – MARKETING (MRM)						
1	**MRM 101 C**	**Product and Brand Management**	**3**	**0**	**0**	**3**
2	**MRM 102 C**	**Consumer Behavior**	**3**	**0**	**0**	**3**
3	**MRM 103 C**	**Marketing of Services**	**3**	**0**	**0**	**3**
4	**MRM 104 E**	**Integrated Marketing Communications**	**3**	**0**	**0**	**3**
5	**MRM 105 E**	**Digital Marketing**	**3**	**0**	**0**	**3**
6	**MRM 106 E**	**Sales and Sales Force Management**	**3**	**0**	**0**	**3**
7	**MRM 107 E**	**Marketing Analytics**	**2**	**0**	**2**	**3**

S. No.	Course Code	Course Name	Periods			Credits
			L	T	P	
DSE – II - FINANCE (FIN)						
1	**FIN 101 C**	**Investment Management**	**3**	**0**	**0**	**3**
2	**FIN 102 C**	**Equity Derivative**	**3**	**0**	**0**	**3**
3	**FIN 103 C**	**Investment Advisor I**	**3**	**0**	**0**	**3**
4	**FIN 104 E**	**Investment Advisor II**	**3**	**0**	**0**	**3**
5	**FIN 105 E**	**Fixed Income Securities and Money Market**	**3**	**0**	**0**	**3**
6	**FIN 106 E**	**Banking and Insurance**	**3**	**0**	**0**	**3**
7	**FIN 107 E**	**Behavioral Finance**	**3**	**0**	**0**	**3**
8	**FIN 108 E**	**Corporate Risk Management**	**3**	**0**	**0**	**3**
9	**FIN 109 E**	**Financial Analytics**	**2**	**0**	**2**	**3**

DSE – III - HUMAN RESOURCE MANAGEMENT (HRM)						
S. No.	Course Code	Course Name	Periods			Credits
			L	T	P	
1	HRM 101 C	Performance Management and Appraisal	3	0	0	3
2	HRM 102 C	Industrial Relations and Labor Law	3	0	0	3
3	HRM 103 C	Emotional Intelligence and Managerial Effectiveness	3	0	0	3
4	HRM 104 E	Principles of Leadership	3	0	0	3
5	HRM 105 E	Human Resource Planning and Development	3	0	0	3
6	HRM 106 E	Human Resource Management in Service Sector	3	0	0	3
7	HRM 107 E	Talent Management	3	0	0	3
8	HRM 108 E	Managing Workforce Diversity	3	0	0	3
9	HRM 109 E	HR Analytics	2	0	2	3

DSE – IV - OPERATIONS (ORM)						
S. No.	Course Code	Course Name	Periods			Credits
			L	T	P	
1	ORM 101 C	Supply Chain Management	3	0	0	3
2	ORM 102 C	Service Operations Management	3	0	0	3
3	ORM 103 C	Lean Manufacturing	3	0	0	3
4	ORM 104 E	Total Quality Management	3	0	0	3
5	ORM 105 E	Operations Strategy	3	0	0	3
6	ORM 106 E	Materials Management	3	0	0	3

DSE – V – INTERNATIONAL BUSINESS (IBM)						
S. No.	**Course Code**	**Course Name**	**Periods**			**Credits**
			L	**T**	**P**	
1	**IBM 101 C**	**Intercultural Management**	**3**	**0**	**0**	**3**
2	**IBM 102 C**	**International Trade & Export management**	**3**	**0**	**0**	**3**
3	**IBM 103 C**	**International Marketing**	**3**	**0**	**0**	**3**
4	**IBM 104 E**	**Foreign Exchange Management**	**3**	**0**	**0**	**3**
5	**IBM 105 E**	**International Human Resource Management**	**3**	**0**	**0**	**3**
6	**IBM 106 E**	**International Trade Law**	**3**	**0**	**0**	**3**
7	**IBM 107 E**	**International Financial Management**	**3**	**0**	**0**	**3**

DSE – VI – BUSINESS ANALYTICS (BAN)						
S. No.	**Course Code**	**Course Name**	**Periods**			**Credits**
			L	**T**	**P**	
1	**BAN 101 C**	**Data Analytics with R**	**2**	**0**	**2**	**3**
2	**BAN 102 C**	**Business Intelligence and Data Warehousing**	**2**	**0**	**2**	**3**
3	**BAN 103 C**	**Data Mining and Machine Learning**	**2**	**0**	**2**	**3**
4	**BAN 104 E**	**Business Intelligence concepts, tools, and applications**	**2**	**0**	**2**	**3**
5	**BAN 105 E**	**Financial Analytics**	**2**	**0**	**2**	**3**
6	**BAN 106 E**	**Big Data Analytics**	**2**	**0**	**2**	**3**
7	**BAN 107 E**	**Marketing Analytics**	**2**	**0**	**2**	**3**
8	**BAN 108 E**	**HR Analytics**	**2**	**0**	**2**	**3**

Note: DSE (Discipline Specific Elective)

Course: MANAGEMENT CONCEPTS AND PRINCIPLES			Trimester: I
Course Code: MBA 101	L T P	3 0 0	Credits: 3

OBJECTIVE	To familiarize the students with the role and functions of a manager, and the principles, concept and techniques used by managers to excel in the corporate world.		
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. Understand basic concept of Management principles 2. Understand different functions of Management. 3. Understand different theories of Leadership. 4. Learn different levels of authorities and responsibilities associated.		
COURSE DETAILS	**Module no**	**Topic**	**Hours**
	1	**Introduction** Nature and purpose of management, Management as science or art, Evolution of management thought. An overview of functions of managers: planning, organizing, staffing, leading and controlling, Coordination: essence of managing, systems approach to management, contingency approach to management.	5
	2	**Planning** Meaning, need and importance, Types: missions or purposes, objectives or goals, strategies and policies, levels, Advantages and limitations, Procedures and rules, Programmes and budgets, Steps in planning, Management by Objectives, Policies and planning premises, Strategic planning process, Forecasting: need and techniques, Decision Making: types, process of rational decision making, and techniques of decision making.	7
	3	**Organizing** Nature of organizing, Formal and informal organizations, Organizational levels and span of management, Structure and process of organizing, Line and staff authority, Decentralization of authority, Delegation of authority, Organization Charts.	6
	4	**Staffing** Meaning and functions of staffing, Recruitment, Selection, Placement, Promotion, Separation, Performance appraisal, The Peter Principle.	4

	5	**Leading**	**5**
		Motivation: McGregor's Theory X and Theory Y, Maslow's Hierarchy of Needs Theory, Herzberg's Theory, Vroom's Expectancy Theory, Locke's Goal Setting Theory. Leadership: Meaning, styles, qualities and functions of leader, committees and group decision making. Communication: purpose, process, barriers and break downs, making communication effective.	
	6	**Controlling**	**3**
		Nature, importance and process of controlling, Requirements of effective control, Major controlling techniques: Budgetary and non-budgetary control devices.	
		Total hours	**30**
TEXT BOOK	1. Weihrich, H., Cannice, V., Koontz, H; *Management: A Global and Entrepreneurial Perspective;* McGraw Hill 2. Robbins, S.P., Coulter, M., Vohra, N; *Management*; Pearson Education		
REFERENCE BOOK/ SUGGESTED READING	1. Robbins, S.P., DeCenzo, D.A., Bhattacharya, S., Agarwal, M.N.; *Fundamentals of Management;* Pearson Education 2. Stoner, J.A.F., Freeman, R.E., Gilbert, D.R.; *Management;* Pearson Education		

Course: FINANCIAL ACCOUNTING			Trimester: I
Course Code: MBA 102	L T P	3 0 2	Credits: 4

OBJECTIVE	To provide the basic knowledge on preparation and presentation of financial statements to measure the performance of business and their analysis to gather relevant information to take business decisions.		
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. Learn accounting process and preparation of major financial statements like Income Statement and Balance Sheet. 2. Know various accounting tools and methods for financial statement analysis. 3. Understand cash flow statement and fund flow statement and their importance in financial information for various business decisions. 4. Know manipulations of accounting data and limitations of financial statements.		
COURSE DETAILS	**Module no**	**Topic**	**Hours**
	1	**Introduction** Introduction to Financial Accounting, Importance, Objectives and Principles, Accounting Concepts and conventions, Generally Accepted Accounting Principles (GAAP), Accounting Standards Issued by ICAI and IND-AS. Overview on Accounting Process; Books of Original Record; Journal and Subsidiary books, ledger, Trial Balance, Classification of capital and revenue expenses, Final Accounts of corporate and non-corporate entities.	10
	2	**Depreciation** Depreciation of fixed assets and methods of depreciation. Inventory Valuation: Methods of inventory valuation and valuation of goodwill, methods of valuation of goodwill.	5
	3	**Shares and Debentures** Issue of Shares and Debentures, forfeiture and re-issue of forfeited shares. Issue of shares at Discount and premium. Issue and Redemption of Debentures, treatment of discounts and losses on issue, share buy-back.	10
	4	**Financial Statement Analysis** Financial Statement Analysis – Meaning, Objectives, techniques, analysis and interpretation of financial statements: Common Size Analysis, Comparative Financial	10

		Statement Analysis, Ratio Analysis - Meaning, Objectives and classification of Ratios, Du-Pont Analysis. Preparation and analysis of cash flow statement and funds flow statement.	
	5	**Financial Practices** Financial Practices and Issues related to quality of disclosures in financial reports, window dressing and limitations of financial statements.	**5**
		Total hours	**40**
TEXT BOOK		1. Maheshwari, S.K., *Financial Accounting for Managers;* Vikas Publishing House 2. Bhattacharya, Ashish K ;*Financial Accounting for Business Managers;* PHI	
REFERENCE BOOK/ SUGGESTED READING		1. Ashish Kr Bhattacharyya, *Introduction to Financial Statement Analysis* Elsevier India Pvt. Ltd 2. Sinha, Gokul, *Financial Statement Analysis*; PHI Learning Pvt Ltd.	

Course: STATISTICS FOR MANAGEMENT			Trimester: I
Course Code: MBA 103	L T P	3 0 2	Credits: 4

OBJECTIVE	The course aims at developing understanding of essential concepts of Business Statistics.
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. Acquire a fair degree of proficiency in comprehending statistical data, processing and analyzing it using descriptive statistical tools. 2. Learn the measure of central tendency & measures of dispersion. 3. Gather knowledge about various probability concepts and distributions and their business applications. 4. Understand about population mean, Confidence intervals & testing of Hypothesis. 5. Understand the relationship between two variables using concepts of correlation and regression and its use in identifying and predicting the variables.

COURSE DETAILS	Module no	Topic	Hours
	1	**Introduction** Introduction to Scales of measurement viz. Nominal, Ordinal, Interval and Ratio; different levels of data measurement. Basic concepts such as population and sample, descriptive statistics and inferential statistics, parameters and statistics, Charts and graphs, frequency distribution, graphical representation of data.	8
	2	**Measures of central tendency & Dispersion** Concept of central tendency, Measures of central tendency: The arithmetic mean & weighted mean, median and mode, Measures of dispersion: range, Interquartile range, average deviation, standard deviation, Skewness and Kurtosis.	8
	3	**Probability and Sampling Distributions** Concepts of Probability, Definition, Rules of Probability, Discrete Probability Distribution (Binomial & Poisson), Continuous Probability Distribution (Normal & Uniform), Sampling Distribution.	8
	4	**Statistical Inference** Estimation of population mean, Confidence intervals for the parameters of a normal distribution (one sample only), Introduction to testing of Hypothesis: Concept; Level of Significance; Process of testing; Type I and Type II error,	8

		Test of hypothesis concerning Mean: z test and t test.	
	5	**Correlation Analysis and Regression Analysis** Correlation Analysis: Meaning and significance, Correlation and Causation, Types of correlation, Methods of studying the simple correlation - Scatter diagram, Karl Pearson's coefficient of correlation, Spearman's Rank correlation coefficient. Regression Analysis: Meaning and significance, Regression vs. Correlation, Simple Regression model: Linear Regression, Conditions for simple linear regression, Standard error of estimate, Tests for the significance of correlation coefficient.	**8**
		Total hours	**40**
TEXT BOOK	1. Levin, R. , Masood, Siddique, H, Rubin, D., and Rastogi, Sanjay ; *Statistics for Management*; Pearson. 2. Keller, G.; *Statistics for Management and Economics*; Cengage	
REFERENCE BOOK/ SUGGESTED READING	1. Stine, R. and Foster.; *Statistics for Business (Decision making and Analysis)*; New Delhi: Pearson. 2. Anderson, David R., Sweeney, Dennis J. and Williams, Thomas A., Camm, Jeffrey D. and Cochran, James J.; *Statistics for Business and Economics*; Cengage Learning 3. Vohra, N. D.*; Business Statistics*; McGraw Hill.	

Course: MANAGERIAL ECONOMICS – I			Trimester: I
Course Code: MBA 104	L T P	3 0 0	Credits: 3

OBJECTIVE	To familiarize the students with the behavioral aspects of organization, and organizational and individual variants that influence organization's effectiveness.		
LEARNING OUTCOME	Upon completion of the course students should be able to: 1. Understand basic concept of Managerial Economics 2. Understand Consumer Choice and Market Forces 3. Outline the elements involved in Theory of Production 4. Understand your own management style as it relates to influencing and managing behavior in the organization systems. 5. Learn Cost and Profit related concepts.		
COURSE DETAILS	Module no	Topic	Hours
	1	**Introduction** Nature and scope of managerial economics, Its role and significance in decision-making and forward planning, basic concepts, Positive vs. normative analysis.	3
	2	**Consumer Choice and Market Forces** a) **Theory of consumer behavior** Consumer preferences, Budget Constraints, Consumer choice, Marginal Utility, Law of Diminishing Marginal Utility, Indifference Curves - Maximization of Utility subject to Budget Constraint. b) **Demand analysis** Theory of demand – Derivation of Demand Curve, Determinants of demand, Movement Along and Shift in Demand Curve, Market Demand, Network Externalities (Bandwagon and Snob Effects), Elasticity of demand and its measurement (Numerical), Demand Forecasting c) **Supply analysis** Supply – Derivation of Supply Curve, Movement Along and Shift in Supply Curve, Market Supply, Determinants of supply. d) **Equilibrium** Market Equilibrium, Changes in Market Equilibrium, Effects of Government Intervention (Price Controls) – Consumer and Producer Surplus and welfare loss.	9

	3	**Theory of Production**	**5**
		Production Possibility Curve, The Theory of Production– Production function with One Variable Input, Production function with Two Variable Inputs, Returns to Scale, Expansion Path	
	4	Cost of Production	**5**
		Cost Concepts, Short-run and long-run average cost curves and their analysis, Economies of Scale and Scope	
	5	**Organization of Firm**	**8**
		a) **Profit Maximization and Perfect Competition:** Perfectly Competitive Market, MR, MC, and Profit Maximization, Short run equilibrium	
		b) **Monopoly:** Monopoly Power, Sources of Monopoly Power, The Social Costs of Monopoly Power, Short run Equilibrium	
		c) **Price Discrimination**	
		d) **Monopolistic Competition and Oligopoly:** Monopolistic Competition, Oligopoly (kinked demand curve model, Cartels)	
		e) **Baumol's Model of Sales Maximization**	
		Total hours	**30**
TEXT BOOK	1. Robert Pindyck, Daniel Rubinfeld and Prem Mehta,: "*Microeconomics*" 7th Edition, Pearson Education. 2. Dominick Salvatore & Ravikesh Srivastava: "*Managerial Economics*", Oxford Higher Education.		
REFERENCE BOOK/ SUGGESTED READING	1. Peterson, W. Crag, Lewis, Cris W. and Jain Sudhir K.: "*Managerial Economics*" Pearson Education. 2. Dean, Joel: "*Managerial Economics*" Pearson Education. 3. Samuelson and Nordhaus: "*Economics*" McGraw-Hill. 4. Sloman, John and Sutcliffe, Mark: "*Economics for Business*" Pearson Education. 5. Gupta, G. S: "*Managerial Economics*" McGraw-Hill.		

Course: ORGANIZATIONAL BEHAVIOUR			Trimester: I
Course Code: MBA 105	**L T P**	**3 0 0**	Credits: 3

OBJECTIVE	To familiarize the students with the behavioral aspects of organization, and organizational and individual variants that influence organization's effectiveness.		
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. Define basic organizational behavior principles, and analyze how they influence behavior in the workplace; 2. Analyze individual human behavior in the workplace as influenced by personality, values, perceptions, and motivations; 3. Outline the elements of group behavior including group dynamics, communication, leadership, power & politics and conflict & negotiation; 4. Understand different management styles as it relate to influencing and managing behavior in the organization systems. 5. Enhance critical thinking and analysis skills through the use of management case studies, personal application papers and small group exercises.		
COURSE DETAILS	**Module no**	**Topic**	**Hours**
	1.	**Introduction** Organizational Behavior: Concept, significance and scope, Contributory disciplines, Levels of studying OB, OB Models.	3
	2.	**The Individual** Learning: principles and theories, Attitude: concept, components and types, cognitive dissonance, Personality: concept, determinants, dimensions, trait and type theories of personality, Perception: concept, process, perceptual errors, application in management, Motivation: content and process theories, Monetary and non-monetary motivation.	9
	3.	**The Group** Group: definition and classification of group, Stages of group development, Group decision making, Group dynamics, Work team, Leadership: definition, styles and theories of leadership.	6
	4.	**Organizational Power and Politics and Conflict Management** Organizational power: concept, sources, tactics, contingency approaches to power, Organizational Politics: definition, determinants, impression management, Organizational conflict: concept, sources, types, classification of conflict:	7

		intra-individual and inter-personal, Inter-group, process and resolution of conflict.	
	5.	**The Organization System** Organizational change: nature and forces of change, Resistance to change: nature, reasons, overcoming resistance to change, Change process, Organizational development: concept, process and interventions. Organizational culture: concept, functions, creating and sustaining organizational culture.	**5**
		Total hours	**30**
TEXT BOOK	1. Robbins, S. P., Judge, Timothy A, Vohra ,N.; *Organizational Behavior*; Pearson Education 2. Luthans, F; *Organizational Behavior*; McGraw Hill		
REFERENCE BOOK/ SUGGESTED READING	1. Newstorm, W.; *Organizational Behavior*; McGraw Hill 2. Hersey, P., Kenneth H. B. and Dewey E. J.; *Management of Organizational Behavior*; Pearson Education		

Course: BUSINESS COMMUNICATION			Trimester: I
Course Code: MBA 106	L T P	2 0 2	Credits: 3

OBJECTIVE	To enhance students' ability to communicate effectively in business world with special focus on writing and speaking skills. Students will develop effective speaking skills and learn to draft formal documents. They will also develop relevant soft skills in order to be effective in the corporate world.		
LEARNING OUTCOME	Upon completion of the course students should be able to: 1. Demonstrate skills related to corporate world. 2. Learn basic of formal communication 3. Develops other essential skills required for the smooth functioning of any organization.		
COURSE DETAILS	Module no	Topic	Hours

	1	**Fundamentals of Communication:**
		  a. Features of Indian/ colloquial English – Correction of sentences – structures of sentences – Tenses – identifying clichés and removing ambiguity – Idiomatic/phrasal distortions.
		  b. Informal conversation Vs Formal expression, Types of Verbal Communication.
		Identifying barriers to effective communication and effective ways to overcome the barriers
			5

	2	**Business Communication/ Correspondence**
		  a. Business Correspondence – Principles, Features, Types, Formats and layout of Business Letter.
		  b. Types of Business Correspondence – Letters of Enquiry, Quotation, Order, Instructions, Sales, Credit, Complaint, Adjustment, Collection, etc.
		  c. Some more types of Business Correspondence-- Notice, Agenda, Minutes, Memorandum. Job Application letters -- Covering letter, Resume, Bio-data and C.V.
			9

	3	**Business Proposal and Business Report**
		  a. Business Proposal – Introduction, purpose, features, types, format, importance, process of preparation. Writing Business Proposals.
		  b. Business Report -- Features, Types, Style, Format, Relevance. Writing Business Reports.
			6

	4	**Soft Skills** Kinesics, Para language, Proxemics. Presentation skills - Features, Types, Structure, Aids and Importance. Group Discussion skills - Features and Importance.	**5**
	5	**Effective Presentation Skills** a. Management presentations – types of presentation – video conferencing – participation in meetings – chairing sessions. b. Formal and informal interviews- ambience and polemics – interviewing in different settings and for different purposes e.g. eliciting and giving information, recruiting, performance appraisal.	**5**
		Total hours	**30**
TEXT BOOK		1. Chaturvedi, Courtland L., Bovee J.V, Thill, Mukesh; Business Communication Today, Pearson 2. Raymond V. Lesikav, John D. Pettit Jr.: Business Communication; Theory and Application, All India Traveller Bookseller, New Delhi 3. Shirley Taylor and Chandra, V.; *Communication for Business*; Pearson Education	
REFERENCE BOOK/ SUGGESTED READING		1. Rentz, Flatley and Lentz (2011). Lesikar's Business Communication Connecting in a Digital World, 12th edition. New York. McGraw-Hill Irwin. 2. Basic Communication Skills for Technology, Andre J. Rutherford: Pearson Education Asia 3. Edmund H Weiss: Writing Remedies: Practical Exercises for Technical Writing. Universities Press, Hyderabad 4. Ronald E. Duleck and John S. Fielden.; *Principles of Business Communication;*. Macmillan. 5. Herta A Murphy and Herbert W. Hildebrandt.; Effective Business Communication; McGraw-Hill, Inc.	

Course: CREATIVE PROBLEM SOLVING AND DESIGN THINKING			Trimester: I
Course Code: MBA 107 S	L T P	0 0 2	Credits: 1

OBJECTIVE	To expose the student to new modes of thinking such as creative problem solving and Design Thinking		
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. Distinguish between logical and creative thinking 2. Build one's creative thinking toolkit 3. Find Creative solution to Business problems. 4. Exposure to Lateral Thinking Concepts 5. How to initiate a new working culture based on Design Thinking Approach: user-centric approach, empathy, ideation, prototyping, and playful testing.		
COURSE DETAILS	**Module no**	**Topic**	**Hours**
	1	**Creative Problem Solving** Role of Creativity and Innovation in managerial Life Definition of Creativity, Logical, Convergent and Divergent Thinking Blocks to Creativity. Creative Thinking Arsenal: Fluency, Flexibility, Brainstorming, Synaptic Edward De Bono's Concept of Lateral Thinking, Lateral Thinking Tools – PMI, OPV, Six Thinking Hats, Six Action Shoes etc.	**10**
	2	**Design Thinking** Design Thinking Process, Empathize with People, Design for You, Define the Design Challenge, Prototype and Test. Innovation in Organizations	**10**
		Total hours	**20**
TEXT BOOK/ REFERENCE BOOK	1. Khandwalla, Pradip N.; *Fourth Eye: Excellence through Creativity - A Fresh Approach to Effective Management of Individual, Organizational and Social Creativity*; AH Wheeler Publishing Co, Ltd. 2. Khandwalla, Pradip, N.;CORPORATE CREATIVITY: The Winning Edge; kabdwalbookdotcom 3. Vijay Kumar;*101 Design Methods: A Structured Approach for Driving Innovation in Your Organization* Kindle Edition 4. Klein, Gary; *Seeing What Others Don't: The Remarkable Way We Gain Insights;* Public Affairs, a member of the Perseus Books Group		

Course: BUSINESS NEWS AND INDUSTRY ANALYSIS				Trimester: I
Course Code: MBA 108 S	**L T P**		**0 0 2**	**Credits: 1**

OBJECTIVE	To help students be informed and stay updated about the latest developments in Indian and Global business scenario, improves their communication skills, and learn how to do industry analysis.		
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. Inculcate the habit of identifying the sources of news 2. Collect on a day to day basis news relating to business and industry 3. Understand importance of social media 4. Learn exposure to business simulation 5. Understand the role of budget in the economy		
COURSE DETAILS	**Module no**	**Topic**	**Hours**
	1	Present and discuss recent developments in industry and economy. Source for this could be the business press, such as Economic Times, Business Standard, Mint, CNBC, Moneycontrol.com etc. (available online and on TV News Channels) Each student should be asked individually to speak. Time could be 1-2 mins per student.	**3**
	2	Track individual companies or other organizations over a period of time. This could be with respect to their individual company developments, share price movements, analyst reports, etc.	**4**
	3	Play business simulation games such as Stock Market game.	**3**
	4	Make video presentations on a particular topic of their choice, which is relevant in a business programme	**3**
	5	Budget Proposals	**3**
	6	Each student to open a Twitter and Instagram accounts and follow three prominent personalities and send messages	**2**
	7	Group discussions on economic and social topics	**2**
		Total hours	**20**

Course Name: HUMAN RESOURCE MANAGEMENT			Trimester: II
Course Code: MBA 201	L T P	3 0 0	Credits: 3

OBJECTIVE	This course addresses contemporary issues in managing knowledge, intellectual capital and other intangible assets, Students will gain an insight in to strategic issues of creating value from flows in intangible assets and organization structures to support knowledge and intellectual capital development leading to an examination of the management of knowledge intensive businesses.
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. Apply complex theories and practice of knowledge and intellectual capital management; 2. Apply theories to a wide range of scenarios; 3. Formulate action plans for knowledge intensive organizations; 4. Distinguish aspects of industrial era management that may be inappropriate for knowledge intensive organizations and provide alternatives; 5. Formulate a framework for thinking about knowledge intensive organization.

COURSE DETAILS	Module no	Topic	Hours
	1	**Introduction** Concept, Objectives, Evolution of HRM, HRM Functions, Scope and importance of HRM, HRM & organizational effectiveness, System approach to HRM, Strategic management approach to HRM.	**4**
	2	**Acquiring Human Resources** Job Analysis: concept, process, methods of data collection, HR planning: concept, process, techniques of manpower forecasting, Recruitment and Selection: methods of recruiting and selection process.	**6**
	3	**Rewarding Human Resources** Performance appraisal: concept, process, techniques of appraisal, Employer branding and Competency mapping; Compensation: objectives, components, compensation decisions, methods of payment, issues in compensation administration, employee retirement benefits and services.	**6**
	4	**Developing Human Resources** Training and Development: concept, importance, process and methods of training, Training evaluation: principles, criteria and models, Team-building approach, Career planning and development: concept, career planning, and problems in	**6**

		career planning, Career succession management.	
	5	**Labor-Management Relations, Collective Bargaining and Promoting Safety and Health**	**5**
		Structure and management of trade unions, Process of collective bargaining, Agreement failure and its administration, managing employee discipline: process and approaches to discipline, Promoting safety and health: causes of job accidents, problems of safety standards, organizational responses to safety and health issues.	
	6	**International HRM and Contemporary Issues**	**3**
		International HRM: International HRM and Emerging Horizons of HRM: Concept, importance, and models of International HRM; Challenges of International HR Managers; Global HR practices; E-HRM, HRM Advisor: An overview, HR Scorecard.	
		Total Hours	**30**
TEXT BOOKS	1. Ivancevich, John M.; *Human Resource Management;* McGraw Hill		
	2. Dessler, G and Varkkey, B; *Human Resource Management;* Pearson Education		
REFERENCE BOOKS	1. Noe, Raymond A.; *Human Resource Management: Gaining a competitive advantage*; McGraw Hill		
	2. Robbins, S. P. and Coulter, M.; *Human Resource Management*; Pearson Education		
	3. Robbins, S. P. and DeCenzo, D. A.; *Human Resource Management*; Pearson Education		
	4. Rao, V.S.P.; *Human Resource Management*; Excel Books		
	5. Byars, R.; *Human Resource Management*; McGraw Hill		

Course: BUSINESS ANALYTICS			Trimester: II
Course Code: MBA 202	L T P	3 0 2	Credits: 4

OBJECTIVE	To familiarize students with the essential tools, techniques and skills through a combination of theory and hands-on experience to various business issues in unraveling meaningful patterns from data for improving prediction, forecasting, decreasing business costs and improving operational efficiency.	
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. Think critically in making decisions based on data and deep analytics. 2. Draw meaningful patterns with the help of Data Mining 3. Use technical skills in predicative and predictive modeling to support business decision-making. 4. Apply advanced statistical techniques on data based decision making. 5. Translate data into clear and actionable insights.	
COURSE DETAILS	**Module no**	**Topic**	**Hours**
	1.	**Introduction to Business Analytics** Concept; Decision making process through data analysis; Decision making models; Areas of Analytics: Descriptive Analytics, Predictive Analytics and Prescriptive Analytics. Advantages of Business Analytics: informed decisions, developing distinct capability and creating competitive advantage. Job opportunities in Business Analytics.	**5**
	2.	**Analytical Methods and Models** Descriptive Analytics: overview of its tools and techniques, role in business analytics process and its importance in business decision making; Predictive Analytics: nature and type of modelling. Prescriptive Analytics: basics of its tools and modelling and its role in business analytics process.	**4**
	3.	**DataMining** Basics of Data Mining, Machine Learning Environment, its role in business analytics process and its importance in strategic decision making. Classification of Data Mining systems; Major Issues: from Data Warehousing to Data Mining; Data Integration and Transformation; Data Reduction; Data Warehouse and On – Line Analytical Processing (OLAP); Technology for Data Mining; Data Warehouse; Architecture; Implementation; Data Warehouse Usage.	**8**

	4.	**Business Analytics in Action** Applicability and importance of Business Analytics in different functional areas: financial analytics, human resource analytics, marketing analytics, supply chain analytics, and analytics for government and non-profit organizations.	**8**
	5.	**Analytical Tools and Techniques** Application of MS Excel and SPSS software in data analysis. Tools and techniques for Descriptive and Predictive Analytics: One variable and two variables descriptive statistics, Comparing one, two or more two means, Simple and Multiple Regression, Use of Dummy Variable in Regression, Time Series Forecasting, Parametric and Non parametric tests and Multivariate Data Analysis. Case studies in Business Analytics.	**15**
		Total hours	**40**
TEXT BOOK	1.	Evans, James R. *; Business Analytics*; Pearson Education.	
	2.	Davenport, H., Harris J.G; *Competing on Analytics: The New Science of Winning*, Harvard Business Review Press.	
REFERENCE BOOK/ SUGGESTED READING	1.	Siegel E.; *Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die;* Wiley.	
	2.	Carver, R. H., Nash, J.G.; *Doing Data Analysis with SPSS*; Cengage learning.	
	3.	Ken, Black; *Business Statistics for Contemporary Decision Making*; Wiley & Sons.	

Course: MANAGEMENT ACCOUNTING			Trimester: II
Course Code: MBA 203	L T P	3 0 2	Credits: 4

OBJECTIVE	To familiarize the students with financial and cost accounting information and techniques which are useful for planning, controlling and decision making in business. This also focuses on providing skills on contemporary management accounting techniques and issues.		
LEARNING OUTCOME	**Upon completion of the course students should be able to**: 1. Understand concept and needs of management accounting namely in various corporate decisions, and costs control. 2. Understanding on tools and process of financial statement analysis for various managerial decision making. 3. Concept on budgets for business planning and controlling. 4. Concept of cost and variance analysis for controlling allocated costs.		
COURSE DETAILS	**Module no**	**Topic**	**Hours**
	1.	**Introduction** Accounting for management, Management accounting and cost accounting as internal control tools, difference between Management Accounting and Cost Accounting, Types of cost, Cost concepts, full costing, activity based costing, Cost drivers, Cost of activities, Cost objects such as product, service and customer, Overhead allocations and preparation of cost sheet.	10
	2.	**Marginal Costing** Cost volume profit analysis, P/V ratio analysis and its implications, Concept and uses of contribution, Breakeven point and its analysis for the various types of decision making like single product pricing, multi-product pricing, replacement, sales, Differential costing and incremental costing: concept, uses and applications, method of calculation of these costs and their role in management decision making like sales, replacement and buying.	11
	3.	**Budgeting** Concept of budget: budgeting and budgetary control, Types of budget, Static and flexible budgeting, Preparation of cash budget, Sales budget, Production budget, Materials budget, Capital expenditure budget and master budget, Advantages and limitations of budgetary control.	8

	4.	**Standard Costing** Concept, applications of Standard Costing, Establishing various cost standards, Calculation of material variance, Labor variance and overhead variance and its applications and implications.	**6**
	5	**Responsibility Accounting** Concept and various approaches to responsibility accounting, Concept of investment center, Cost center, Profit center and responsibility center and its managerial implications, Transfer pricing: multinational transfer pricing, market based transfer pricing and cost-based transfer pricing, Cost of quality and time.	**5**
		Total hours	**40**
TEXT BOOK	1. Charles, C.H. ; *Introduction to Management Accounting;* Pearson Education 2. Anthony, R. N., David, F. Hawkins and Kenneth, A. Merchant; *Accounting: Text and Cases;* McGraw Hill	
REFERENCE BOOK/ SUGGESTED READING	1. Bhattacharyya, S. K. and Dearden, J.; *Accounting for Management;* Vikas Publishing House 2. Vij, M.; M*anagement Accounting*; Macmillan 3. Lynch, Richard, M. and Robert, W. Williams; *Accounting and Management: Planning and Control*; McGraw Hill 4. Garrison, R., and Noreen, E.; *Managerial Accounting;* McGraw Hill	

Course: MANAGERIAL ECONOMICS – II			Trimester: II
Course Code: MBA 204	**L T P**	**3 0 0**	Credits: 3

OBJECTIVE	To provide students with a basic understanding of the macroeconomic theories and tools that can be used in decision-making..
LEARNING OUTCOME	**Upon completion of the course students should be able to**: 1. Understand fundamentals of macroeconomics. 2. Learn macroeconomic variables and its measurement. 3. Knowledge of current monetary and fiscal policy and its application in economic development. 4. Basic understanding of current situation of inflation, unemployment and how to control it. 5. Basic understanding of business cycle phases like recession, boom, depression etc. and its measures.

COURSE DETAILS	Module no.	Topic	Hours
	1	**Introduction to Macroeconomics** Meaning, nature and scope, Circular flow of income in two, three and four sector models, National income: concepts and measurement, difficulties in measuring national income, Stock and flow variables.	**6**
	2	**Theory of Investment** Meaning, types of investment; MPC, MPS and multiplier; Investment spending; Government spending; Equilibrium in two, three, and four sector models; Expenditure multipliers: simple multiplier, investment Multiplier and foreign trade multiplier.	**6**
	3	**Money Market Analysis** Money: definition, kind and function; Supply of money: sources, measures and theory; Money multiplier; Keynesian theory of money supply; IS-LM in two sector model; Money market equilibrium: determination of output and prices; evolution of banking system; Commercial Banks: function, and their role in economic development; credit creation by commercial banks; Central Bank: functions; Monetary Policy: objectives and tools.	**10**
	4	**Fiscal Policy** Nature and objectives; concepts of taxation, public expenditure, public debt and budget; fiscal deficit; role of	**4**

	5	**Economic Growth and Business Cycles** Business cycles: phases of business cycle; effects of business cycle and policy response; Business under business cycles; Types of inflation; theories of inflation; causes of inflation; effects of inflation; measures to control inflation; Unemployment: meaning, kinds of unemployment; measures to control unemployment; Philip's curve.	**10**
	6.	**International Aspects of Macroeconomics** Balance of Payment and Foreign exchange rate.	**4**
		Total hours	**30**
TEXT BOOK	1. Dornbusch, Rudiger, Fisher, Tanley and Startz, Richard: *Macroeconomics*; McGraw Hill 2. Dholakia, Bakul H. and Rangarajan, C.; *Principles of Macroeconomics*; McGrawHill	
REFERENCE BOOK/ SUGGESTED READING	1. Shapiro, Edward; *Macroeconomic Analysis*; Galgotia Publication 2. Vaish, M.C.; *Macroeconomic Theory*; Vikas Publishing House 3. D'souza, Errol; *Macroeconomics*; Pearson Education 4. Mankiw, N Gregory; *Principle of Macroeconomics*; Cengage Learning 5. Ahuja H.L.*; Macro Economics*, S. Chand & Co.	

fiscal policy and stability in economic growth.

Course: MARKETING MANAGEMENT			Trimester: II
Course Code: MBA 205	**L T P**	**3 0 0**	**Credits: 3**

OBJECTIVE	To acquaint the students with marketing concepts, processes and their practical applications	
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. Understand the different concepts of marketing 2. Develop market segments for different. 3. Analyze the consumer buying behaviour. 4. Evaluate and compare marketing strategies of companies	
COURSE DETAILS	**Module no**	**Topic**	**Hours**
	1	**Marketing Concepts** Introduction to Marketing: Needs, wants and demands, exchange process, evolution of marketing philosophies, marketing mix, Pre-requisites of effective segmentation, bases of segmenting consumer markets, Market selection and Positioning strategies. Consumer Buying vs Organizational Buying.	**6**
	2	**Product Decisions** Total Product Concept, Classification of Products, Difference between products and services, Product Line and Product Mix decisions, Packaging and Labeling, New Product Development Process, Product Life Cycle, Adoption Process	**12**
	3	**Price Decisions** Role of Price, Factors influencing price determination, Pricing Approaches, Pricing strategies, Pricing Policies, Non-Price competition	**4**
	4	**Place Decisions** Need and Functions of Marketing Channels, type of marketing intermediaries, Vertical marketing system, Retailing and wholesaling: types and functions.	**4**
	5	**Promotion Decisions** Objectives of Promotions, Integrated Marketing Communication tools: Promotion Mix: Advertising, Sales Promotion, Public Relations and Personal Selling, Direct Marketing, Online Marketing	**4**
		Total hours	**30**

TEXT BOOK	1. Kotler, Philip and Keller, Kevin Lane; *Marketing Management- marketing cases in the Indian Context;* Pearson
	2. Etzel, M. J., Walker, Bruce J., Stanton, William J. and Pandit, Ajay; *Marketing : Indian Adaptation;* McGraw Hill
REFERENCE BOOK/ SUGGESTED READING	1. Kotler, P., Armstrong, G., Agnihotri. P.Y., and Haque; *Principles of Marketing*; Pearson Education
	2. Czinkota, Michael R. and Kotabe, Masaaki ;*Marketing Management*; Thomson South-Western
	3. Grewal, Dhruv and Levy, M.; *Marketing*; McGraw Hill

Course: DECISION MODELLING USING SPREADSHEET				Trimester: II	
Course Code: MBA 206 P	**L T P**		**0 0 2**	**Credits: 1**	

OBJECTIVE	To provide students with knowledge and skills which enables them to apply electronic spreadsheets and databases to support decision-making and problem-solving in business and accounting and to advance students' quantitative and technical skills.		
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. to formulate and solve business problem by using various Excel formula and functions 2. to perform advanced data analysis using Excel 3. to create data visualization		
COURSE DETAILS	**Module no**	**Topic**	**Hours**
	1	**Understanding Data** Quantitative data - Discrete & Continuous data; Qualitative data - Categorical and Ordinal data. Data Preparation, Data Sorting, Filtering and Parsing.	3
	2	**Mathematical and algebraic model** General Mathematical and algebraic model, Linear functions, vertical lookup functions, conditional and aggregate functions, Statistical and Financial Functions, Frequency distributions, Descriptive Statistics - Central tendency; Date and Time Functions, Text, Logical and Lookup functions.	6
	3	**Charts and its types** Importance of chart and different type of chart, Modification of chart elements, chart area and chart axes, formatting of chart title, legend and gridlines, Tread lines and data series, Combination Chart, Error Bars and Data Tables, Conditional Formatting of data using data bars, color scales and icon sets.	4
	4	**Pivot table** Creation of Pivot Table Report, Sorting and Filtering of Labels and values in a Pivot Table Report, Use of Slicer for a Pivot table, changing of chart type in Pivot Table Report.	3
	5	**Analysis Tools** ANOVA - Single Factor and two factor with and without replication, Correlation and Covariance, Exponential Smoothing and F-Test two sample for variances, Histogram and moving average, Random number generation and T-Test, Regression Analysis.	4
		Total hours	20

Course: BUSINESS RESEARCH METHODS			Trimester: III
Course Code: MBA 301	**L T P**	**3 0 2**	Credits: 4

OBJECTIVE	To familiarize the students with the concepts and methods of business research. This should enable the students to plan and conduct business research using scientific methods.
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. Understand meaning and scope of business research. 2. Familiarize with research terminologies and various types of research design. 3. Get an insight into various scaling techniques and sources of data collection. 4. Get acquainted with various techniques of data analysis and presentation through SPSS software. 5. Understand the basic learning of analytics in business.

COURSE DETAILS	Module No	Topic	Hours
	1.	**Introduction** Concept, Nature, Scope, Need and role of business research, Characteristics of research, Types of research, Research process: An overview, Types of business problems encountered by the researchers, philosophies and Principles involved in Research, Research strategy: qualitative and quantitative.	**3**
	2.	**Preparing a Research Proposal and Research Design** Meaning, Types of research proposals, designing the research proposal, evaluating the research proposal, Research design classification, Exploratory research, Descriptive research, Causal research.	**7**
	3.	**Measurement Concepts, Sample Design and Sampling Procedures** Concept of measurement, Measurement scales (comparative scaling and non-comparative scaling), Questionnaire and form design, Reliability & validity test, Sample designs and steps in sampling design, Probability sampling & non probability sampling.	**9**
	4.	**Analysis and Presentation of Data** Getting to know SPSS: Analysis of data; coding, editing and tabulation of data; charts and diagrams used in data analysis;	**16**

		data processing, analysis and estimation. Entering data into the Data Editor, Saving a data file, Creating a Bar Chart, Saving an Output File, Getting help and Printing in SPSS and Quitting SPSS. Opening a data file, exploring the data file, creating a histogram, frequency distributions, Bar Chart, Cross Tabulating data, comparing two distributions, scatter plots to detect relationships. Exploring, displaying and examining data, Hypothesis testing (t-test, z-test and chi square test), Multivariate analysis, ANOVA using SPSS software	
	5.	**Report Preparation and Presentation** Types and layout of research, Precautions in preparing the research report, Writing the report, Presentation of statistics, Oral presentations, Review of literature, Issue of plagiarism, Case study approach, Bibliography and annexure in the report: their significance, Drawing conclusions, suggestions and recommendations,	**5**
		Total Hours	**40**
TEXT BOOK	1. Cooper, D. and Schindler, P.; *Business Research Methods*; McGraw Hill 2. Zikmund, W.G., Babin, B .J., Can, J., Adhikari, Atanu and Guffer, Mitch; *Business Research Methods*: *A South Asian Perspective;* Cengage Learning		
REFERENCE BOOK/ SUGGESTED READING	1. Saunders, M.N.K.; *Research Methods for Business*; Pearson Education 2. Turabian, Kate; *A Manual for Writers of Research Papers, Thesis, and Dissertations;* University of Chicago Press 3. Malhotra, Naresh K. and Dash, Satyabhushan; *Marketing Research: An applied orientation*; Pearson Education 4. Sekharan, U. and Bougie, Roger; *Research Methods for Business*: *A skill building approach;* Wiley 5. Michael, S. Lewis-Beck, Bryman, Alan E. and Tim, Futing Liao; The 6. Sage encyclopedia of Social Science Research Methods; Sage Publications		

Course: OPERATION RESEARCH				Trimester: III
Course Code:MBA 302	**L T P**		**3 0 2**	Credits: 4

OBJECTIVE	To impart knowledge about various Operations Research techniques which are an essential aid in decision making.		
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. Identify and develop operational research models from the verbal description of the real system 2. Understand the mathematical tools that are needed to solve optimization problem 3. Develop a report that describes the model and the solving technique 4. Analyze the results and propose recommendations in language understandable to the decision-making processes in Management.		
COURSE DETAILS	**Module no**	**Topic**	**Hours**
	1	**Introduction and Linear Programming** Evolution of operations research, Nature and scope of operations research.	**2**
	2	**Linear Programming** Formulation of LPP, Solution using graphical method for solving LP; Simplex method; Sensitivity analysis and Duality theory, Special cases: Degeneracy, Unboundedness, Infeasibility and multiple alternative solution (Using Excel solver).	**10**
	3	**Transportation Model and Assignment Models** Transportation problem: formulation, methods of finding feasible solution (north-west corner method, least-cost method, VAM, Optimality test using MODI method. Assignment problem: formulation and solution of assignment problem (Hungarian algorithm) (using Excel solver)	**10**
	4	**Game Theory** Game Theory: concept of game, two-person zero-sum game, pure and mixed strategy, and algebraic and graphical methods to solve game problem.	**8**
	5	**Queuing Theory** Queuing Theory: Structure of various queuing systems and characteristics of queuing systems, Traffic intensity, Poisson Birth and death model.	**5**

	6	**Simulation** Introduction, Components of Simulation Model, Monte – Carlo simulation	**5**
		Total Hours	**40**
TEXT BOOK	1. Anderson, David R., Sweeney, Dennis J. and Williams, Thomas A., Camm, Jeffrey D. and Cochran, James J.; *Quantitative Methods for Business*; Cengage Learning 2. Taha, H.A., Natarajan, A.M., Balasubramanian, P. and Tamilarasi, A; *Operations Research*; Pearson Education 3. Vohra, N. D.; *Quantitative Techniques in Management*; Tata McGraw Hill 4. Ravindren, Phillips, Solberg "*Operations Research: Principles and Practice, 2ed (WSE)*", Wiley		
REFERENCE BOOK/ SUGGESTED READING	1. Hiller, Frederick S., Liberman, Gerald J., Nag, B. and Basu, P.; *Introduction to Operations Research*; Tata McGraw Hill 2. Winston, Wayne L.; *Operations Research Applications and Algorithms*; Thomson Learning 3. Levin, Richard I., Rubin, David S., Stinson, Joel P. and Gardner, Everette S.; *Quantitative Approaches to Management;* Tata McGraw Hill		

Course: FINANCIAL MANAGEMENT			Trimester: III
Course Code: MBA 303	**L T P**	**3 0 2**	Credits: 4

OBJECTIVE	The objective of this course is to acquaint the students with the objectives of financial management, basic techniques and methods of financial decisions making in business.		
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. Understand financial goals and role of financial management in a business. 2. Understand investment decision, financing decision and dividend decision of firm. 3. Understand business liquidity and working capital management in business. 4. Know various financial decision issues in business in the areas of long-term investments, dividend policy and liquidity etc.		

COURSE DETAILS	**Module no**	**Topic**	**Hours**
	1.	**Introduction** Overview of Financial Management – Meaning and scope of finance & financial management, profit maximization Vs wealth maximization, role of finance manager in key financial decisions in an organisation. Time value of Money - simple and compound interest rates, compounding and discounting of single and multiple cash flows, uneven cash flow, annuity, amortization.	7
	2.	**Cost of Capital** Cost of Capital - Concept, Computation of Specific Cost of Capital for Equity - Preference – Debt, Weighted Average Cost of Capital – Factors affecting Cost of Capital.	9
	3.	**Capital Budgeting** Capital Budgeting Decisions -Meaning, Discounting and Non –Discounting Techniques for capital budgeting, NPV Vs IRR, advantages and limitations of each method of capital budgeting.	10
	4.	**Capital structure** Capital Structure Decision: Concept, Factor affecting Capital Structure, Theories of Capital Structure like N.I. Approach, NOI Approach, Traditional Approach, M-M Approach. Operating & Financial Leverage: Operating Leverage, Financial Leverage, EBIT-EPS Analysis.	7

	5.	**Dividend Decisions** Dividend Decision: Passive Versus Active Dividend Policy; Factors influencing Dividend Policy, Theories of Relevance and irrelevance like Gordon's Model, Walters Model, M-M Approach	**7**
		Total Hours	**40**
TEXT BOOK	1. Chandra, P; *Financial Management: Theory and Practice*; McGrawHill. 2. Pandey, I.M.; *Financial Management*; Vikas Publishing	
REFERENCE BOOK/ SUGGESTED READING	1. Van Horne, J.C.; *Financial Management and Policy*; Prentice Hall of India 2. Damodaran, A.; *Corporate Finance: Theory and Practice*; Wiley & Sons 3. Khan, M. Y. and Jain, P.K.; *Financial Management*; McGrawHill 4. Rastogi, R.P.; *Financial Management*; Taxmann Publication	

Course: INTERNATIONAL BUSINESS				Trimester : III
Course Code: MBA 304	**L T P**		**3 0 0**	Credits: 3

OBJECTIVE	To familiarize the students with the nature, scope and structure of International Business, and the influences of various environmental factors on International Business Operations.
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. Understand the fundamentals of international business; different entry modes; and internationalization process. 2. Analyze the impact of global trading environment and emerging issues. 3. Describe the role, functions and importance of different international economic institutions and agreements. 4. Assess the impact of regional economic integration on international businesses across the world.

COURSE DETAILS	Module no	Topic	Hours
	1.	**Introduction** Nature, Scope and Importance of International Business; EPRG Framework; Modes of entry into International Business; Internationalization Process and its Managerial Implications.	**5**
	2.	**Global Trading Environment and EXIM Documentation** Historical roots of today's International Trade; Trade Theories; World Trade in goods and services: Major Trends, Balance of Payment; Introduction to EXIM Documentation; Trade Protectionism; Tariff and Non-Tariff Barriers; Counter Trade.	**6**
	3.	**International Economic Institutions and Agreements** GATT; WTO: Structure, Objectives and Agreements; World Bank Group; UNCTAD; IMF; New Development Bank.	**7**
	4.	**Regional Economic Groupings** Regional Economic Cooperation; Regionalism and Multilateralism; Structure and Functioning of EU and NAFTA; Emerging Regional Economic Groups with reference to India.	**5**
	5.	**Developments and Issues in International Business** Issues in Foreign Investment; Technology Transfer; Global Pricing Framework; Promotions in International Market;	**7**

		Cross-Cultural Communication; International Distribution and Supply Chain; Growing Concern for Ecology.	
		Total hours	**30**
TEXT BOOK		1. Hill, Charles W., Arun, K; *International Business: Competing in the Global Marketplace,* McGraw Hill 2. Daniels, J. H. and Lee, H. R.; *International Business: Environments and Operations*; Pearson Education	
REFERENCE BOOK/ SUGGESTED READING		1. Bennet, Roger; *International Business;* Pitman Publishing 2. Cateora, Philip R. & Graham, John L.; *International Marketing*; Tata McGraw Hill 3. Griffin, Ricky W. and Pustay, Michael W.; *International Business: A Managerial Perspective;* Addison Wesley	

IMS Unison University

Course: WRITTEN ANALYSIS AND COMMUNICATION				Trimester: III
Course Code: MBA 305 S	**L T P**	**0 0 2**		Credits: 1

OBJECTIVE	To understand the nuances of written communication through a practice-based approach.	
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. Imbibe business writing skills 2. Write case analysis	
COURSE DETAILS	**Module No** **Topic**	**Hours**

	Professional Writing - The Basics
	    ● Written Business Communication Basics
	    ● Being Managerially Appropriate
	    ● Getting it Write the First Time
	Professional Writing - Applications
	    ● Business Correspondence
	    ● Reports and Summaries
	    ● Informative and Persuasive Communication
	Writing Skills Overview
	Planning the Writing Project, Organizing the Content, Writing the first draft, revising the draft, strengthen one's writing skills
	Written Business Case Analysis Practice	

	Total Hours	**20**
TEXT/ REFERENCE BOOK	1. Bovee, Courtland and Thrill, John; *Business Communication Essentials - A Skills-based Approach to Vital Business*; Prentice Hall	

Course: PRODUCTION AND OPERATIONS MANAGEMENT			Trimester: IV
Course Code: MBA 401	**L T P**	**3 0 2**	Credits: 4

OBJECTIVE	To familiarize the students with various production processes and service systems, and the role that production and operations management plays in business and analysis of issues arising in the management of operations**.**		
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. Understand the core features of the operations and production management function at the operational levels. 2. Develop strategy for production system and product design. 3. Understand and apply analytical tools to production activities. 4. Develop inventory management strategy 5. Understand and apply the principles of Quality Management System.		
COURSE DETAILS	**Module no**	**Topic**	**Hours**
	1.	**Introduction** Nature and scope of production and operations management, Relationship with other systems in the organization, Factors affecting system and concept of production and operations management, Facility location, Layout planning and analysis.	**6**
	2.	**Production System and Related Concepts** Types of production systems: continuous production, mass production, Batch production, Job order production, Capacity planning, Aggregate planning, Production planning and control, Product design and development.	**9**
	3.	**Scheduling and Measuring Production Activities** Scheduling, Maintenance: breakdown maintenance, preventive maintenance, Productivity, Productivity measurement, Work study (Time and motion study), Method study, Work measurement.	**10**
	4.	**Material and Inventory Management** An overview of material management, Material planning and inventory control, Inventory model (Classical EOQ), Just-in-time (JIT), Lean manufacturing, Purchase management.	**10**
	5.	**Quality in Production and Operations Management** Quality assurance, Quality control, Quality control charts.	**5**
		Total hours	**40**

TEXT BOOK	1. Charry, S.N.; Production and Operations Management-Concepts Methods and Strategy; Pearson Education
	2. Sarin, Rakesh, K. and Buffa, Elwoods, S.; Modern Production Operations Management; John Wiley
REFERENCE BOOK/ SUGGESTED READING	1. Joseph, S. Martinich; *Production and Operations Management: An Applied Modern Approach;* McGraw Hill
	2. Stvenson, William J.; *Operations Management;* McGraw Hill
	3. Adam, Ebert; *Production and Operations Management: Concepts, Models andBehavior*; Pearson Education
	4. Lee, J. Krajawski, Lerry, P. Ritzman and Malhotra, K. Manoj; *Operations Management: Processes and Supply Chains;* Pearson Education.
	5. Chase, Richard B, Shankar, Ravi, Jacobs, Robert F.; *Operations & Supply Management*; McGraw Hill

Course: MANAGEMENT INFORMATION SYSTEM		Trimester: IV
Course Code: MBA 402	**L T P** **3 0 0**	Credits: 3

OBJECTIVE	The objective of this course is to introduce the students to the managerial issues relating to Information Systems, its role in organization, support for decision-making and how information systems can be leveraged to provide business value.
LEARNING OUTCOME	**Upon completion of the course students should be able to**: 1. Understand the evolution of management information system. 2. Learn about Integrated Enterprise Systems 3. Understand the complexities of Data resource management. 5. Learn Managerial Decision Making with Business Intelligence and Analytics

COURSE DETAILS	Module no	Topic	Hours
	1	**Organizations and Information Systems** Modern Organization and Information System's impact on organizations, Alignment of Business and IT strategies, Information landscape in modern Organization. Types of Information Systems (TPS, MIS, DSS and EIS), Decision Making with MIS (Tactical, Operational and Strategic). MIS project life cycle.	**4**
	2	**Information Systems Evolution** Internet, Cloud and Wireless revolution. Impact of Cloud technology in Business. Information Security, IT Governance, Ethical and Social Issues related to Information privacy. Information Systems Security and Control (Threats, Encryption, Cryptography, Firewall and Disaster recovery plan). Study Cloud services using Google Cloud Platform.	**6**
	3	**Integrated Enterprise Systems** Importance of Integrated Systems, Enterprise Resource Planning Systems, Supply Chain Management Systems, Customer Relationship Management Systems, Master Data Management Systems. Case Studies.	**4**
	4	**Data Resources Management** Challenge of Data Management, Data Independence, Data Redundancy reduction and Normalization, Data Consistency, Database concept, RDBMS and Data Management using SQL, Database Model and ER diagram, ETL process, Data Warehouse and Data Mart, importance of Dimensional Modeling in Strategic Reporting, Distributed Filing Systems	**6**

		to manage Big data, Structured, Semi-structured and Unstructured Data. SQL Lab using Access or SQL Server.	
	5	**Decision Making with Business Intelligence and Analytics** Business intelligence: concept, environment and tools. Importance of Business Intelligence and analytics, Decision Support, KPIs identification, Ad-hoc Report, Dashboard, Business Forecasting, concepts of Predictive and Prescriptive Analytics. Dashboard Design using MS Excel.	**4**
	6	**E-Commerce, E-Business, E-Governance and Social Network** E-Commerce Technology, Major E-commerce models, Electronic Data Exchange (EDI), Online Payment Technology, Mobile-Commerce, Business over the Internet, Portals, Search Engines, E-Governance Services and Advantages, Impact of Social Media in Business, Digital Marketing, Text and emotion mining using Social media Data and importance of Web Analytics. Case Studies.	**6**
		Total hours	**30**
TEXT BOOK	1. O' Brein and George Marakas James; *Introduction to Information Systems,* McGraw Hill 2. Laudon and Laudon; *Management Information Systems*; Pearson India.		
REFERENCE BOOK/ SUGGESTED READING	1. Principles of Information Systems (A Managerial Approach) – By Ralph Stair & George Reynolds 2. Davis, Gordon. B & Olson, Margrethe. H, *Management Information Systems*; McGraw Hill		

Course: LEGAL ASPECTS OF BUSINESS			Trimester: IV
Course Code: MBA 403	L T P	3 0 0	Credits: 3

OBJECTIVE	To familiarize the students with basic legal aspects of business encountered in our Managerial Practices.	
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. Understand basic aspects of contracts for making the agreements, contracts and subsequently enter valid business propositions. 2. Able to recognize and differentiate the special contracts and identify their appropriate usage at varied business scenarios. 3. Equip the students about the legitimate rights and obligations under The Sale of Goods Act 4. Enable with skills to initiate entrepreneurial ventures as LLP 5. Understand the fundamentals of Internet based activities under The Information and Technology Act.	
COURSE DETAILS	**Module no**	**Topic**	**Hours**
	1.	**Indian Contract Act, 1972** Essential of valid contracts, Capacities of parties, Classification of contracts, Discharge of contracts, Breach of contracts and its remedies, Special contracts: contract of Indemnity and Guarantee, Bailment and Pledge. Contract of Agency – Kinds of Agencies, Duties and Rights of Agents & Principal, Termination of Agency, Power of Attorney.	6
	2.	**The Sale of Goods Act, 1930** Essential elements of Contract of Sale, classification of Goods, Transfer of Property, Conditions and warranties, Unpaid seller – Rights and remedies.	2
	3.	**The Companies Act 2013** Essential characteristics, Kinds of companies, Formation of a company, Company Management, Company Meetings & Dissolution of Company.	5
	4.	**Banking and Insurance Laws** Control and Regulation of Banking & Insurance sector in India, Some important sections of RBI Act 1934, Banking regulation Act 1949 and The Insurance Regulatory and Development Authority Act, 1999 , Negotiable Instruments Act, 1881 – Types of negotiable instruments and its	6

		characteristics, Negotiation, Presentment, Endorsement, Crossing of cheque & Material alteration, Dishonours of Negotiable instrument.	
	5.	**Consumer Protection Act, 2019** Meaning of Consumer, Complaint & complainant. Rights of consumer, Product liability and Penal consequences, Unfair and Restrictive Trade Practices, Consumer Protection Councils, Central Consumer Protection Authority, Consumer Disputes Redressal Commissions, mediation & appellant authority, offenses and penalties.	**4**
	1.	**The Competition Act, 2002** Basic concepts, Powers of central government under the Competition Act, Major provisions of the Competition Act: role and working of Competition Commission of India.	**3**
	2.	**Information technology Act, 2000** Meaning and scope of the Act, Digital signature, Electronic governance, Regulation of certifying authority, Offences, adjudication and penalties.	**2**
	3.	**Right to Information Act, 2005** Salient features and coverage, Terms – Information, Right, Record, Public Authority, Obligations of Public Authority, How to request information, Functions of PIO	**2**
		Total Hours	**30**
TEXT BOOK	1. Kuchhal, M.C. and Kuchhal, V*; Legal Aspects of Business*; Vikas Publishing Hous		
REFERENCE BOOK/ SUGGESTED READING	2. Kapoor N. D; *Commercial Law*; S. Chand Publication 3. Singh, A.; *Principles of Mercantile Law*; Eastern Book Company 4. Gulshan.S.S., *Mercantile Law*, Excel Books		

Course: VIVA- VOCE (SIP)			Trimester: IV
Course Code: MBA 404 S	L T P	---	Credits: 4

OBJECTIVE	**Objective:** To access the performance and learning of the student during the Student Internship Program.
COURSE DETAILS	The student will undergo a Student Internship Program after Trimester – III. A Report has to be submitted. This will be followed by a Presentation and Viva-Voce.

Course: BUSINESS ETHICS AND CSR				Trimester: V
Course Code: MBA 501	**L T P**		**2 0 2**	Credits: 3

OBJECTIVE	To acquaint students with the ethical framework within which corporations should function and to give an overview of the corporate governance system and corporate social responsibility. Acquainting the students with societal needs and enabling a community connect.		
LEARNING OUTCOME	**Upon completion of the course students should be able to:**		
	1. Understand the concept of Business ethics and its relevance in organization.		
	2. Comprehend and understand about scriptures of Indian ethics & their application in business.		
	3. Comprehend and understand about ethical issues in capitalism & market system, human resource management, marketing, and intellectual property rights.		
	4. Learn emerging trends in corporate social responsibility in the global and Indian context and its impact on stakeholders.		
	5. Understand the framework of corporate governance and its role in corporate social responsibility.		
	6. Enable students closely monitor social framework and get closely connected to communities.		
	7. Perform field – related activities and assisting communities.		
COURSE DETAILS	**Module no**	**Topic**	**Hours**
	1	**Introduction: Business Ethics** Concept of Ethics, Ethics and Morality, Sources of ethics, Theories of business ethics: Deontological and Teleological theories.	**6**
	2	**Indian Ethos** Components of Indian ethos, Principles of Indian ethos, Teachings from Major Indian Scriptures Application of Indian Ethos to Management, Quality of work life and Indian Ethos.	**8**
	3	**Impact of Ethics on Business** Ethics impact in business, Ethical issues in capitalism and market systems, Ethics and social responsibility, Ethics and marketing, Ethics in finance, Ethics in human resource, Ethics in information technology, Intellectual property rights, Designs, Patents, Trademarks, Copy rights	**8**

4	**Corporate Social Responsibility**	**8**
	Concept, Rationale of CSR, Social responsibility theories, Pyramid of Corporate social responsibility. Contemporary CSR concepts: corporate sustainability, Reputation management and social impact management, Triple Bottom Line, CSR and business ethics, CSR and corporate governance, Environmental aspect of CSR, CSR models, Drivers of CSR. Cases on Corporate social responsibility. **Field work:** visit to a nearby village for community service and interaction with villagers to understand the problems faced by them.	
	Total Hours	**30**
TEXT BOOK	1. Velasquez; *Business Ethics: Concepts and Cases*; *Pearson Education* 2. *Mallin, Christine A.;* Corporate Governance (Indian Edition); Oxford University Press 3. *A Manual on Ethics, Governance and Sustainability*; The Institute of Company Secretaries of India	
REFERENCE BOOK/ SUGGESTED READING	1. Hartman, Laura P. and Chatterjee, A.; *Business Ethics*; McGraw Hill 2. Blowfield, Michael, and Murray Alan; *Corporate Responsibility*, Oxford University Press	

Course: PROJECT MANAGEMENT		Trimester: V
Course Code: MBA 502	**L T P** **3 0 2**	Credits: 4

OBJECTIVE	To familiarize the students with basic concepts and theories of project management and feasibility study of projects. Student should learn how to use Microsoft Project for Project Management.
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. Understand the core features of the operations and production management function at the operational levels. 2. Develop strategy for production system and product design. 3. Understand and apply analytical tools to production activities. 4. Develop inventory management strategy 5. Understand and apply the principles of Quality Management System.

COURSE DETAILS	Module no	Topic	Hours
	1	**Introduction to Project Management** Definitions, Characteristics, Scope and Classification of project, Importance of Project Management, Project Management Processes, Project Management Life Cycle, Project Success Criteria, Key competencies for Project Managers, Project Manager's Role and Responsibilities, Project Stakeholders. Project Creation using MS Project.	**8**
	2	**Project Planning** Project Feasibility Analysis (Technical, Financial and Organizational Feasibility), Project Scope and Activity-Planning, Activity Sequencing, Work Breakdown Structure (WBS), Project Plan preparation, Time Estimation and Scheduling, Resource Planning, Duration versus Effort, Task Dependency analysis, Cost Estimation, Cost / benefit analysis, market analysis, Plan Creation (Gantt Chart preparation) using MS Project.	**7**
	3	**Project Execution, Monitoring and Control** Limitations of traditional PERT and Critical Path Analysis, New execution models and Agile methodology. Project audit, Analysis of Actual Project Performance against Plan, Change Management, Project Communication Management, Project Status Reports, Progress Measurement and Forecasting, Exception reports, Stoplight reports, Variance reports.	**10**

	4	**Project Risk Management:** Project Risk Assessment, Risk Identification, Quantitative Risk Analysis, Qualitative Risk Analysis, Risk Management Plan, Risk Monitoring & Control.	**5**
	5	**Project Quality management** Project Quality Planning, Quality Assurance, Quality Control.	**5**
	6	**Project Closure** Project Closure, termination strategies and termination procedures; Overview of the PMP Certification Examination.	**5**
		Total Hours	**40**
TEXT BOOK	1. Meredith, Jack R., Mantel, Samuel J. Jr., and Shafer, Scott M.; *Project Management: A Managerial Approach* ;Wiley 2. Mantel, Samuel J. Jr.; Meredith, Jack R. ;. Shafer, Scott M, and Margaret M.; *Project Management in Practice*, Sutto 3. Kerzner, Harold; *Project Management: A Systems Approach to Planning, Scheduling, and Controlling;* Wiley	
REFERENCE BOOK/ SUGGESTED READING	1. Scott, Donald J. ; *Project Management: A Quick Start Beginner's Guide For The Serious Project Manager To Managing Any Project Easily;* Kindle Edition 2. Larson, Erik W. and Gray, Clifford F.; *Project Management: The Managerial Process*; McGraw-Hill Series Operations and Decision Sciences	

IMS Unison University

<table>
<tr><td colspan="3">Course: DISSERTATION PHASE I: PROPOSAL APPROVAL AND PROPOSAL DEVELOPMENT</td><td>Trimester: V</td></tr>
<tr><td>Course Code: MBA 503 S</td><td>L T P</td><td>---</td><td>Credits: 2</td></tr>
</table>

<table>
<tr><td>OBJECTIVE</td><td>Objective: To expose and train the student to develop a research proposal on a topic of relevance in the chosen area of specialization.</td></tr>
<tr><td>COURSE DETAILS</td><td>The student should identify a topic of relevance to the chosen area of specialization. The gaps in the literature and formulate research problem(s), research question(s) and research objective(s). Student should develop a framework for research design to conduct the study based on the identified objective(s).</td></tr>
</table>

Course: STRATEGIC MANAGEMENT			Trimester: VI
Course Code: MBA 601	**L T P**	**3 0 0**	Credits: 3

OBJECTIVE	To familiarize the students with the concept of corporate and business strategy and its formulation, implementation and evaluation.		
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. Understand various perspectives and concepts in the field of Strategic Management. 2. Understand the basic concepts, principles and practices associated with strategy formulation and implementation. 3. Understand about industry analysis, environment analysis and competitive analysis in brief. 4. Get acquainted with various techniques of Strategy Evaluation and its implementation. 5. Analyze and evaluate critically real-life company situations and develop creative solutions, using a strategic management perspective.		
COURSE DETAILS	**Module no**	**Topic**	**Hours**
	1	**Introduction** Definition, Scope, Characteristics and importance of Strategic management, Strategic management process, Dimensions and levels of strategy.	**3**
	2	**Strategy Formulation** Strategic planning, Strategic decision making, Vision, Mission and purpose, Objectives and goals of a business organization. Business Model. Balanced Scorecard Approach to Objective-setting. Critical Success Factors, Key Performance Indicators.	**6**
	3	**Environmental Appraisal** External analysis: industry organizational view (I/O view), industry analysis, environment analysis and competitive analysis, EFE Matrix, Competitive Profile Matrix, Internal analysis: resource-based view of the firm, capabilities, core competence, VRIO framework, Value chain analysis, IFE Matrix.	**6**

	4	**Strategic Analysis and Choice**	**6**
		Corporate level strategies: growth, stability, retrenchment and combination, integration strategies, and diversification strategies, Cooperative level strategies: mergers and acquisitions, joint ventures, and strategic alliance, Business level strategies: Michael Porter's generic strategies, BCG matrix, GE matrix, Ansoff Matrix.	
	5	**Strategy Implementation**	**6**
		Leadership, Resource allocation, Strategy and different types of organizational structures, McKinney 7S framework, Barriers to strategy implementation, Structural, behavioral, functional and operational aspects of strategy implementation.	
	6	**Strategy Evaluation and Control**	**3**
		Symptoms of malfunctioning of strategy, Strategic control and Operational Control: Analyzing variances and Evaluation techniques.	
		Total Hours	**30**
TEXT BOOK		1. Dess, G., Lumpkin, G. T., Eisner, Alan E. and McNamara G; *Strategic Management: Text and Cases*; McGraw Hill 2. Thompson, Arthur A. Jr. and Strickland, A. J.; *Strategic Management: Concepts and Cases*; McGraw Hill	
REFERENCE BOOK/ SUGGESTED READING		1. Hitt, M. A., Ireland, Duane R. and Hoskisson, Robert E.; *Strategic Management Concepts*; Cengage Learning 2. Pearce II, John A., Robinson, Jr., Richard, B. and Mital, Amita; *Strategic Management: Formulation, Implementation and Control*; McGraw Hill 3. Kazmi, Azhar; *Strategic Management and Business Policy*; McGraw Hill 4. Haberberg, Adrian and Rieple, Alison; *Strategic Management: Theory and Application;* Oxford University Press 5. Ansoff, H. Igor; *Strategic Management*; John Wiley 6. Drucker, Peter F.; *Management: Task, Responsibilities, Practices*; Harper Collins.	

Course: SPIRIT OF ENTREPRENEURSHIP				Trimester: VI
Course Code: MBA 602	**L T P**		**3 0 0**	**Credits: 3**

OBJECTIVE	To familiarize students with entrepreneurship developments, process of establishing an enterprise and the types of support available from various government and non-government institutions.
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. Develop entrepreneurship as a field of study and as a profession. 2. Understand the creative process of opportunity identification and screening. 3. Understand the importance of innovation in the creation of sustainable competitive advantage and to test a business model to ensure its viability. 4. Develop a well-presented business plan that is technically and economically feasible 5. Analyze cases based upon different forms of Business and Entrepreneurship.

COURSE DETAILS	Module no	Topic	Hours
	1	**Introduction to Entrepreneurship;** Concept, theories, process, factors impacting emergence of entrepreneurship, Growth of entrepreneurship environment in India, Role of entrepreneurship in economic development, Traits of successful entrepreneurs; Managerial vs. entrepreneurial approach, Entrepreneurial promotion in India.	5
	2	**Starting the Venture** Creative thinking, Business idea generation (Business cases on entrepreneurship), Environmental scanning pertaining to business idea: Feasibility study: Market feasibility, Technical/ Feasibility operations, financial feasibility, Project Report.	5
	3	**Functional Plans** Drawing a business plan, selecting organization type for business, Organization structure and Job designs, designing financial plan: Investment, Incomes and Expenditure, Banking and Accounts, understanding profitability.	8
	4	**Sources of Finance** Understanding Financial Framework: Debt Equity Financing, Commercial banks, Venture Capital, Financial Institutions supporting entrepreneurs, Angel Investors. Understanding IPR: Patents, Trademarks, Copy Rights, Trade secrets, Licensing, Franchising	8

	5	**Start Up India and Case Analysis**	**4**
		Definition of Startup, process of recognition as a Start Up, Exemption for Start Up: Tax Exemption under 80IAC, Tax Exemption under Section 56 of the Income Tax Act (Angel Tax), Concessions to startups regarding Labor Laws, Scheme for Facilitating Start-Ups Intellectual Property Protection (SIPP). Case analysis on different business modules, social entrepreneurship and local entrepreneurship.	
		Total Hours	**30**
TEXT BOOK		1. Charantimath, Poornima, *Entrepreneurship Development & Small Business Enterprises*, Pearson Education. 2. Hisrich, Robert D., Michael Peters and Dean Shephered, *Entrepreneurship*, Tata McGraw Hill, New Delhi	
REFERENCE BOOK/ SUGGESTED READING		1 Barringer, Brace R., and R. Duane Ireland*, Entrepreneurship*, Pearson Education. 2 Lall, Madhurima, and Shikha Sahai, *Entrepreneurship*, Excel Books, New Delhi. 3 Kuratko, Donand and Richard Hodgetts, *Entrepreneurship*, Cengage Learning India Pvt. Ltd., New Delhi	

Course: DISSERTATION PHASE II: PROPOSAL FINALIZATION	Trimester: VI
Course Code: MBA 603 S	L T P	---	Credits: 6

OBJECTIVE	To expose and train the student to execute a research proposal on a topic of relevance in the chosen area of specialization.
COURSE DETAILS	The student should execute the research proposal by collecting, analyzing and presenting the data in form of a project report

Course: **PRODUCT AND BRAND MANAGEMENT**			**Trimester: III**
Course Code: MRM 101 C	**L T P**	**3 0 0**	**Credits: 3**

OBJECTIVE	To familiarize students with the fundamental understanding to develop, measure, analyze and manage brands and product categories of an organization.		
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. Identify the factors influencing product management, 2. Analyze and compare product management strategies of different companies 3. Develop a conceptual understanding of the models in brand management 4. Understand metrics and measures that evaluate brand equity.		
COURSE DETAILS	**Module no**	**Topic**	**Hours**
	1	**Product Management** Introduction to product management, Products and their types, Product focused organization v/s Market focused organization, Product management: facts versus fiction, changes affecting product management.	**3**
	2	**Product Strategy** Product mix: length, width, depth and consistency, Product line extensions and contractions, Product line filling and line pruning, Product Life Cycle, Adopter Categories	**5**
	3	**New Product Development** Classification of new products, New product development process: idea generation, idea screening, concept evelopment and testing, Business analysis, Product development, Market testing and commercialization.	**6**
	4	**Brand Management** Meaning and characteristics of brands, Branding Challenges and Opportunities, Strategic Brand Management Process, Brand Elements: Characteristics and Criteria for Choosing Brand elements, Brand Positioning and Perceptual Mapping, Brand personality, Brand Identity, Internal Branding, Brand Audit. Co-branding.	**8**
	5	**Brand Equity** Meaning and importance of brand equity, Steps of Brand Building, Brand Value Chain, Brand Knowledge, Secondary Brand Knowledge, Brand image, Brand loyalty, Brand Architecture and Brand Hierarchy, Brand Extensions.	**8**

		Financial valuation of brands	
		Total hours	**30**
TEXT BOOK	1.	Keller L Kevin; *Strategic Brand Management*; Pearson Education	
	2.	Lehmann, D.R and Winer, R.S; *Product Management;* McGraw Hill	
REFERENCE BOOK/ SUGGESTED READING	1.	Kapferer, J.N.; *The New Strategic Brand Management*; Kogan Page	
	2.	Aaker, D.; *Aaker on Branding: 20 Principles That Drive Success*; Sage Publications	
	3.	Majumdar, R.; *Product Management in India;* Pearson Education	
	4.	Crawford, C. Merle and Anthony Di Benedetto; *New Products Management;* McGraw Hill	

Course: CONSUMER BEHAVIOR				Trimester: III/IV
Course Code: MRM 102 C	**L T P**		**3 0 0**	Credits: 3

OBJECTIVE	To familiarize the students with issues in and dimensions of consumer behavior.		
LEARNING OUTCOME	**Upon completion of the course students should be able to**: 1. Understand the different models of consumer behaviour 2. Develop consumer insights relating to different products 3. Identify different factors that influence consumer behaviour 4. Evaluate the different marketing strategies that least to consumer adoption.		
COURSE DETAILS	**Module no**	**Topic**	**Hours**
	1	**Introduction** Nature, scope consumer behavior, Role of consumer behavior, Determinants of consumer behavior, Market Segmentation and Positioning.	**3**
	2	**Consumer Buying Process** Types of consumer buying behavior: extensive problem solving, limited problem solving, routine problem solving and dissonance reducing behavior, Consumer decision making process: Pre purchase, purchase and post purchase behavior, Model of consumer and Organizational buying behavior.	**6**
	3	**Internal Determinants of Buying Behavior** Consumer Motivation and involvement, Personality and Self-Concept, Consumer perception, Consumer attitude, Learning and memory**.**	**8**
	4	**External Determinants of Buying Behavior** Reference groups and group dynamics, Family as Consuming unit, Social and cultural environment of consumer: Social class and Social stratification, Cultural, Sub-Cultural and Cross Cultural influences. Social class and Social stratification.	**8**
	5	**Innovation Diffusion and Consumer Adoption Process** Diffusion of innovation and consumer adoption process. Consumer satisfaction, Consumer Loyalty, Opinion leadership, Complaint behavior.	**5**
		Total hours	**30**

TEXT BOOK	1. Ramesh Kumar S., Schiffman Leon, Kanuk, Leslie Lazar; *Consumer Behavior;* Pearson
	2. Loudon, David L. and Della,Bitta Albert J.; *Consumer Behavior*; McGrawHill.
REFERENCE BOOK/ SUGGESTED READING	1. Engel, James F., Roser, D. Blackwell, and Paul, W. Miniard; *Consumer Behavior;* Dryden Press
	2. Hawkins, Dal., Roger, J. Best and Kenneth, A. Coney; *Consumer Behavior Implication for Marketing Strategy*; McGrawHill
	3. Hoyer, Wayne D. and Debovar, J. MacInnis; *Consumer Behavior*; Houghton Mifflin Company
	4. Wikie, William L; *Consumer Behavior*; Wiley
	5. Assael, H.; *Consumer Behavior and Marketing Action*; South Western Publishing Company

Course: MARKETING OF SERVICES				Trimester: III/IV
Course Code: MRM 103 C		**L T P**	**3 0 0**	Credits: 3

OBJECTIVE	To acquaint students with the concepts and processes of services marketing and to enable them to solve problems relating to marketing of services.			
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. Differentiate the process of marketing of goods as compared to marketing of services 2. Identify the applications of marketing of services in different industries 3. Understand the metrics to measure service quality 4. Understand revenue management in service marketing			
COURSE DETAILS	**Module no**	**Topic**		**Hours**
	1	**Concepts and Issues of Services Marketing** Service, core and supplementary services, Service levels and delivery, Classification and characteristics of services, Emergence of service economy, Factors affecting growth of service sector.		**4**
	2	**Strategic Issues in Services Marketing** The service encounter, Managing customer expectations, Level of expectations, Zone of tolerance. customer perceptions of service, Consumer behavior in service marketing, Segmentation, Targeting, Differentiation and Positioning of services.		**6**
	3	**Concept of Service Marketing Mix** Price: pricing concepts and issues in pricing, pricing policy, and pricing approaches, Promotion: internal and external communication and issues in services promotion, Place: service distribution, channel options, service distribution strategy, physical evidence and the service scape.		**7**
	4	**Managing Service Quality & Service Design** Essentials of a service system, Components of services, designing the service, Service delivery system, Measuring service quality, SERVQUAL, Demand measurement and supply management.		**7**
	5	**Application of Services Marketing** Financial services, Hospitality services, Healthcare services, Educational services and professional services.		**6**

		Total hours	30
TEXT BOOK		1. Zeithaml, G. B., and Pandit, A.; *Services Marketing;* McGraw Hill 2. Lovelock, Christopher, Wirtz, Jochen and Chatterjee, Jayanta; *Services Marketing: People, Technology and Strategy*; Pearson Education.	
REFERENCE BOOK/ SUGGESTED READING		1. Nargundkar, Rajendra; *Services Marketing: Text and Cases*; McGraw Hill 2. Verma, H. V.; *Services Marketing: Text and Cases*; Pearson Education 3. Apte, G.; *Services Marketing;* Oxford University Press	

Course: INTEGRATED MARKETING COMMUNICATIONS		Trimester: III/IV/V
Course Code: MRM 104 E	**L T P** **3 0 0**	Credits: 3

OBJECTIVE	To familiarize the students with the nature, purpose and complexity in planning and execution of an effective integrated marketing communication program.		
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1) Understand the perspective of Integrated Marketing Communications. 2) Develop integrated marketing campaigns. 3) Analyze the advertising and communication strategies of different companies 4) Compare the media strategies of different companies		
COURSE DETAILS	Module no	Topic	Hours
	1	**Introduction** Evolution of IMC and reasons for its growth, IMC planning process, Communication process: traditional and alternative response hierarchy models, Establishing objectives and budgeting, determining promotional objectives, DAGMAR approach, Promotional budget.	8
	2	**Creative and Media Strategy** The creative process: inputs, Advertising appeals and execution, Media planning and strategy: developing a media plan, Market analysis and establishing media objectives, Developing and implementing media strategies, Evaluation and follow up, Advertising spiral.	7
	3	**Managing Mass Communication** Developing and managing advertising programs, Deciding on media and measuring effectiveness, Sales promotion, Events and experiences, Public advertising.	6
	4	**Managing Personal Communication** Direct marketing, Interactive marketing, Word of mouth, designing the sales force, Personal selling.	4
	5	**Evaluation of Broadcast, Print, Internet and Support Media** Evaluation of TV, Radio, Print and support media, Advantages and limitations of TV, radio, Internet and support media.	5
		Total hours	30

TEXT BOOK	1. Clow, K.E. and Baack, D.; *Integrated Advertising, Promotion and Marketing Communication*; Pearson Education. 2. Belch, George E. and Belch, Michael E.; *Advertising and Promotion: An Integrated Marketing Communications Perspective;* McGraw Hill
REFERENCE BOOK/ SUGGESTED READING	1. Kotler, P., Keller, K., Koshy, L. and Jha, M.; *Marketing Management-A South Asian Perspective*; Pearson Education 2. Batra, R., Myers, J. G. and Aaker, D. A.; *Advertising Management*; Pearson Education 3. Shah, K., D'Souza, A.; *Advertising and Promotions: An IMC Approach*; McGraw Hill

Course: DIGITAL MARKETING				Trimester: IV/V/VI
Course Code: MRM 105 E	**L T P**		**3 0 0**	Credits: 3

OBJECTIVE	To provide students with the overview of digital marketing, develop skills and use various tools to achieve business objectives.
LEARNING OUTCOME	**Upon completion of the course students should be able to**: 1. Create digital marketing campaign 2. Identify the factors influencing digita 3. Understand the skills to optimize 4. Develop managerial perspective to capitalize on new digital marketing opportunities

COURSE DETAILS	Module no	Topic	Hours
	1	**Introduction to Digital Marketing** Traditional vs. Digital Marketing, Opportunity and implications of digital marketing, designing a digital marketing strategy, online market research, Content marketing.	**4**
	2	**Creating Digital Assets** Creating digital user-experiences, web design and web development process, an introduction to writing for digital experience	**5**
	3	**Engaging Digital Audience** a) Driving Awareness and Traffic: Online Advertising, Affiliate Marketing (PPC), Video Marketing; b) Steering the Search: Search Engine Optimization, Search Advertising; c) Digital Representation: Social Media Channels, Social Media Strategy, E-mail Marketing, Mobile Marketing	**10**
	4	**Optimizing and Managing Digital Marketing:** Role of CRM in digital strategy, Understanding and analyzing web data, Understanding user behaviour and optimizing conversions	**6**
	5	**Evaluation of Broadcast, Print, Internet and Support Media** Evaluation of TV, Radio, Print and support media, Advantages and limitations of TV, radio, Internet and support media.	**5**

		Total hours	30
TEXT BOOK	1.	Stokes, R. Blake, S. and Education, Q.; *eMarketing: The Essential Guide to Marketing in Digital World*; Quirk eMarketing	
	2.	Ryan, D. and Jones, C.; *Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation*; Kogan Page	
REFERENCE BOOK/ SUGGESTED READING	1.	1. Chaffey, D., Chadwick, F.E.; *Digital Marketing: Strategy, Implementation and Practice*; Pearson Education	
	2.	Juon, C.; *Internet Marketing Start to Finish: Drive measurable, repeatable online sales with search marketing, usability, CRM and analytics*; Pearson Education	
	3.	Halligan, B., Shah, D.; *Inbound Marketing: Attract, Engage and Delight Customers Online*; Wiley	

Course: SALES AND SALES FORCE MANAGEMENT			Trimester: IV/V/VI
Course Code: MRM 106 E	**L T P**	**3 0 0**	Credits: 3

OBJECTIVE	To familiarize the students with the fundamental elements of the sales function & prepare them for a career in Sales.			
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. Develop selling skills 2. Analyze the processes involved in sales force management 3. Identify strategies used to develop sales organisation. 4. Understand the importance of Customer relationship management in sales			
COURSE DETAILS	**Module no**	**Topic**		**Hours**
	1	**Introduction to Sales** The Nature and Role of Selling, Types of Selling, Selling as a career, Specific characteristics of a successful salesman, Theories of selling, The Nature and Role of Sales Management, The Marketing Concept, The Relationship between Sales and Marketing		**4**
	2	**Process of personal selling** Personal Selling Skills, Need and Problem Identification, the Presentation and Demonstration, Dealing with Objections, Negotiation, Closing the Sale, Follow-Up.		**8**
	3	**Sales Techniques** a) Key Account Management, Relationship Selling, Direct Marketing, Partner Relationship Management		**4**
	4	**Building Sales Organization** Types of sales organizations and their structure, Functions and responsibilities of sales staff, Filling sales position, Recruiting, Selection, Training and territory allocation.		**4**
	5	**Leading Sales Organization** Sales force motivation, Sales force compensation, Designing incentives and contests, Sales forecasting, Sales budget, Sales quota, Building sales reporting mechanism and monitoring, Sales force productivity, Sales force appraisal.		**5**

	6	**Customer Relationship Management**	**5**
		Definition, evolution and scope; Types of CRM: Operational, Collaborative and Analytical; Technology for Customer Relationship: Contact Center Technology; Front Desk Management Technology; CRM Technology; Customer Data Management; Sales Force Automation: Sales Force Management, Sales Territory Management, Contact Management, Lead Management; SFA and mobile CRM; Field Force Automation.	
		Total hours	**30**
TEXT BOOK	1. Johnston, Mark & Marshall, Greg; *Sales Force Management*, McGraw-Hill-Irwin 2. Jobber, David & Lancaster, Geoff; *Selling Management*, Pearson Education. *and Sales* 3. Alok Kumar, Sinha, C., & Sharma. R.,; *Customer Relationship Management: Concepts & Application;* Biztantra.		
REFERENCE BOOK/ SUGGESTED READING	1. Spiro, R.L., Stanton, W.J., Rich, G.A.; Management of Sales Force; Tata McGraw Hill 2. Still, R.R., Cundiff, E.W., Govani, N.A.P.; Sales Management; Pearson Education 3. Dyche, J., *The CRM Handbook: A Business Guide to Customer Relationship Management;* P Pearson Education		

Course: MARKETING ANALYTICS				Trimester: IV/V/VI
Course Code: MRM 107 E	**L T P**		**2 0 2**	Credits: 3

OBJECTIVE	To acquaint the students with concepts of data analysis in the field of marketing and enable them to take decisions based on data.			
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. Assess the application of tools of marketing analytics in decision making 2. Develop analytical skills in the field of marketing based on data. 3. Understand the different marketing metrics to measure performance 4. Apply data in segmenting the markets			
COURSE DETAILS	**Module no**	**Topic**		**Hours**
	1	**Introduction to Marketing Analytics** Defining Marketing Analytics, Need of Marketing Analytics, Big Data: The Marketing Revolution, Role of Data in Marketing. Differences and similarities between Marketing Research and Analytics, Marketing Analytics Planning.		**5**
	2	**Segmentation, Targeting and Positioning Analytics** Applications of tools for segmentation of the market, Cluster Analysis: Meaning, Application and methods of cluster analysis including k-means clustering and Agglomerative methods. Targeting and precision Marketing with the help of data mining and digital marketing tools used for targeting consumers. Positioning: Application of the concepts of perceptual mapping. Multidimensional scaling.		**8**
	3	**Managing Marketing Mix** New Product Development: Concept development and testing using conjoint analysis and attribution models. Design of price and advertising elasticity models. Non-linear and dynamic pricing analysis, Revenue Management. Multiple Regression Analysis and its application in marketing mix decisions.		**6**
	4	**Customer Relationship Management** Customer Relationship Management: Managing big data, data storage and analysis. Logistic Regression and its application in customer management. Calculating customer lifetime value. Basic model for optimizing retention and acquisition spending.		**4**

Master of Business Administration (MBA) Program Syllabi
[Effective from Academic Session 2020-21]

	5	**Marketing Performance Metrics** Sales Metrics: Sales Analysis using excel, Region-wise and distribution channel-wise sales analysis. Sales Forecasting using linear and multiple regression. Monte Carlo Simulation for prediction of marketing success, Social Media and SEO Metrics: Measuring Conversion rates and click through rates in online marketing	**7**
		Total hours	**30**
TEXT BOOK		1. Winston, Wayne L.; *Marketing Analytics: Data driven techniques with Microsoft Excel*, Wiley 2. Venkatesan, Rajkumar Paul Farris and Roanld T. Wilcox; *Cutting edge Marketing Analytics: Real world cases and data sets for hands on learning*, Pearson Education	
REFERENCE BOOK/ SUGGESTED READING		1. Ryan, D. and Jones, C.; *Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation*; Kogan Page 2. Stokes, R. Blake, S. and Education, Q.; *eMarketing: The Essential Guide to Marketing in Digital World*; Quirk eMarketing	

Course: INVESTMENT MANAGEMENT				Trimester: III	
Course Code: FIN 101 C		L T P	3 0 0	Credits: 3	

OBJECTIVE	To Know the basics of mutual funds, their role and structure, different kinds of mutual fund schemes and their features and also to get oriented to the legalities, accounting, valuation and taxation aspects underlying mutual funds and their distribution.
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. Appear for the National Institute of Securities Markets (NISM) Certification Examination for Mutual Fund Distributors. NISM-Series-V-A: Mutual Fund Distributors Certification Examination. 2. Understand how mutual funds are distributed in the market-place, how schemes are to be evaluated, and how suitable products and services can be recommended to investors and prospective investors in the market. 3. Get acquainted with financial planning as an approach to investing in mutual funds, and an aid for advisors to develop long term relationships with their clients.

COURSE DETAILS	Module no	Topic	Hours
	1	**Introduction, Regulation & Documents:** Introduction, Types of funds, key developments over the years, Legal structure of Mutual funds in India, key Constituents of Mutual fund, other service providers, Role of Regulators in India, Investors' Rights & Obligations, AMFI code of Ethics, SEBI Norms. Offer Document: NFO, SID, SAI, KIM.	8
	2	**Distribution, Valuation & Investor Services:** Fund Distribution and Channel Management Practices: Distribution Channel and Practices of Channel Management. Accounting, Valuation and Taxation: Valuation of Equities & Debt, Calculation of NAV, Taxes of AMC and investors. Investor Services: KYC Requirements for Mutual Fund Investors, KYC Form for Individuals, KYC for non-individuals, Transaction with mutual funds.	8
	3	**Return, Risk and Performance of Funds:** Measure of return, drivers of return and risk in a scheme, Drivers of risk in a scheme, measure of risk, benchmark and performance, quantitative measure of fund manager performance.	5
	4	**Scheme Selection & Investment Products for Investors:** Selecting scheme categories, selecting schemes within a	3

		Scheme category, selecting options within a scheme. Financial and physical assets: Gold, Real estate, mutual fund, NPS and others.	
	5	**Financial Planning & Model Portfolios:** Introduction to Financial Planning, Life cycle and wealth cycle in financial planning, Risk profiling, Asset allocation & Model portfolio.	**6**
		Total hours	**30**
TEXT BOOK	1.	Mutual Fund Distributor Module Level I: NISM Series VA by Taxmann publisher.	
REFERENCE BOOK/ SUGGESTED READING	1. 2.	Dalmia, Brijesh; *Mutual fund Hand Book for IFAs* Bogle, John C.; Bogle On Mutual Funds: New Perspectives For The Intelligent Investor (Wiley Investment Classics)	

Course: EQUITY DERIVATIVES				Trimester: III/IV
Course Code: FIN 102 C	**L T P**	**3 0 0**		Credits: 3

OBJECTIVE	The Students will understand about basics of the equity derivatives, trading strategies using equity futures and equity options, clearing, settlement and risk management as well as the regulatory environment in which the equity derivatives markets operate in India.
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. Understand the basics of Indian equity markets, various trading strategies that can be built using futures and options on both stocks and stock indices. 2. Understand the clearing, settlement and risk management as well as the operational mechanism related to equity derivatives markets. 3. Know the regulatory environment in which the equity derivatives markets operate in India. 4. Assist students in preparing for the National Institute of Securities Markets (NISM Series VIII) Equity Derivatives Certification Examination.

COURSE DETAILS	**Module no**	**Topic**	**Hours**
	1	**Basics of Derivatives:** Basics of Derivatives, Derivatives Market – History & Evolution, Indian Derivatives Market, Market Participants, Types of Derivatives Market, Significance of Derivatives, Various risks faced by the participants in derivatives.	3
	2	**Understanding Index:** Introduction to Index, Significance of Index, Types of Stock Market Indices, Attributes of an Index, Index management, Major Indices in India, Application of Indices.	3
	3	**Introduction to Options:** Basics of options Pay off Charts for Options, Basics of Option Pricing and Option Greeks, Uses of Options. **Option Trading Strategies:** Option Spreads, Straddle, Strangle, Covered Call, Protective Put, Collar, Butterfly Spread **Swaps:** Interest Rate Swaps, Currency Swaps	10
	4	**Introduction to Trading Systems:** Trading System, Selection criteria of Stocks for trading, Selection criteria of Index for trading, Adjustments for	8

		Corporate Actions, Position Limit, Using Daily Newspapers to Track Futures and Options.	
		Introduction to Clearing and Settlement System:	
		Clearing Members, Clearing Mechanism, Settlement Mechanism, Risk Management, Margining and mark to market under SPAN	
	5	**Legal and Regulatory Environment:**	6
		Securities Contracts (Regulation) Act, 1956 , Securities and Exchange Board of India Act, 1992, Regulation in Trading, Regulations in Clearing & Settlement and Risk Management, Major recommendations of Dr. L. C. Gupta Committee, Major recommendations of Prof. J. R. Verma Committee.	
		Accounting and Taxation:	
		Accounting, Taxation of derivative transaction in securities.	
		Total hours	**30**
TEXT BOOK		1. NISM Series VIII – Published by Taxmann or NISM	
REFERENCE BOOK/ SUGGESTED READING		1. Gupta S.L., *Financial Derivatives, Theory, Concept and Problems;* PHI, 2. Kumar S.S.S.; *Financial Derivatives*; PHI 3. Chance, Don M; *Derivatives and Risk Management Basics*, Cengage Learning, Delhi. 4. Stulz M. Rene, *Risk Management and Derivatives*, Cengage Learning, New Delhi.	

Course: INVESTMENT ADVISOR - I				Trimester: III/IV/VI
Course Code: FIN 103 C	**L T P**		**3 0 0**	Credits: 3

OBJECTIVE	The Students will understand about basics of the investment advisory, Implementation of financial plan evaluate different products, their suitability and impact on investment risks, returns and strategies in a personal finance environment.		
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. Appear in preparing for the National Institute of Securities Markets (NISM) Level 1 Certification Examination for Investment Advisers. 2. Learn about financial planning as an approach to investing, insurance, retirement planning and an aid for advisers to develop long term relationships with their clients.		
COURSE DETAILS	**Module no**	**Topic**	**Hours**
	1	**Introduction to Indian Financial Market:** Current status of Indian economy, structure of financial markets in India, Role of participants in the securities markets. **Securities Market Segments:** Primary market, role and function of secondary market, corporate actions.	**5**
	2	**Mutual Funds:** Definition, concept, role of mutual fund, types of mutual fund, taxation of mutual fund, SIP. **Investment Products:** Small saving instruments, Fixed income instruments, Alternate instruments, Direct equity. **Managing Investment Risk:** Common type of risk, Measuring risk.	**8**
	3	**Measuring Investment Returns:** Return concept, concept of compounding, Real vs. Nominal rate of return, tax adjusted return, risk adjusted return. **Concept of Financial Planning:** Need, scope and delivery process of financial planning. **Asset Allocation and Investment Strategies:** Asset class, portfolio construction, Asset allocation.	**8**

	4	**Insurance Planning:**	**5**
		Steps in insurance planning, Life insurance products, non-life insurance products, Life insurance need analysis.	
		Retirement Planning:	
		Retirement products, estimating and determining the retirement corpus.	
	5	**Tax and Estate Planning:**	**4**
		Income tax principles, Estate planning.	
		Regulatory Environment and Ethical Issues:	
		Role of regulator, SRO, Money Laundering Act 2002, Code of conduct and Ethics.	
		Total hours	**30**
TEXT BOOK	1 *Investment Advisor Level I*: NISM Series X-A by Taxmann publisher.		
REFERENCE BOOK/ SUGGESTED READING	1. *Mutual fund Hand Book for IFAs*: Author- Brijesh Dalmia. 2. Insurance Institute of India: *IC 38 Module*		

Course: INVESTMENT ADVISOR – II				Trimester: IV/V/VI	
Course Code: FIN 104 E	**L T P**		**3 0 0**	Credits: 3	

OBJECTIVE	To provide students with knowledge of comprehensive financial planning and their impact on decision-making; and aspect of product selection, portfolio construction, review and rebalancing.		
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. Appear for the National Institute of Securities Markets (NISM) Level- II Certification Examination for Investment Advisors. 2. Learn structure and performance of securities markets, importance of asset allocation and impact of the market movement on the assets performance.		
COURSE DETAILS	**Module no**	**Topic**	**Hours**
	1	**Securities Markets and Performance** Risk and return from investing in equities, Debt Market, Derivative markets, Foreign exchange market, Debt Market analytics and indicators.	**5**
	2	**Knowing Operational Aspects of Financial Transactions** KYC process, Dematerialization of securities, Power of Attorney, Account opening process.	**5**
	3	**Personal Financial Planning** Preparing Household Budget, Analysis of Household Budget, Contingency Planning, Estimating Financial Goal. **Comprehensive Financial Planning** Role of debt, Risk Profiling, Asset allocation, Model portfolio, life insurance product, non life insurance products, retirement planning, philanthropy.	**8**
	4	**Product Analysis and Selection** Risk, return and portfolio construction, impact of market cycle, Reviewing and evaluating mutual fund portfolio, Behavioural biases in investment decision making.	**8**
	5	**Regulatory and Compliance Aspects** SEBI regulation 2013, Redressal in Capital Market, Redressal in Banking, Regulation relating to insurance, pension fund, Investor Grievance Redressal Mechanism.	**4**
		Total hours	**30**

TEXT BOOK	1 Investment Advisor Level I: NISM Series X-B by Taxmann publisher.
REFERENCE BOOK/ SUGGESTED READING	1. Dalmia, Brijesh; *Mutual fund Hand Book for IFAs* 2. Insurance Institute of India: *IC 38 Module*

Course: FIXED INCOME SECURITIES AND MONEY MARKET			Trimester: IV/V/VI
Course Code: FIN 105 E	**L T P**	**3 0 0**	Credits: 3

OBJECTIVE	Students will learn about the basic concepts of different types of debt instruments (G-secs, T-bills, CPs, Bonds and CDs) and provides useful insights into the Indian debt market, its various components, the trading mechanism of debt instruments in stock exchanges, bond valuation and so on.			
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. Understand the fundamental features of debt instruments. 2. Understand the trading of the debt instruments on the NSE-WDM Segment. 3. Know the regulatory and procedural aspects related to debt market. 4. Learn the concepts of bond valuation, yield curve, bootstrapping and duration.			
COURSE DETAILS	**Module no**	**Topic**		**Hours**
	1	**Debt Instruments: Fundamental Features** Modifying the coupon of a bond, Term to maturity of a bond, principal repayment of a bond, Asset backed securities. **Indian Debt Market** Market segment, participants in debt market, Secondary market for debt instruments.		**4**
	2	**Central Government Securities: Bonds** Primary issuance process, Primary Dealers, Satellite dealers. **Central Government Securities: T-Bills** Issuance process, cut-off yields, investors in T-bills. **State Government Bonds:** Volume and coupon rates, ownership pattern of state government bonds.		**4**
	3	**Call Money Market** Volume, participants, call rates. **Corporate Debts: Bonds** Sebi Regulations 2008, Listing criteria on NSE-WDM, secondary market, credit ratings. **Commercial paper & Certificate of deposit** Guideline for CP, Rating notches for CPs, Stamp Duty.		**5**
	4	**REPOS** Repo market in India, Advantages of Repos, calculating settlement amount in Repos.		**6**

		Bond Market Indices & Benchmark I-Bex, FIMMDA NSE MIBID_MIBOR,	
	5	**Trading Mechanism in the NSE-WDM** Order types, Order entry, order validation, order matching, Trading mechanism, settlement. **Valuation of Bonds** Bond valuation, Yield, weighted yield, YTM, yield price relationship, yield curve, Theories of term structure of interest rates. **Duration:** Calculating duration of a bond, modified duration, portfolio duration.	**11**
		Total hours	**30**
TEXT BOOK	1 FIMMDA ;*NSE debt Market Basic module.*		
REFERENCE BOOK/ SUGGESTED READING	1 Raju G.; *Corporate Debt Market in India*; Authorpress		

Course: BANKING AND INSURANCE				Trimester: IV/V/VI
Course Code: FIN 106 E	L T P	3 0 0		Credits: 3

OBJECTIVE	To understand the bank's financials and regulatory framework. To encapsulate the banking and there linkage with economy.		
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. To assist students in preparing for the NSE's Certification in Financial Markets (NCFM) Banking Module Certification Examination. 2. The Students will also learn about the concepts of Insurance in India.		
COURSE DETAILS	Module no	Topic	Hours
	1	**Introduction to Banking** Fundamental role and evolution, Banking structure in India, Licensing of banks in India, Branch licensing, Foreign Banks, Private Banks – Capital and voting rights, Dividend, Corporate Governance	05
	2	**Banking and the Economy** Cash Reserve Ratio (CRR), Statutory Liquidity Ratio (SLR), Repo and Reverse Repo, Open Market Operations, Security Valuation, Capital Account Convertibility. **Bank Deposits, Nomination and Deposit Insurance** Kinds of deposits, Joint accounts, Nomination, Closure of deposit accounts, Deposit insurance. **Other Banking services** Fund-based services, Non-Fund based services, Money Remittance Services.	08
	3	**Bank – Customer Relationship** Roles of Banks, Bankers' obligation of secrecy **Security Creation** Pledge, Hypothecation, Mortgage, Assignment **NPA and Securitisation** Non-Performing Assets, NPA categories, NPA Provisioning Norms, SARFAESI Act.	07
	4	**Understanding a Bank's Financials** Balance Sheet, Profit & Loss Account, Camels Framework. **Basel Framework** Bank for International Settlements (BIS), Basel Accords	06

		Regulatory Framework	
		Anti-Money Laundering and Know Your Customer, Banking Ombudsman Scheme, 2006, Indian Contract Act, 1872, Sales of Goods Act, 1930, Negotiable Instruments Act, 1881, The Limitation Act, 1963**.**	
	5	**Insurance**	**04**
		Life insurance products, Health Insurance products, Insurance principles.	
		Total hours	**30**
TEXT BOOK	1	National Stock Exchange of India Limited ;*NCFM Banking Sector Module*	
REFERENCE BOOK/ SUGGESTED READING	1.	Clifford, Gomez; *Financial Markets, Institutions and Financial Services;* PHI Learning.	
	2.	Padamlatha Suresh & Justin Paul; *Management of Banking and Financial Services*, Pearson.	
	3.	Insurance Institute of India; *IC 38 Module.*	
	4.	IIBF – Corporate Banking ;Macmillan	
	5.	Fabozzi; *Foundations of Financial Markets and Institutions*; Pearson Education	

Course: BEHAVIORAL FINANCE				Trimester: IV/V/VI
Course Code: FIN 107 E	**L T P**	**3 0 0**		Credits: 3

OBJECTIVE	To familiarize the students with an overview of important results of behavioral finance, as well as the implications of these results for the traditional finance theory and practice.
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. Understand and apply the main concepts of behavioral finance that help to reveal biases and heuristics in the decision making process. 2. Contrasting traditional and behavioral approaches. 3. Understand different types of biases existing in the area of Behavioral Finance. 4. Present the main results in the field of behavioral finance focusing on financial market processes. 5. Explore behavioral finance, considering financial and investment decisions.

COURSE DETAILS	Module no	Topic	Hours
	1	**Introduction** Introduction to Behavioral Finance and Classical Economics, Utility of Money, Omission Bias, Expected Utility vs Prospect Theory.	**7**
	2	**Probability and Related Errors** Problems with Probability, Correlation and Causation Error, Probability Weighting.	**9**
	3	**Heuristics and Availability Bias** The Availability Heuristic, Framing, Mental Accounting and Expenditures, Loss Aversion, Representativeness, Overconfidence, Belief Perseverance and Confirmation Bias.	**7**
	4	**Money Management and Decision Making** Management of Money, Financial Decision making, Benefits of saving early, Market Bubbles and Crashes.	**7**
		Total Hours	**30**
TEXT BOOKS	Forbes, William; *Behavioral Finance;* Wiley		
REFERENCE BOOKS	Chandra, Prasanna; *Behavioral Finance*; McGraw-Hill		

Course: CORPORATE RISK MANAGEMENT			Trimester: IV/V/VI
Course Code: FIN 108 E	**L T P**	**3 0 0**	Credits: 3

OBJECTIVE	This course aims to provide the students with the fundamental concepts, principles and approaches of corporate finance, enable the students to apply relevant principles and approaches in solving problems of corporate finance and help the students improve their overall capacities.		
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. Apply best practice tools and methods in corporate finance and investment. Management to different settings. 2. Apply the methods and procedures of financial management, with particular reference to investment evaluation, investment management, capital budgeting, corporate evaluation, risk management. 3. Estimate a company's cost of capital; determine whether a company is creating or destroying value; select a company's optimal mix of debt and equity financing; and compensate shareholders in the most convenient way. 4. Ability to take optimal dividend decisions using the base of different relevant theories of dividend. 5. Evaluate critically corporate financial management practices with the aim of proposing and implementing improvements.		
COURSE DETAILS	**Module no**	**Topic**	**Hours**
	1	**Introduction** Finance and corporate finance., Finance and related disciplines, Scope of Financial Management, Profit Maximization, Wealth Maximization - Traditional and Modern Approach, Functions of finance – Finance Decision, Investment Decision, Dividend Decision, Objectives of Financial Management and Concept of Time Value of Money.	4
	2	**Capital budgeting & evaluation techniques** Long-Term Investment Decision Capital Budgeting - Nature and meaning of capital budgeting; Estimation of Relevant cash flows, Understanding computation of depreciation based on the concept of block of assets; Evaluation techniques - Accounting Rate of Return, Pay Back, Net Present Value, Internal Rate of Return, Terminal Value, Profitably Index Method.	6
	3	**Cost & its measurement** Cost of Capital Concept and Measurement of Cost of	5

		Capital: Measurement of specific costs - Cost of debt, Cost of perpetual debt, Cost of Redeemable debt; Cost of Preference Share; Cost of Equity Capital – Dividend valuation model; Cost of Retained Earnings. Computation of Over-all Cost of Capital based on book value weights and market value weights.	
	4	**Working capital** Short-Term Investment Decision Concepts and Definition of working capital; Determining Financing Mix; Permanent and temporary working capital; Determinants of working capital; Computation of Working Capital. Management of Cash – Motives of holding cash; Objectives of cash management; Factors determining cash needs;	**7**
	5	**Risk management** Risk Management: Introduction of Risk Management: Types of Risks, Risk management process: Sources of Risk, Risk Indicators, Process, Controlling Risk. Asset-Liability management: Concepts, Framework of the policy, Risk exposure analysis, Open Position, Duration, Modified Duration, Auditing Risk Management.	**8**
		Total Hours	**30**
TEXT BOOK	1. Khan, M.Y., & Jain, P.K. (2012);*Basic Financial Management*; Tata McGraw Hill 2. Chandra, Prasanna; *Financial Management-Theory and Practice*, Tata McGrawHill.		
REFERENCE BOOK/ SUGGESTED READING	1. Rustagi, R. P.; *Fundamentals of Financial Management*; Taxmann publication (Pvt) Ltd. 2. Pandey,I.M. (2010);*Financial Management*; Vikas Publishing House Pvt. Ltd. 3. Van Horne, J.C. *Financial Management and Policy*, Prentice Hall of India. 4. Levy, H. and Sarnat, M. *Principles of Financial Management*, Prentice Hall. 5. Brealey, Richard, A., Myers, Stewart, C.& Allen, Franklin; *Principles of Corporate Finance;* McGraw Hill		

Course: FINANCIAL ANALYTICS			Trimester: IV/V/VI
Course Code: FIN 109 E	**L T P**	**2 0 2**	Credits: 3

OBJECTIVE	This course aims to provide the students with the fundamental concepts, principles and approaches of corporate finance, enable the students to apply relevant principles and approaches in solving problems of corporate finance and help the students improve their overall capacities.
LEARNING OUTCOME	**Upon completion of the course students should be able to**: 1. Learn Financial Data Analysis and Interpretation for Decision Making. 2. Adept various Statistical tools to be used for financial data analysis. 3. Do Analysis of risk and return of individual security and evaluation of portfolio performance. 4. Learn Statistical tools for predictive and forecasting modeling with financial data using Ms-Excel.

COURSE DETAILS	**Module no**	**Topic**	**Hours**
	1	**Introduction** A Brief History of the Evolution of Analytic. Why is Analytics Important to the Finance Field, Business Model and Changing Role of Financial Department and Uses of Financial analytics Work with variable, Data files from other Statistical Tools and access and use of various packages for financial analytics.	4
	2	**Dataset Analytics, Visualization and Presentation of Financial Data** Understanding of Financial Datasets with descriptive statistics – univariate and bivariate analysis, Using financial Datasets for creating Graphs, Making Histograms, Bar graphs, Line graphs etc. with base and other packages.	6
	3	**Risk & Return Measurement of individual security and Portfolio** Importing daily stock price data, checking and plotting of data, risk and return of individual security and portfolio, Sharpe Ratio and Markowitz mean – variance optimization.	5
	4	**Predictive Modeling and Forecasting** Predictive modeling with Single, Multiple and Logistic Regression model, Time series modeling, Examining time series, trend analysis, stationary time series, auto regressive moving processes and data transformation.	7

	5	**Analytics of Financial Statement using Excel**	**8**
		Balance Sheet, Income Statement, Cash Flow Statement, Understanding the Financial Statements and their interlinking and financial statement forecasting.	
		Total Hours	**30**
TEXT BOOK	1. Khan, M.Y., & Jain, P.K. (2012);*Basic Financial Management*; Tata McGraw Hill		
	2. Chandra, Prasanna; *Financial Management-Theory and Practice*, Tata McGraw Hill.		
REFERENCE BOOK/ SUGGESTED READING	1. Rustagi, R. P.; *Fundamentals of Financial Management*; Taxmann publication (Pvt) Ltd.		
	2. Pandey, I.M. (2010); *Financial Management*; Vikas Publishing House Pvt. Ltd.		
	3. Van Horne, J.C. *Financial Management and Policy*, Prentice Hall of India.		
	4. Levy, H. and Sarnat, M. *Principles of Financial Management*, Prentice Hall.		
	5. Brealey, Richard, A., Myers, Stewart, C.& Allen, Franklin; *Principles of Corporate Finance;* McGraw Hill		

Course Name: PERFORMANCE MANAGEMENT AND APPRAISAL			Trimester III	
Course Code: HRM 101 C	**L T P**	**3 0 0**	Credits: 3	

OBJECTIVE	The course is designed to acquaint the students with the changing role and system of performance appraisal in business organizations.		
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. Design an organization's performance management process that supports organizational mission and strategy; Develop job-related performance standards and performance indicators that reflect the employee's range of responsibilities; 2. Use the concepts to train employees to identify career paths and resources available to support individual development. 3. Identify and communicate appropriate actions with employees (e.g. training and development, wage increase, promotion, bonus etc.) based on their performance strengths and weaknesses. 4. Compare and contrast various organizational performance management programs to increase the effectiveness.		
COURSE DETAILS	**Module no**	**Topic**	**Hours**
	1	**Introduction** Concept, Principles and Contribution of Performance Management, Dangers of poorly implemented performance management, Background to Performance Management, Performance Management and Performance Appraisal, Ethical Considerations and Legal Issues in Performance Management, Model and Process of Performance Management, Performance Management Cycle (Role Definition, Personal Developmental Plan, Performance Agreement, Performance Review), Balance Scorecard approach to PMS, Benchmarking process	**9**
	2	**Performance Appraisal System** Meaning, Features and Objectives of Performance Appraisal, Evaluation of a Performance Appraisal System, Factors affecting Performance Appraisal, Benefits of Performance Appraisal, Problems with Performance Appraisal, Essentials of a Good Appraisal System, Appraisal Methods on the basis of approaches (Ranking, Forced Distribution, Paired Comparison, Check List, Critical Incident, Graphic Rating Scale, BARS, 360 Degree Feedback), Potential Appraisal, Requirements for an Effective Potential Appraisal System, Performance Appraisal and Potential Appraisal practices in Indian Industries.	**14**

	3	**Competency Mapping**	**7**
		Concept of Competency and Competence, Constituents of Competencies, Types of Competencies, Competency Management, Significance of competency-based performance management, Competency based performance management strategy, Intervention and drivers, Trends and practices in selected industries.	
		Total Hours	**30**
TEXT BOOKS	1. Armstrong, M.; *Performance Management-Key strategies and Practical Guide*; Kogan Page		
	2. Rao, T. V.; *Performance Management and Appraisal Systems*; Response Books		
REFERENCE BOOKS	1. Hartle, F.; *Transforming Performance Management Process*; Kogan Page		
	2. Chadha, P.; *Performance Management; It's About Performing- Not Just Appraising;* Macmillan		
	3. Sanghi, S; *The Handbook of Competency Mapping*; Sage Publication.		

Course Name: INDUSTRIAL RELATIONS AND LABOUR LAWS			Trimester III/IV	
Course Code: HRM 102 C	L T P	3 0 0	Credits: 3	

OBJECTIVE	To impart knowledge about concepts, functions, importance and major theories of industrial relations and to familiarize students with various labour enactments and legislations
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. Analyze the present state of Industrial relations in India 2. Develop critically informed analysis of management and union strategies 3. Draw strategies related to collective bargaining, workers participation grievance redressal, and employee discipline and dispute resolution 4. Understand the various processes and procedures of handling Employee Relations 5. Apply aspects of employment law to real workplace situations.

	Module no	Topic	Hours
COURSE DETAILS	1	**Introduction** Industrial relations – An Overview, Overview of Industrial Relations (IR), Meaning and Scope of IR, Perspectives/Approaches to IR, Major stake holders of IR, Evolution of IR in India, Changing Dimensions of IR in India, Impact of globalization on IR, ILO.	8
	2	**Trade Unions and Labor Problems** Concepts, Functions, Objectives, Structure, Kinds of Trade Unions, Problems of Trade Unions, Trade union movement in India, Trade Union Act, 1926, Role of Trade Unions in Collective Bargaining.	5
	3	**Dispute resolution** Causes of Industrial Disputes, Standing Orders& Grievance Procedure, The Industrial Employment (standing orders) Act, 1946, Participative Management, Collective Bargaining, • The Industrial Disputes Act, 1947, Concept of Industry and workman, Dispute Resolution Methods & Machinery, Conciliation, Arbitration, Adjudication, Layoff, Closure, Retrenchment, Strike	7
	4	**Labour Legislations** Evolution and importance of Labour Legislation in India, Protective Legislation, The Factories Act, 1948, Wage Legislation, Minimum Wages Act, 1948, Payment of Wages	10

		Act, 1936, Equal remuneration Act,1976, Payment of Bonus Act, 1965, Payment of Gratuity Act, 1972, Social Security Legislation, Workmen's Compensation Act, 1923, Employees' Provident Fund, 1952, Employees State Insurance Act,1976, The Maternity Benefit Act, 1961, Unorganized Workers Social Security Act 2008	
	Total Hours		**30**
TEXT BOOKS	1. Srivastava, S. C. *Industrial Relations and Labour Laws*. Vikas Publishing House. 2. Padhi, P. K. *Labour and industrial laws*. PHI Learning Pvt. Ltd.		
REFERENCE BOOKS	1. Venkata, R. C. S. ; *Industrial Relations*; Oxford University Press. 2. Labour Laws (Bare Acts); Taxmann 3. Monappa, A.; *Industrial Relations and Labor Laws*; McGraw Hill.		

Course Name:	EMOTIONAL INTELLIGENCE AND MANAGERIAL EFFECTIVENESS		Trimester: IV/V/VI
Course Code: HRM 103 C	**L T P**	**3 0 0**	**Credits: 3**

OBJECTIVE	To make the students adept with managing emotions as it leads to building stronger relationships, succeeding at work and achieving career and personal goals.		
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. Use the concept of Emotional Intelligence at their workplace 2. Apply the concept of Self-Awareness, Self-Regulation and Self-Motivation to be an effective manager 3. Use empathy and Social Skills for being an effective manager 4. Assess the potential effects of emotional intelligence on various stakeholders 5. Use Emotional Intelligence for increasing their effectiveness as a manager.		
COURSE DETAILS	**Module no**	**Topic**	**Hours**
	1	**Introduction to Emotional Intelligence** Introduction to Emotional Intelligence, understanding difference between Emotional Intelligence and Intelligence Quotient, Understanding emotions and its kinds, Nature of Emotional Intelligence, Daniel Goleman's Emotional Intelligence Model	8
	2	**Self-Awareness, Self-Regulation and Self-Motivation** Self-Awareness, Life Positions, Soothing Anxiety, Power of positive thinking, Emotional literacy	6
	3	**Empathy and Social Skills** Empathy, Barriers to empathy, creating a powerful first impression, assessing a situation	4
	4	**Effect of Emotional Intelligence** Effect of EI for manager, Staff, Customers and Self	5
	5	**Applications of Emotional Intelligence** Work Life Balance, Stress Management, Conflict Resolution, Management of Change, Managing Diversity	7
		Total Hours	30
TEXT BOOKS	1. Goleman, Daniel; *Emotional Intelligence : Why it can matter more than IQ*, Bloomsbury 2. Dann, Jill; *Emotional Intelligence*, Hodder Education		

REFERENCE BOOKS	1. Lencioni, Patrick M. and Bradberry, Travis and Greaves, Jean; *Emotional Intelligence 2.0;* Talent Smart
	2. Walton, David; *Introducing Emotional Intelligence: A Practical Guide;* Icon
	3. Goleman, Daniel; *Working with Emotional Intelligence;* Bloomsbury Publishing India Private Limited
	4. Dann, Jill; *Emotional Intelligence In A Week: Raise Your EQ In Seven Simple Steps;* Teach Yourself
	5. Gilbert, Michele; *Emotional Intelligence: Learn Better Communication and Raise Your Interpersonal and Leadership Skills*; Manifest Ebook Publishing, Inc.

Course: PRINCIPLES OF LEADERSHIP				Trimester IV/V/VI	
Course Code: HRM 104 E		**L T P**	**3 0 0**	**Credits: 3**	

OBJECTIVE	To know and understand critical underlying theories and concepts that guide the formation, and development of effective leadership.
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. Understand how ethics, morals, and values relate to their leadership dilemmas.; 2. Integrate their lived experiences into their leadership development process; 3. Explore their own competence with regards to the dimensions of difference, especially as it relates to others in their communities. 4. Enhance the impact of team leadership through active group participation. 5. Engage in conflict productively and work toward conflict resolution.

COURSE DETAILS	Module no	Topic	Hours
	1	**Introduction** Concept of leadership, Leadership skills, Managerial leadership roles, Leadership theory paradigm: Trait Theory, Behavioral Theory, Contingency theory, Situational Leadership, Path-goal Theory, Charismatic leadership theory, Transformational and transactional leadership theory, Mc-Gregor Theory.	6
	2	**Assessing Leadership and Measuring its Effects** Managerial incompetence, Leadership talent management, assessing leadership potential, measuring effects of leadership, Methodologies used to study leadership: qualitative and quantitative.	6
	3	**Leadership Traits and Ethics** Personality traits and leadership, Intelligence and leadership, Emotional intelligence and leadership, Cross-cultural leadership, Ethics and leadership, Case studies of Indian and international leaders.	6
	4	**Influencing: Power, Politics, Negotiation and Networking** Sources of leader's power, Leader motives, Types of influence tactics and power, Organizational politics, Networking, Negotiation.	5
	5	**Contemporary Issues in Leadership** Change management and strategic leadership, Role of leaders in creating a learning organization culture, Crisis leadership,	7

		Team leadership, Inspiring leadership, Spiritual leadership.	
		Total Hours	**30**
TEXT BOOKS		1. Achua, Christopher F. and Lussier, Robert N.; *Effective Leadership*; Cengage Learning. 2. Yukl G.; *Leadership in Organization*; Pearson Education	
REFERENCE BOOKS		1. Hughes, Richard L., Ginnett, Robert C. and Curphy, Gordon; *Leadership: Enhancing the Lesson of Experience*; McGraw Hill 2. Rowe, W. Glenn; C*ases in Leadership;* Sage Publications 3. Charan, Ram; *Leaders at all Levels;* Wiley 4. Sadler Philip; *Leadership*; Crest Publishing House 5. *Harvard Business Review on Leadership*, Harvard Business School Press 6. Neidert, David; *Four Seasons of Leadership;* Executive Excellence Publishing 7. Spitzer, Robert J; *The Spirit of Leadership;* Executive Excellence Publishing	

Course: HUMAN RESOURCE PLANNING AND DEVELOPMENT		Trimester IV/V/VI	
Course Code: HRM 105 E	L T P	3 0 0	Credits: 3

OBJECTIVE	The objective of this course is to co-create a comprehensive view of Human Resource Planning & Development (HRPD) through assessment of theories and practices of HRD.	
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. Develop employees for achieving personal and organizational goals 2. Analyze the strategic issues and strategies required in manpower planning 3. Learn to address the realities of organizations while developing context specific strategies for human resource development. 4. Learn the techniques of HRD program application and trends like Competency mapping, Balanced Score Card etc.	
COURSE DETAILS	**Module no**	**Topic**	**Hours**
	1	**Human Resource Planning** Human Resource Planning: objectives, concept, importance, process. Techniques of ascertaining HR Demand: Trend Analysis, Delphi technique, Nominal group technique, HR Budgets, Downsizing and restructuring. Assessing HRD needs, Training and development: need, design, conduct and evaluation.	5
	2	**Career Planning** Concept, objectives, career stages, significance of career planning, need and components of career planning, Career development; concept and approaches of career development, Succession planning and management; concept and process process of career planning and development.	6
	3	**Introduction to HRD and Activities** HRD matrix; HRD interventions; Role and competencies of HRD professionals; HRD audit; Approaches to employee development, action learning, assessment and development centres; Intellectual capital and HRD; HRD mechanisms for workers; Industrial relations and HRD;	9
	4	**HRD Applications and trends** Training and Management development, organization development and change, HRD and diversity: diversity training, coaching and mentoring, Employee counseling; PCMM, Balanced Score Card, Appreciative inquiry; HR	5

		scorecard, Competency mapping, Integrating HRD with technology, Employer branding and other emerging trends.	
	5	**HRD in Organizations** Selected cases covering HRD practices in government organisations, manufacturing and service industries and MNCs; International experiences of human resource development, Contemporary issues and challenges of human resource planning and development.	**5**
		Total Hours	**30**
TEXT BOOKS	1.	Belcourt, Monica and McBey, Kenneth J.; *Strategic Human Resource Planning*; Cengage Learning	
	2.	Werner, Jon M. and DeSimone, Randy L.; *Human Resource Development: Foundation, Framework and Applications*; South Western (Cengage Learning)	
REFERENCE BOOKS	1.	Rao, T. V.; *Human Resource Development*; Oxford University Press	
	2.	Aswathapa, K.; *Human Resource and Personnel Management Text and Cases*; McGraw Hill	
	3.	Desimone and Harries; *Human Resource Development*; Thomson Learning	
	4.	Phillips, J. M. and Gully, S. M.; *Strategic Staffing*; Pearson Education	

Course: HUMAN RESOURCE MANAGEMENT IN SERVICE SECTOR		Trimester IV/V/VI	
Course Code: HRM 106 E	LTP	300	Credits: 3

OBJECTIVE	This course offers the students an opportunity to understand and appreciate the differences in employment practices in services and understand the linkages between employee management practices and customer relationship management.
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. Learn the functioning of HR practices in service industries. 2. Have insights about the challenges faced by HR managers and the strategies used to cope up in service sector. 3. Acquaint themselves with gloabal training and development practices necessary during contingencies. 4. Learn the importance and implementation of service quality and performance in varied service industries.

COURSE DETAILS	Module no	Topic	Hours
	1	**Introduction to Concept of Service** Types of Service, Service Management, Evolving Environment of Services, Myths about Service, Service as a System, Attitudes towards Service Sector, Reasons for growth of the Service sector.	8
	2	**Nature of Service sector** Characteristics of Services, Elements of Customer Service, Components of Service, and Identifying customer Groups, Service Process, Classification of Servicing operating systems, Challenges for service managers, People and service, Maintaining and Improving Service Quality and performance.	8
	3	**Human Resource Management in Service Organizations** Concept, Functions, Utilization, Development, Environment, Organizing HRM Functions in Service Sector, Competencies and service organizations, Performance Measurement, Empowerment in service organizations, managing services across Boundaries.	8
	4	**Application in HRM in service sector** HRM in Hospitals, Hotels, Insurance and Banking, IT Sector, other Financial Institutions, Managing Salary Levels, Working Conditions, Unionism, Problems and Challenges.	6

	Total Hours	30
TEXT BOOKS	1. Sahu, A.and Tiwari , A.K., *HRM in Services*, Ruby Press & Com 2. Marek Korczynski, *Human Resource Management in Service Work*, Palgrave Macmillian	
REFERENCE BOOKS	1. Balaji. B., *Services Marketing and Management*, S. Chand & Co. Ltd., New Delhi. 2. Haksever, C., Barry P., Roberta S.Russel and Robert G.Murdik*, Service Management and Operations*, Pearson Education 3. Dierdonck, V. and Woy, V.; *Service Management An Integrated Approach*; Prentice Hall of India 4. Goyal.R. C.; *Human Resource Management in Hospitals;* Prentice hall.	

Course: TALENT MANAGEMENT			Trimester IV/V/VI	
Course Code: HRM 107 E	**L T P**	**3 0 0**	Credits: 3	

OBJECTIVE	This course intends to give insights on how to identify, integrate, and retain talent in an organization to deliver high performance.		
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. Develop understanding to evaluate the talent management in the organisation 2. Familiarize students with different approaches of talent management which will enable them to identify talent and develop retention strategies. 3. Developed in students of the talent management in India with examples of different companies		
COURSE DETAILS	**Module no**	**Topic**	**Hours**
	1	**Basics of Talent Management** Talent- engine of new economy, leveraging talent, the talent value chain, elements of talent friendly organizations, Talent management process, Talent Management System - Components of Talent Management System; creating TMS, challenges of TMS, Building blocks of talents management.	7
	2	**Talent Planning** Concept, succession management process, Integrating succession planning and career planning, designing succession planning program, talent development budget, building a reservoir of talent, compensation management within the context of talent management, CEO Succession planning,	8
	3	**Developing and Retaining Talent** Potential identification and development, coaching for sustained &desired change, integrating coaching, training and development with talent management, employee retention-motivation and engagement.	8
	4	**Competency mapping and Assessment** Concepts and definition of competency; Types of competencies, 5 level competency model, competency profiling, competency based performance assessment, Diagnosing reasons for performance problems, Sources of errors in performance measurement.	7
		Total Hours	**30**

TEXT BOOKS	1. Malviya. S., *Talent Management Principles and Practices*; Neha Publishers
	2. Shukla, R., *Talent Management: Process of Developing & Integrating Skilled Workers*, Global India Publication.
REFERENCE BOOKS	1. Berger, L. A.; *Talent Management; Hand Book*
	2. Caplan, J.,; *The Value of Talent: Promoting Talent Management Across the Organization.* Cogan Page.
	3. Merleved, .P.; *Talent Management- A focus on Excellence5*; Book Boon Pub.

Course: MANAGING WORKFORCE DIVERSITY				Trimester IV/V/VI	
Course Code: HRM 108 E		L T P	3 0 0	Credits: 3	

OBJECTIVE	The course intends to provide broad vision of the concepts of diversity and inclusion and to investigate and manage the differences employees bring to the workplace.		
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. Evaluate diverse perspectives, and navigate the ambiguity and complexity that comes with multiple perspectives. 2. Interact respectfully and appropriately in a variety of cultural contexts. 3. Interrogate structures of power and institutions from the standpoint of cultural inheritance.		
COURSE DETAILS	Module no	Topic	Hours
	1	**Introduction** Definition of Workforce Diversity, Diversity Management, Occupational Diversity, Diversity and Exclusion, The Inclusive Workforce Model, Diversity related Employment Legislation, Discrimination and Equality in Management, Impact of Global Demographic Trend on Workforce Diversity, Implications for Diversity of Gender, Disability and Sexual Orientation.	6
	2	**Diversity Management and Leadership** Diversity management Paradigms, The Impetus for Implementing Diversity Management, Characteristics and Limitations of Diversity Management, Organizational Leadership and Diversity Management.	6
	3	**New realities of the workforce** Types of international employees and special categories of employees in International context, New realities of the workforce including demographic, legislation, and social policy trends around the world, Emerging workforce trends–Dual-career couples–Cultural issues in international working on work-life balance–Managing multi-cultural teams: Issues and challenges	10
	4	**Diversity Management in the Indian Context** Understanding and Managing Diversity in Indian and Global Context, Individual, Social Identity and Organizational Diversity, Diversity and Organizational culture, Diversity and Gender– Contemporary Issues in Workplace Diversity.	8

	Total Hours	30
TEXT BOOKS	1. Brewster, Chris; Sparrow, Paul and Vernon, Guy: *International Human Resource Management*; The Universities Press. 2. Mor Barak, Michàlle E.; Managing *Diversity*; Sage Publications.	
REFERENCE BOOKS	1. Lorache, L and Rutherford, Don; *Recruiting, Retaining and Promoting Culturally Different Employees;* Elsevier. 2. Roosevelt, Thomas; *World Class Diversity Management*; A Strategic Approach; Berrett–Koehler Publisher 3. Harvey, C. P. and Allard, M J. ;*Understanding and Managing Diversity*; PHI	

Course: HR ANALYTICS			Trimester IV/V/VI	
Course Code: HRM 109 E	**L T P**	**2 0 2**	Credits: 3	

OBJECTIVE	To identify what data should be captured and how to use the data to model and predict capabilities so the organization gets an optimal return on investment on its human capital.		
LEARNING OUTCOME	1. Upon completion of the course students should be able to: 2. Provide insights about the use of HR analytics in improving decision making. 3. Implement and strategize people analytics to boost performance and efficiency in the organizations. 4. Develop essential skills to lead an organization to people analytics success. 5. Find the best ways to categorize and evaluate metrics in order to avoid misuse of data.		
COURSE DETAILS	**Module no**	**Topic**	**Hours**
	1	**HR Analytics in Perspective** Role of Analytics, Defining HR Analytics, Significance of HR Analytics, Steps to implement HR Analytics, Critical HR decision making and HR analytics, Locating the HR challenge in the system, Valuing HR Analytics in the organizational system, HR Analytics Frameworks: LAMP framework, HCM:21 framework, Talent ship framework:5 overarching components of effective analytics framework	8
	2	**HR Analytics and Predictive Modeling** Steps involved in predictive analytics: Determine key performance indicator, analyze and report data, interpreting the results and predicting the future, Metrics and Regression analysis and Causation.	4
	3	**HR Business Process and HR Metrics** Statistics and Statistical Modeling for HR Research and HR Decision making, HR Research Tools and Techniques, Data Analysis for Human Resources, Parametric and Non-Parametric Tests, HRIS for Decision making, HR Metrics, Recruitment Metrics, Metrics for Training and Development Function, Ethics of measurement and evaluation, HR Dashboards: Statistical software used for HR Analytics	6
	4	**Insight into Data Driven HRA** Typical data sources, Typical questions faced (survey), Typical data issues, Big Data for HR Connecting HR	6

		Analytics to business benefit (case studies), Techniques for establishing questions, Building support and interest, Obtaining data, Cleaning data (exercise), Supplementing data.	
	5	**HR Scorecard** Assessing HR Program, engagement and Turnover, finding money in Analytics, Linking HR Data to operational performance, HR Data and stock performance. Creating HR Scorecard, develop an HR measurement system, guidelines for implementing a HR Scorecard.	**6**
		Total Hours	**30**
TEXT BOOKS	1. Bhattacharya, D. K.; *HR Analytics*; Sage Publishing House.		
REFERENCE BOOKS	1. Fitz-Enz, J.; *The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investment*; AMACOM Div American Mgmt Assn. 2. Edwards, M. R., & Edwards, K. (2016). Predictive HR Analytics: Mastering the HR Metric. Kogan Page Publishers. 3. Fitz-Enz, J., & John Mattox, I. I. (2014). Predictive analytics for human resources. John Wiley & Sons. 4. Isson, J. P., & Harriott, J. S. (2016). People analytics in the era of big data: Changing the way you attract, acquire, develop, and retain talent. John Wiley & Sons.		

Course: SUPPLY CHAIN MANAGEMENT		Trimester: III	
Course Code: ORM 101 C	**L T P**	**3 0 0**	Credits: 3

OBJECTIVE	To familiarize the students with the mechanism of Supply Chain Planning, design, and operations. This will help to manage facilities, inventory, transport, and information about the key drivers of Supply Chain Management.		
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. Understand and identify goals of supply chain and its processes. 2. Design distribution network after understanding the importance of its influencing factors. 3. Understand supply chain strategy and competitive strategy and achieve strategic fit. 4. Understand the role of Logistics in Supply chain and identify different modes of transportation. 5. Apply Information Technology in the supply chain drivers.		
COURSE DETAILS	**Module no**	**Topic**	**Hours**
	1.	**Introduction** Basic Concepts, Scope and Philosophy of Supply Chain Management, Importance of Supply Chain Management, Supply Chain Decision, Evolution of Supply Chain Management.	**5**
	2.	**Designing the Supply Chain**: Role of Distribution Supply Chain, Factors influencing Distribution Network, Process of Supply Network Design, and Distribution Strategy, Models for Facilities Location and Capacity Allocation, Impact of Uncertainty on Supply Chain Design, Evaluation of Supply Chain Design, Demand Chain Management, and Strategic Alliances.	**6**
	3.	**Performance Measurement and Control** Concept, Dimensions of Performance Measurement, Tools for Performance Improvement, Benchmarking: Introduction, and Forms of Benchmarking, GAP Analysis, Benchmarking study report, Achieving Strategic Integration, Supply Chain Operations Reference(SCOR) Modelling, SCOR Analysis, Value Chain, Concept of Configurability, Evaluation of Supply Chain Performance, Impediments to Improved Performance.	**7**

	4.	**Logistics Management** Concept of Logistics, Inbound and Outbound Logistics, Key activities of Logistics, Managing the Costs of Logistics, Application of Logistics Management, Trade-offs in Logistics Management, Bull-Whip Effect in Logistics, Third and Fourth Party Logistics, Emergence of IT in Logistics, International issues in Logistics, Warehousing, Types of Warehouses, Site Selection, Layout and Design Of Warehouses.	**7**
	5.	**Emerging Trends**: Role of Information Technology in Supply Chain Management: Electronic Data interchange, E-Customer Relationship Management, use of Data Mining Tools, and E-business Framework, Customer Profitability Analysis, International issues in Supply Chain Management.	**5**
		Total hours	**30**
TEXT BOOK	1.	David, Simchi-Levi, Philip, Kaminsky and Edith, Simchi-Levi; *Designing and Managing the Supply Chain;* McGraw Hill	
REFERENCE BOOK/ SUGGESTED READING	1.	Chopra, Sunil, Meindl, Peter and Kalra, D. V.; *Supply Chain Management– Strategy, Planning and Operation*; Pearson Education	
	2.	Altekar, R.; *Supply Chain Management: Concepts* and Cases; PHI Learning	
	3.	Raghuram, G.; *Logistics and Supply Chain Management;* Macmillan	
	4.	Sahay, B.S.; *Supply Chain Management;* Macmillan	
	5.	Balou, R. H.; *Supply Chain Management;* Pearson Education	

Course: SERVICE OPERATIONS MANAGEMENT			Trimester: III/IV/V	
Course Code: ORM 102 C	L T P	3 0 0	Credits: 3	

OBJECTIVE	To familiarise the students with the concept, principles and tools of Total Quality Management including ISO 9000 Quality Management System Standards.		
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. Understand and be able to explain the critical perspectives on the nature of service. 2. Understand and apply a range of methods for assessing the needs, expectations and perceptions of customers. 3. Explain and apply the principles, tools and techniques of service design. 4. Explain the methods with which organisations can measure their service performance and improve service. 5. Demonstrate how organisations can deal with challenges such as customer complaints and service failures.		
COURSE DETAILS	**Module no**	**Topic**	**Hours**
	1	**Introduction** Nature and characteristics of services, Classification of services, growing importance of service.	**4**
	2	**Service Process Design and Automation** Service design and delivery process, Service process strategies, Technology automation, Service encounter.	**4**
	3	**Service Quality and Continuous Improvement** Concept of service quality, Quality service by design, Service process control, Measurement of service quality, Quality philosophies and performance excellence, Service recovery and guarantee.	**6**
	4	**Facility Design for Services** Service facility design, Process analysis of facility layouts, Facility location decision factors, Quantitative models for facility location based on different objective functions of optimization criteria.	**5**
	5	**Demand and Capacity Management in Services** Forecasting demand in Services, Smoothing customer demand in services, Service capacity management, Yield management, Resource and workforce scheduling in services.	**7**

	6	**Managing Queuing System in Services**	**4**
		Introduction to queuing system, Queuing system characteristics, M/M/1 queuing model.	
		Total hours	**30**
TEXT BOOK	1	Fitzsimmons, B., James, A. and Fitzsimmons, Mona J.; *Service Management: Operations, Strategy, and Information Technology*; McGraw Hill	
	2	Johnston, Robert and Clark, Graham; *Service Operations Management;* Pearson Education	
REFERENCE BOOK/ SUGGESTED READING	1.	Haksever, C., Render, B., Russel, S. R. and Murdick, R. G; *Service Management and Operations*; Pearson Education.	
	2.	Metters, Richard, Metters, Kathryn King, Pullman, Madeleine and Walton, Steve; *Service Operations Management*, Cengage Learning	
	3.	Haksever, Cengiz, Render, Barry, Russell, Roberta S. and Murdick, Rebert G.; *Service Management and Operations*; Pearson Education	

Course: LEAN MANUFACTURING				Trimester: IV/V/VI
Course Code: ORM 103 C	**L T P**		**3 0 0**	Credits: 3

OBJECTIVE	To familiarise the students with Project Management, technical tools like MS project, and the complex tasks of time estimation and project scheduling, including PERT and CPM.	
LEARNING OUTCOME	**Upon completion of the course students should be able to:**	
	1. Explain the approaches to, concepts, and theories of Lean Manufacturing, including key aspects of Just in Time and Six Sigma	
	2. Apply World Class Manufacturing (WCM) techniques to effect continuous improvement.	
	3. Apply Analytical Troubleshooting (ATS) techniques to technical problem solving and decision making.	
	4. Explain people management issues and discuss how they can be addressed.	
COURSE DETAILS	**Module no**	**Topic**	**Hours**
	1	**Introduction** Evolution of manufacturing – Measures of competitiveness - Functional areas of the firm – product design, manufacture, delivery. Production system – Types of production systems – Ten steps to lean production. The role of inventory – types of inventory – inventory costs and tradeoffs. The role of information – Principles of production system. Value added and waste elimination - Types of waste – Lean principles – basic lean tools overview.	**6**
	2	**Layout and Group Technology** Facilities layout – Group technology - Types of layout: Process layout, product layout, cell layout – Product coding and classification schemes – Part family – Establishing part and machine groups - Performance measure of layouts – Bin and pallet design and calculations.	**6**
	3	**Integrated Quality** Statistical quality control – Integrated quality control – Types of inspection: off-line vs on-line - Process analysis tools and techniques: 100% inspection (screening) – Jidoka – Process capability study – Lean six sigma – Teams and quality circles – self certification attitude – Industry language (SPC) - Quality control departments.	**6**

	4	**Integrated Reliability**	**6**
		Role of maintenance – Integrated productive maintenance – Total productive maintenance – Downtime – Lean production – Benchmarking – Pilot areas – Predictive maintenance – Computerized maintenance management systems – Continuous improvement – Reliability – TPM implementation.	
	5	**Toyota Production System**	**6**
		Eliminating wastes – Roots in Ford's system – TPS – supermarket model – JIT Production – Pull system – Lean manufacturing – Integrated quality – Internal customer satisfaction – Standard work and cell design –Toyota supplier and support.	
		Total hours	**30**
TEXT BOOK	1. Pascal Dennis, *Lean Production Simplified*, Productivity Press. 2. Jeffrey Liker and David Meier, *The Toyota Way Fieldbook,* McGraw-Hill.		
REFERENCE BOOK/ SUGGESTED READING	1. James Womack and Daniel Jones, *Lean Thinking*, Free Press. 2. Jeffrey Liker, *The Toyota Way*, McGraw-Hill. 3. Askin, R.G. and J.B. Goldberg, *Design and Analysis of Lean Production Systems*, John Wiley & Sons Inc.		

Course: TOTAL QUALITY MANAGEMENT			Trimester: IV/V/VI
Course Code: ORM 104 E	**L T P**	**3 0 0**	**Credits: 3**

OBJECTIVE	To familiarize the students with the concept, principles and tools of total quality management including ISO 9000 quality management system standards.
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. Know prerequisites of evolution of total quality management and significance of quality gurus' works to the management of modern organizations 2. Know the principles of total quality management and peculiarities of their implementation. 3. Be able to use quality management methods analyzing and solving problems of organization 4. Know Quality Management Standards and be able assess organization's performance making reference to their criteria. 5. Understand and apply the five-step DMAIC model as a framework to organize process improvement activity.

COURSE DETAILS	**Module no**	**Topic**	**Hours**
	1	**Total Quality Management: Concept and Fundamentals** Definition and dimensions of quality, Evolution of quality management, TQM framework, Principles of TQM, Philosophies of quality gurus: Deming's 14 points, Crosby's four absolutes, and Juran's trilogy, Barriers to TQM.	5
	2	**Human Aspect of Total Quality Management** TQM culture, Resistance to change, Quality leaders: role and characteristics, employee involvement, motivation, empowerment, recognition and reward, Quality council, Team work for TQM.	5
	3	**Total Quality Management Practices** Tools for process analysis: flow chart, check Sheet, histograms, Pareto diagram, cause & effect diagram, and scatter diagram and control charts, Continuous improvement: PDSA cycle, Poka-Yoke concept, Business process re-engineering (BPR), Benchmarking, Quality function deployment (QFD), Failure mode and effect analysis, Malcolm Baldrige award model, TQM implementation Process.	10
	4.	**Quality Management System** Cost of quality: direct and indirect cost. Total quality cost curve, Quality index, ISO9001 quality standards, and Quality	5

		audits.	
	5.	**Six Sigma** Concept, Benefits, DMAIC approach, Implementation process. Six sigma team: champion, black belt and green belt.	**5**
		Total hours	**30**
TEXT BOOK	1. Besterfield, D.H., Besterfield, C., Besterfield, G.H. and Besterfield, M.; *Total Quality Management;* Pearson Education 2. Ross, J.E.; *Total Quality Management: Text, Cases, and Readings;* St. Lucie Press		
REFERENCE BOOK/ SUGGESTED READING	1. Evans, J.R. and Lindsay, W.M.; *An Introduction to Six Sigma and Process Improvement;* Thomson Learning 2. Thomas Pyzdek and Keller, Paul; *The Six Sigma Handbook;* McGraw Hill 3. Pande, P., Neuman, R. and Cavanagh, R.; *The Six Sigma Way;* McGraw Hill		

Course: **OPERATIONS STRATEGY**			**Trimester: IVV/VI**
Course Code: ORM 105 E	**L T P**	**3 0 0**	**Credits: 3**

OBJECTIVE	To familiarise the students with Entrepreneurship Development, process of establishing an enterprise and the type of support available from various government and non-government institutions.		
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. Understand strategic planning, its importance, and its process. 2. Analyze the trends affecting operations strategy. 3. Define operations objectives, operations strategy and competitive priorities. 4. Apply order criteria and provide examples for some real organizations. 5. Understand core competency and value for customer with some real organizations.		
COURSE DETAILS	**Module no**	**Topic**	**Hours**
	1.	**Introduction** Operations strategy, Framework for company's operations strategy, Key premise and goals, Framework for operations strategy, Operations strategy framework for specific business situations.	**3**
	2.	**A Framework for Operations Strategy Competition, Competencies and Operations** Concepts of operational trade-off, Competency focus related to strategic positioning and operational efficiency, Qualitative and Quantitative methods to evaluate a firm's operations strategy, Strategic response based on process and resource capabilities.	**6**
	3.	**Capacity Sizing and Timing** Developing a capacity strategy: sizing, timing, type, and location of each asset change, Approaches to changing capacity, Effect of capacity on responsiveness and competitiveness.	**6**
	4.	**Capacity Flexibility and Strategic Sourcing** Decision for building new capacity, Type of capacity, Type of technology and facility, Product-dedicated or product-flexible technology, Response to changes in demand, supply or processing, Strategic sourcing: suppliers, goods or services and managing supplier relationship, Designing and managing a global operations network, Concept of total landed cost.	**9**

	5.	**Demand Management using Mass Customized Service and Technology**	**6**
		Design efficient and effective processes for customer services, Strategies to provide mass customized service, Information technology facilitating customized services, Concept of cost-to-serve, Assessing attractiveness and long-term feasibility of mass customized service.	
		Total hours	**30**
TEXT BOOK	1.	Hayes, Robert H., Pisano, Gary P., Upton, David M. and Wheelwright, Steven C.; *Operations, Strategy, and Technology: Pursuing the Competitive Edge;*Wiley Higher Education	
	2.	Walter, David; *Operations Strategy*; Palgrave/ Macmillan	
REFERENCE BOOK/ SUGGESTED READING	1.	Nigel, Slack and Lewis, Michael; *Operations Strategy*; Prentice Hall of India	
	2.	Beckman, S. L. and Rosenfield, D. B.; *Operations Strategy*; Tata McGraw Hill	
	3.	Hill, Terry; *Manufacturing Strategy*; Tata McGraw Hill	

Course: MATERIALS MANAGEMENT				Trimester: IV/V/VI
Course Code: ORM 106 E	**L T P**		**3 0 0**	Credits: 3

OBJECTIVE	To impart knowledge about material planning, material purchase management, and inventory management with a view to minimise cost of operations.		
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. Understand the concept of Material Management. 2. Analyse the trends affecting operations strategy. 3. Define the concept of Purchase Management and Cost reduction. 4. Understand Inventory Management, EOQ Model and ABC Analysis.		
COURSE DETAILS	**Module no**	**Topic**	**Hours**
	1.	**Introduction** Material management and productivity, Functions of material management, Organization structures in material management, Role of material management techniques in improving material productivity.	5
	2.	**Material Planning** Objectives, Material requirement planning, Manufacturing resource planning, JIT production planning, Strategic material planning, Material control: acceptance, sampling, inspection, and make or buy decision, Economic analysis, Break even analysis, Store management and warehousing.	6
	3.	**Purchase Management** Importance of good purchasing system, Organization of purchasing functions, Purchase policy and procedures, Responsibility and limitations, Purchasing decisions, Role of purchasing in new product development, Role of purchasing in cost reduction, Negotiations and purchase, Purchasing research: identification of right sources of supply, Developing new sources of supply.	7
	4.	**Cost Reduction** Cost control v/s cost reduction, Price analysis, Material cost reduction techniques, Variety reduction, Cost reduction and value improvement, Techniques of cost control, Standard costing, Cost effectiveness, Cost analysis for material management, Material flow cost control.	6

	5.	**Inventory Management** Concept of inventory, Types of inventory, EOQ Model and its advantages and limitations, Various inventory models, Optimal stocking and issuing policies, ABC analysis.	**6**
		Total hours	**30**
TEXT BOOK		1. Gopalakrishnan, P. and Sundaresan, M.; *Materials Management - An Integrated Approach*; McGraw Hill 2. Dutta, A. K.; *Materials Management*; Pearson Education	
REFERENCE BOOK/ SUGGESTED READING		1. Nigel, Slack and Lewis, Michael; *Operations Strategy*; Prentice Hall of India 2. Beckman, S. L. and Rosenfield, D. B.; *Operations Strategy*; Tata McGrawHill 3. Hill, Terry; *Manufacturing Strategy*; Tata McGraw Hill	

Course: INTERCULTURAL MANAGEMENT	Trimester: III
Course Code: IBM101 C ‖ **L T P** ‖ **3 0 0**	Credits: 3

OBJECTIVE	To enable the students to understand the impact of culture on international companies and to improve their cross-cultural competencies.		
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. Student will be able to understand the cross-cultural differences and dimensions 2. Student will be able to understand the role of cross-cultural competence 3. Student will be able to learn the concepts of intercultural communicate and negotiate in international market 4. Student will be able to learn the organization culture and cultural diversity at international firms		
COURSE DETAILS	**Module no**	**Topic**	**Hours**
	1.	**Introduction** The concept of culture, Key cultural values, Cross cultural differences, Globalization and culture, Role of culture in global business management, Cultural dimensions — Hofstede model and Trompenaars model	**6**
	2.	**Cross-cultural competence** Cross-cultural competence — concept, Stages of Cross-cultural competence, Learning process, Resistance to cross-cultural competence, Cultural intelligence	**5**
	3.	**Cross-cultural Communication and Negotiation** Intercultural interaction, Communicating and negotiating across the cultures, Principles of Effective Communication and Negotiation, Different communication and negotiation Styles, Challenges of communicating and negotiating across Cultures, High context vs. low context cultures, Global and culture-specific advertising	**8**
	4.	**Intercultural Management in Organization** Organizational culture fundamentals, Relationship between national culture and organizational culture, Intercultural encounters and self-awareness, Ethical behavior in the global marketplace	**6**
	5.	**Intercultural Teams and Leadership** Leadership in international organization, Managing cultural diversity, Managing inter-cultural teams, Creating Cultural	**5**

		Synergy, Motivating the Global Workforce	
		Total hours	**30**
TEXT BOOK		1. Barmeyer, C., & Franklin, P. (Eds.). (2016). *Intercultural management: a case-based approach to achieving complementarity and synergy*. Macmillan International Higher Education. 2. Thomas, D. C., & Peterson, M. F. (2016). *Cross-cultural management: Essential concepts*. Sage Publications.	
REFERENCE BOOK/ SUGGESTED READING		1. Hall, Edward T. (1976). Beyond Culture, Garden City, New York, U.S.A: Anchor Press/Doubleday 2. Hendon, D. W., Hendon, D. W., Hendon, R. A., Hendon, R. A., & Herbig, P. A. (1996). *Cross-cultural business negotiations*. Greenwood Publishing Group. 3. Robinson-Easley, C. A. (2014). *Beyond Diversity and Intercultural Management.* Palgrave Macmillan US 4. Usunier, J. C. (1998). *International and cross-cultural management research*. Sage.	

Course: INTERNATIONAL TRADE AND EXPORT MANAGEMENT		Trimester: III/IV/V	
Course Code: IBM 102 C	**L T P**	**3 0 0**	Credits: 3

OBJECTIVE	To enable the students to understand the impact of culture on international companies and to improve their cross-cultural competencies.		
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. Understand the concept of Import and Export. 2. Describe the process of Export Order 3. Identify the role of Export Promotion Organization 4. Analyze the impact of Export-Import policy of India on international business.		
COURSE DETAILS	**Module no**	**Topic**	**Hours**
	1	**Import-Export Management: Overview** Import-export management: key features, foreign trade: institutional framework and functions, documentation overview and facilitation, improving export performance.	**5**
	2	**Processing of Export Order** Processing of export order, Nature and format of export order, Examination and confirmation of export order, Manufacturing or procuring goods, Pre-Shipment inspection, Transportation of goods to port of shipment, Dispatch of documents by forwarding agent to the exporter, Presentation of documents to bank, Claiming export incentives, Duty drawback.	**8**
	3	**Export Promotion Organization** Export promotion organization: its objectives, Importance of institutional infrastructure, Govt. policy making and consultations, Indian trade promotion organization (ITPO), Indian Institute of Foreign Trade (IIFT), Indian Institute of Packaging (IIP), Indian Counsel of Arbitration (ICA), Federation of Indian Export Organization (FIEO), Export Processing Zones (EPZ), Export Oriented Units (EOUs), Facilities for Units in EOUs, EPZs, EHTPs and STPs.	**12**
	4	**Export Import Policy of India** Meaning and General objectives, Highlights and implications of latest Export-Import Policy.	**5**
		Total hours	**30**

TEXT BOOK	1. Francis,C.; *International Trade and Export Management;* Himalaya Publishing House
	2. Khurana, P.K.; *Export Management;* Galgotia Publishing
REFERENCE BOOK/ SUGGESTED READING	1. Varma, M. L.; *International Trade*; Vikas Publishing House
	2. Kumar,A.; *Export and Import Management*; Excel Books
	3. Govt. of India; *EXIM Policy*; Ministry of Commerce and Industry
	4. Varma, S.; *International Business*; Pearson Education
	5. Justin P.; *International Business*; PHI Learning

Course: INTERNATIONAL MARKETING				Trimester: IV/V/VI	
Course Code: IBM 103 C	**L T P**		**3 0 0**	Credits: 3	

OBJECTIVE	The course aims at providing an understanding on how international marketing concepts and theories are useful in decision making. The course also provides an appreciation and application of various international marketing theories in different situations.		
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. Describe the concept of International Marketing 2. Understand the influence of Environment in International Marketing Operations 3. Assess the implications of major decisions to be taken in International Product Planning 4. Analyse the outcomes of Pricing and Distribution Decision in International markets. 5. Identify the impact of Promotion Strategies in international markets.		
COURSE DETAILS	**Module no**	**Topic**	**Hours**
	1.	**Introduction** Nature, Importance and scope of international marketing, International market orientation and involvement, Physical, Demographic, Economic, Socio cultural, Political and legal environments in international marketing operations, Emerging trends in international marketing	**5**
	2.	**International Product Planning** Major product decisions: product features and quality, product design, labelling, packaging, branding and product support services, Product standardization vs. adaptation, Managing product line, International product life cycle, new product development.	**7**
	3.	**Pricing for International Markets** Factors affecting international price determination, International pricing process and policies, Delivery terms and currency for export price quotations.	**6**
	4.	**International Distribution Decisions** Distribution channel strategy: international distribution channels, their roles and functions, Selection and management of overseas agents, International distribution logistics, Inventory management.	**6**

	5.	**International Promotion Strategies** Communications across countries: complexities and issues, International promotion tools and planning: advertising, personal selling, publicity, and sales promotion, Developing International promotion campaign.	**6**
		Total Hours	**30**
TEXT BOOKS	1. Fayerweather, J.*; International Marketing;* Pearson Education 2. Cateora, Philip R. and John, L. G.; *International Marketing*; McGraw Hill		
REFERENCE BOOKS	1. Justin Paul; *International Marketing*; McGraw Hill 2. Kotabe, Masaaki and Kristiaan, Helsen; *Global Marketing Management*; John Wiley		

Course: FOREIGN EXCHANGE MANAGEMENT				Trimester: IV/V/VI
Course Code: IBM 104E		L T P	3 0 0	Credits: 3

OBJECTIVE	The course aims at providing a detailed knowledge of Foreign Exchange Management and various related regulations.		
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. Understand the concept of Foreign Exchange Management. 2. Analyze the implication of FOREX tools on international business. 3. Identify the methods of Exchange Rate Determination 4. Describe Exposure Management.		
COURSE DETAILS	**Module no**	**Topic**	**Hours**
	1	**Introduction** Types of foreign exchange markets and transactions, Quoting foreign exchange rates, Spread, Official and free market rates, Cross rates, forward rates, Quoting forward rates.	**6**
	2	**FOREX Tools** Organization of foreign exchange markets, Currency futures, Currency options, Currency swaps, corporate exposure management, Alternative definitions of foreign exchange risk.	**9**
	3	**Exchange Rate Determination** Theory and practice of forecasting exchange rates: economic fundamentals, Financial and socio-political factors, Technical analysis, Tax treatment of foreign exchange gains and losses.	**8**
	4	**Exposure Management** Exposure information system, Alternative strategies for exposure management, Exposure management techniques, Organization of the exposure management function, Parameters and constraints on exposure management.	**7**
		Total Hours	**30**
TEXT BOOKS	**Text Books** 1. Thomas, W. McRae and Walker, David P.; *Foreign Exchange Management*; Pearson Education 2. Shapiro, A. C.*; International Financial Management*; Wiley		
REFERENCE BOOKS	1. Aliber, R.Z.; *Exchange Risk and Corporate International Finance*; Macmillan *2. The Foreign Exchange Management Act, 1999*		

Course: INTERNATIONAL HUMAN RESOURCE MANAGEMENT				Trimester IV/V/VI	
Course Code: IBM 105 E		**L T P**	**3 0 0**	Credits: 3	

OBJECTIVE	To explore the concepts and techniques of the International Human Resource Management and to enable the students to recognize the challenges in managing and communicating with human resources across international borders.
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. Understand the concept of International Human Resource Management and the challenges faced by Multinational Corporations. 2. Identify the challenges in international recruitment and selection. 3. Assess the performance appraisal processes across international organizations. 4. Analyze the training and development perspectives across international organizations.

COURSE DETAILS	Module no	Topic	Hours
	1.	**Introduction** IHRM- Nature and Scope, Difference between domestic and international HRM, IHRM-Managing people in an international context, Linking HR to international expansion strategies.	**4**
	2.	**Recruitment and Selection of International Managers** Recruitment and selection of international managers, concept, criteria for recruitment and selection, sources, advantages and disadvantages of employing Parent Country Nationals (PCNs), Third Country Nationals (TCNs), Host Country Nationals (HCN), Dual career couples, Issues in selection, Global pressures in selection, Managing Diversity in International Organizations.	**7**
	3.	**International Training and Management Development** Expatriate training strategies and objectives, HCN training-process, emerging, trends in training for competitive advantage, Cross Cultural Training (CCT)- phases in CCT program, Evaluating the Effectiveness of CCT, frameworks of CCT, Challenges of communicating across Cultures, High context vs. low context cultures, Cultural dimensions — Hofstede model and Trompenaars model	**8**
	4.	**Performance Appraisal and International Compensation** Performance Appraisal: factors associated with individual	**7**

		performance and appraisal: Organizational strategy and performance management, setting individual performance goals, Identifying variables affecting performance, Appraising the performance, Issues in managing performance in global context, Difficulties in assessment, International Compensation: Objectives, components and approaches, Issues in international compensation.	
	5.	**Repatriation and Expatriation** Repatriation: Process, challenges, designing a repatriation program, Expatriate: Concept, Causes for Expatriate Failure, Managing Expatriate Failure.	**4**
		Total Hours	**30**
TEXT BOOKS		1. Dowling, P. J. and Welch, D. E.; *International Human Resource Management*; Cengage Learning. 2. Aswathappa K. and Dash, S.; *International Human Resource Management: Text and Cases*; McGraw Hill	
REFERENCE BOOKS		1. Brewster, C., Sparrow, P. and Vernon, G.; *International Human Resource Management*; Universities Press 2. Lucas, R. and Lupton, B.; *Human Resource Management in an International Context*; Jaico Publishing House 3. Rao, P.L.; *International Human Resource Management*; Excel Books 4. Edwards, T. and Rees, C.; *International Human Resource Management*; Pearson Education	

Course: INTERNATIONAL TRADE LAW				Trimester IV/V/VI	
Course Code: IBM 106 E	**L T P**		**3 0 0**	Credits:	**3**

OBJECTIVE	To provide knowledge and understanding of laws and procedures in international trade, and to train students in dealing with issues and challenges of international trade.
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. Understand the concept of International Trade Law 2. Know about Legal Regimes in International Trade 3. Learn about International Financial Institutions and Regulatory Role of the United Nations 4. Understand about GATT and World Trade Organization (WTO)in detail.

COURSE DETAILS	Module no	Topic	Hours
	1.	**Introduction** International trade law: definition, scope and development, International Trading System — liberalization and commerce, History and development of international trade, Trade theories, International trade and human rights.	**5**
	2.	**Legal Regimes in International Trade** National treatment, Most Favored Nation Treatment (MFNT), The Principle of Non-Discrimination and Equality of states, INCOTERMS, Regional Trade Agreements — laws and regulations, Protection of domestic industry.	**7**
	3.	**International Financial Institutions and Regulatory Role of the United Nations** Contribution of Bretton woods System, International Monetary Fund (IMF), United Nations Conference on Trade and Development (UNCTAD), United Nations Commission on International Trade Law (UNICITRAL), World Bank Group, GATT/WTO, and Role of the UN in promotion and protection of international trade.	**10**
	4.	**GATT and World Trade Organization (WTO)** Provisions relating to the General Agreement on Tariffs and Trade (GATT), Trade Related Aspects of Intellectual Property Rights (TRIPS), Trade Related Investment Measures (TRIMS), Trade in Services —GATS, WTO dispute settlement – Appellate Body.	**8**
		Total Hours	**30**

TEXT BOOKS	1. Schnitzer, Simone; *Understanding International Trade Law*; Universal Publication
	2. Kaul, A. K.; *Guide to the WTO and GATT: Economics, Law and Politics*; Kluwer Publication
REFERENCE BOOKS	1. Goyal, Arun; *WTO in the new Millennium: Commentary, Case Law, Legal Texts*; MVIRDC World Trade Centre
	2. Carr, Indira; *International Trade Law*; Cavendish Publishing House
	3. Rao, M. B; and Guru, Manjula; *WTO and International Trade*; Vikas Publishing House

Course: INTERNATIONAL FINANCIAL MANAGEMENT				Trimester IV/V/VI
Course Code: IBM 107 E		**L T P**	**3 0 0**	Credits: 3

OBJECTIVE	To impart knowledge about the various theories and concepts of international financial management.		
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. Understand the concept of International Financial Management and its Environment 2. Analyze the impact of Exchange Rates and Foreign Exchange Market 3. Describe Financial Risk Exposures and its Management 4. Identify the Financial Management practices in Multinational Corporations		
COURSE DETAILS	**Module no**	**Topic**	**Hours**
	1.	**International Financial Environment** Global financial markets, Interest rates in the global money markets, Bretton Woods system of exchange rate, International monetary system, International monetary fund (IMF), International liquidity and special drawing rights (SDRs).	**8**
	2.	**Exchange Rates and Foreign Exchange Market** Fundamental parity relationships, Structural models of exchange rate determination, Exchange rate forecasting and exchange rate of rupee, Structure of foreign exchange market, Mechanics of currency trading, Types of transactions and settlement dates, Forward contracts, Currency futures and options, Currency and interest rate swaps.	**9**
	3.	**Financial Risk Exposures and its Management** Overview of risk exposures, Measuring exposure risk, Management of currency exposure.	**5**
	4.	**Financial Management in Multinational Corporations** Long term sources of international financing, Short term borrowing and investment, Cash management: centralized vs. decentralized, Cash transmission, Methods of payment, Capital budgeting, Cost of capital and capital structure of the multinational corporations.	**8**
		Total Hours	**30**

TEXT BOOKS	1. Apte, .P. G.; *International Finance-A Business Perspective*; McGraw Hill
	2. Shapiro, A.; *Multinational Financial Management*; Pearson Education
REFERENCE BOOKS	1. Albir,R. Z.; *Exchange Risk and Corporate International Finance*; Macmillan
	2. Vij, M.; *International Financial Management*; Excel Books
	3. Sharan, V.; *International Financial Management*; Pearson Education

Course: DATA ANALYTICS WITH R				Trimester: III
Course Code: BAN101C	L T P		2 0 2	Credits: 3

OBJECTIVE	The course is intended to impart knowledge of how to program in R and to use R for effective Data Analysis. The course covers fundamental knowledge in R programming. After completing the course, the student is expected to be able to use R to solve statistical problems.
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. Understand basic concepts such as data type and index and use them in their work. 2. Demonstrate use of basic functions. 3. Conceptualize and create loops to solve different types of problems. 4. Create their own customized functions. 5. Construct tables, figures and perform all types statistical operations.

COURSE DETAILS	**Module no**	**Topic**	**Hours**
	1.	**Basic of R** Introduction, R – environment set up: installation, understanding and working, Basic Data types and data structures, editing data in R vectors: creating and naming, Vector Arithmetic and Logical vectors, Matrices, Arrays, Class, Operators: AND, OR and NOT, Conditional statements.	**4**
	2.	**Functions and Programming of R** Introduction, writing a function, Mathematical functions, Lists: creation, accessing list elements, manipulation in list elements and merging, Basic R programming techniques, Syntax, variables and data types. Control structures and functions: Conditional statements, Different types of loops such as: for ( ) and while ( ) loops; Use IF statements in for loops.	**6**
	3.	**File Management** Editing and Reading Data from Files; Editing data in R; Generating data from any distributions; Reading a data from a file; Loading data from other R packages; Save the data in R.	**4**
	4.	**Data Visualisation** Data Visualisation; Exploratory Data Analysis (EDA) and Regression Analysis; Features of data distributions; Plotting data; Descriptive statistics for generated data; EDA such as	**4**

		stem- and – leaf plot, Histogram and Boxplot.	
	5.	**Statistical Operations**	**12**
		Basic statistical operations: Measures of Central Tendency, Parametric and Non parametric hypothesis testing: one sample, two samples and more than two samples; Chi Square Test; Correlation and Regression Analysis: Pearson's and Spearman Rank Correlation; Statistical Inferences in Linear Regression, Multiple Regression, going beyond a single variable, Explanatory Variable, Significance Testing and Goodness of Fit, and working with Qualitative Variables, Logistic Regression; Time Series and Forecasting: Introduction, Variation in Time Series, Trend Analysis, Cyclical Variation, Seasonal Variation, Irregular Variation, Problem solving involving All four components of a Time Series, Time Series Analysis in Forecasting and Decision Tree. Lab exercises on R software.	
		Total hours	**30**
TEXT BOOK	1.	Srinivasa, K.G., Siddesh, G.M., Shetty, Cheatan and Sowmya, B.J.: *Statistical Programming in R*; Oxford University Press	
	2.	Rakshit, Sandip: *R programming for Beginners*; McGraw Hill Education	
REFERENCE BOOK/ SUGGESTED READING	1.	Kabac off, R.I.; *R in Action – Data Analysis and Graphics with R*; Manning Publications	
	2.	Verzani. J; *Using R for Introductory Statistics*; Chapman and Hall, Taylor and Francis groups	

Course: BUSINESS INTELLIGENCE AND DATA WAREHOUSING		Trimester III
Course Code: BAN 102 C	**L T P** **2 0 2**	Credits: 3

OBJECTIVE	The main objective of this course is to explain the meaning and importance BI and DW in business.		
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. Understand the meaning and importance Business Intelligence in business 2. Understand the meaning and importance of Data Warehousing in business 3. Learn the concepts of OLAP, OLTP and Data Integration. 4. Understand how Business Intelligence and Data Warehousing tools can be applied		
COURSE DETAILS	**Module no**	**Topic**	**Hours**
	1	**Introduction** Definition of Business Intelligence (BI), Data Warehousing (DW) and Corporate Performance Management (CPM), Evolution of BI, Role of DSS, EIS, MIS and dashboards, Data Warehouse and BI, Drivers for BI and DW, BI component Framework and Architectures.	7
	2	**Digital Data** Structured data, Unstructured Data, Managing and storing unstructured data, Storage Challenges of Unstructured Data, Extraction of information from unstructured data, UIM Architecture for unstructured data. Semi-Structured Data, Sources of Semi structured Data. Managing, Storing and extracting information from semi-structured data, XML as a solution for Semi-structured data.	7
	3	**OLAP and OLTP** OLTP, Advantages, challenges, Shortcomings of OLTP, OLAP, Dimensions of Data -One Dimensional, Two Dimensional and Three Dimensional Data, Beyond Third Dimension, MOLAP, ROLAP, HOLAP, OLAP versus OLTP,, Data Models for OLAP and OLTP, OLAP Operations on multi - dimensional data: Slicing, Dicing, Roll Up, Drill Down, Drill Across, Drill Through.	6

	4	**Data Integration**	**6**
		Need for Warehouse, Data Mart, ODS, Kimball's approach versus Inman's approach to Data warehousing, Goals of Data Warehouse, Data Sources for Data Warehouse, ETL, Data mapping, data staging, Approaches to Data integration, needs and advantages, Data Integration Technologies, Data Quality, maintaining data quality, Data Profiling.	
	5	**Multi-Dimensional Data Modeling**	**4**
		Data Modelling Basics: Entity, Attribute, Cardinality, Types of Data Models: Conceptual data model, Logical data model, Physical model, Normalization modelling, Dimensional modeling, Fact Table, Dimension Table, Hierarchies and Types, Star and Snowflake Schema, Designing a dimensional model. MS Excel 2010 Based Activity , Performance Management & Enterprise Reporting –Measures, Metrics, KPIs.	
		Total Hours	**30**
TEXT BOOKS	1. David Loshin, Business Intelligence, Morgan Kaufmann Publishers.		
REFERENCE BOOKS	1. Cindi Howson, Successful Business Intelligence: Secrets to making Killer BI Applications, TMH 2. Stephen Few, Information dashboard design: The Effective Visual Communication of Data, O'Reilly Media. 3. Mike Biere, Business intelligence for the enterprise, IBM Press 4. Hoffer Jeffrey, Prescott Mary, Modern Database Management, Pearson.		

Course: DATA MINING AND MACHINE LEARNING		Trimester III/IV/V
Course Code: BAN 103 C	**L T P** **2 0 2**	Credits: 3

OBJECTIVE	This course covers various analytical techniques to extract managerial information from large data warehouses. A number of well-defined data mining tasks such as classification, estimation, prediction, affinity grouping and clustering, and data visualization are discussed. Design and implementation issues for corporate data warehousing are also addressed.		
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. Understand the meaning and importance of Business Intelligence in business. 2. Understand the meaning and importance Data Warehousing in business. 3. Understand the application of Business Intelligence and Data Warehousing.		
COURSE DETAILS	**Module no**	**Topic**	**Hours**
	1	**Introduction** Motivation for Data Mining - Data Mining-Definition and Functionalities – Classification of DM Systems - DM task primitives - Integration of a Data Mining system with a Database or a Data Warehouse - Issues in DM – KDD Process, Data cleaning: Missing Values, Noisy Data - Data Integration and transformation - Data Reduction: Data cube aggregation, Dimensionality reduction, Data Compression - Numerosity Reduction - Data Mining Primitives; Languages and System Architectures: Task relevant data - Kind of Knowledge to be mined; Discretization and Concept Hierarchy	7
	2	**Concept Description and Association Rule Mining** What is concept description? - Data Generalization and summarization-based characterization - Attribute relevance - class comparisons Association Rule Mining: Market basket analysis - basic concepts - Finding frequent item sets: Apriori algorithm generating rules – Improved Apriori algorithm – Incremental ARM – Associative Classification – Rule Mining**.**	6
	3	**Classification and Prediction** What is classification and prediction? – Issues regarding Classification and prediction: Classification methods: Decision tree, Bayesian Classification, Rule based Classification, CART, Association Rule Mining, k-Nearest Neighbor, Rough Sets, Clustering: Hierarchical Clustering,	5

		Non- hierarchical/ partitioned Clustering.	
	4	**Data Mining for Business Intelligence Applications** Data mining for business Applications like Balanced Scorecard, Fraud Detection, Clickstream Mining, Market Segmentation, retail industry, telecommunications industry, banking & finance.	**6**
	5	**Basics of Machine Learning** Definition of learning systems, Goals and applications of machine learning, Aspects of developing a learning system: Training Data, Concept Representation, Function Approximation, Support vector machines, Artificial neural networks, Unsupervised learning.	**6**
		Total Hours	**30**
TEXT BOOKS	1. Han, J., Kamber, M., Pei, J.; *Data Mining Concepts and Techniques*; Morgan Kaufmann		
REFERENCE BOOKS	1. Kantardzic, M. ; *Data mining: Concepts, Models, Methods & Algorithms*; John Wiley & Sons 2. Ponniah, Paulraj; *Data Warehousing Fundamentals*; Wiley- Blackwell, 2010 3. Dunham, Margaret, H.; *Data Mining: Introductory and Advanced Topics*; Pearson Education 4. Berson, Alex, Smith, Stephen. J, Thearling, Kurt; *Building Data Mining Applications for CRM*; McGraw Hill.		

Course:	BUSINESS INTELLIGENCE CONCEPTS, TOOLS, AND APPLICATIONS	Trimester III/IV/V
Course Code: BAN 104E	**L T P** **2 0 2**	Credits: 3

OBJECTIVE	This course is intended to impart fundamental knowledge on concepts and tools business intelligence. After completing the course, the student is expected to be able to use BI tools in decision making.
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. Understand the meaning and importance of Business Intelligence in business. 2. Understand the types and platforms of Business Intelligence 3. Learn Cognos as Business Intelligence tool.

COURSE DETAILS	**Module no**	**Topic**	**Hours**
	1	**Introduction** Basics of Business Intelligence, Definition, History and Evolution, Business Intelligence Segments, Difference between Information and Intelligence, Defining Business Intelligence Value Chain, Factors of Business Intelligence System, Real time Business Intelligence, Business Intelligence Applications, Creating Business Intelligence Environment, Business Intelligence Landscape	7
	2	**Types and Platforms of Business Intelligence** Introduction, Multiplicity of Business Intelligence Tools, Types of Business Intelligence Tools, Modern Business Intelligence, the Enterprise Business Intelligence, Information Workers, Business Intelligence Platform, Dynamic roles in Business Intelligence, Roles of Business Intelligence in Modern Business- Challenges of BI. Business Intelligence Platform Capability Matrix, BI Target Databases, Data Mart, BI Products and Vendor, The Big Four Business Intelligence vendors	6
	3	**Cognos as Business Intelligence Platform** Introduction, application, environment, Identify data term, explore the workspace, Filter content using explore point. Data import, File handling, web based reporting system.	5
	4	**Data Manipulation and Restructuring** Objective, Calculate data in a work place, customization data, Restructuring of data, Customized Import, construction of workspace, formatting of data,	6

		use of numeric and text data.	
	5.	**Data Visualization** Objective, choose effective chart, Features of charts, Area Charts; Column charts, Line charts, Pie charts, Point Chart, customize chart options.	**6**
		Total Hours	**30**
TEXT BOOKS	1. Gautam, Sangeeta, IBM Cognos; *Business IntelligenceV10;* IBM Press		
REFERENCE BOOKS	1. Wilfried, Grossmann, Rinderle-Ma, Stefanie; *Fundamentals of Business Intelligence*; Springer, 2015 2. Loshin, David; *Business Intelligence*; Elsevier, 2012 3. Volitich, Dan, Ruppert, Gerard; IBM Cognos; *Business Intelligence 10: The Official Guide*; McGraw-Hill, 2012 4. Turban, E, Sharda, R, Delen, Dursun, and King, David; *Business Intelligence: A Managerial Approach*; Pearson		

Course: FINANCIAL ANALYTICS				Trimester: IV/V/VI
Course Code: BAN 105 E	**L T P**	**2 0 2**		Credits: 3

OBJECTIVE	This course aims to provide the students with the fundamental concepts, principles and approaches of corporate finance, enable the students to apply relevant principles and approaches in solving problems of corporate finance and help the students improve their overall capacities.
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. Learn Financial Data Analysis and Interpretation for Decision Making. 2. Adept various Statistical tools to be used for financial data analysis. 3. Do Analysis of risk and return of individual security and evaluation of portfolio performance. 4. Learn Statistical tools for predictive and forecasting modeling with financial data using Ms-Excel.

	Module no	Topic	Hours
COURSE DETAILS	1	**Introduction** A Brief History of the Evolution of Analytic. Why is Analytics Important to the Finance Field, Business Model and Changing Role of Financial Department and Uses of Financial analytics Work with variable, Data files from other Statistical Tools and access and use of various packages for financial analytics.	**4**
	2	**Dataset Analytics, Visualization and Presentation of Financial Data** Understanding of Financial Datasets with descriptive statistics – univariate and bivariate analysis, Using financial Datasets for creating Graphs, Making Histograms, Bar graphs, Line graphs etc. with base and other packages.	**6**
	3	**Risk & Return Measurement of individual security and Portfolio** Importing daily stock price data, checking and plotting of data, risk and return of individual security and portfolio, Sharpe Ratio and Markowitz mean – variance optimization.	**5**
	4	**Predictive Modeling and Forecasting** Predictive modeling with Single, Multiple and Logistic Regression model, Time series modeling, Examining time series, trend analysis, stationary time series, auto regressive moving processes and data transformation.	**7**

	5	**Analytics of Financial Statement using Excel** Balance Sheet, Income Statement, Cash Flow Statement, Understanding the Financial Statements and their interlinking and financial statement forecasting.	**8**
		Total Hours	**30**
TEXT BOOK		1. Mayes, Timothy R. (2017); *Financial Analysis with Microsoft Excel*; Cengage, 7th edition. 2. Mark J. Bennett, Dirk l. Hugen. (2016);*Financial Analytics with R;* Cambridge University Press.	
REFERENCE BOOK/ SUGGESTED READING		1. Khan, M.Y., & Jain, P.K. (2012);*Basic Financial Management*; Tata McGraw Hill 2. Chandra, Prasanna; *Financial Management-Theory and Practice*, Tata McGraw Hill. 3. Rustagi, R. P.; *Fundamentals of Financial Management*; Taxmann publication (Pvt) Ltd. 4. Pandey, I.M. (2010); *Financial Management*; Vikas Publishing House Pvt. Ltd. 5. Van Horne, J.C. *Financial Management and Policy*, Prentice Hall of India. 6. Levy, H. and Sarnat, M. *Principles of Financial Management*, Prentice Hall. 7. Brealey, Richard, A., Myers, Stewart, C.& Allen, Franklin; *Principles of Corporate Finance;* McGraw Hill.	

Course: BIG DATA ANALYTICS			Trimester: IV/V/VI
Course Code: BAN 106 E	**L T P**	**2 0 2**	Credits: 3

OBJECTIVE	This course offers an introduction to big data and the data analytics lifecycle (data acquisition, data awareness, and data analytics and data governance) to address business challenges that leverage big data. This course provides basic grounding in use of Big Data tools and techniques, including Hadoop, as well as in the ways of storing data that allow for efficient processing and analysis. This course provides knowledge of analytics applications on Big Data using Pig, Hive, Zoo Keeper and the visual data analysis techniques.
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. Learn Financial Data Analysis and Interpretation for Decision Making. 2. Adept various Statistical tools to be used for financial data analysis. 3. Do Analysis of risk and return of individual security and evaluation of portfolio performance. 4. Learn Statistical tools for predictive and forecasting modeling with financial data using Ms-Excel.

COURSE DETAILS	**Module no**	**Topic**	**Hours**
	1	**Introduction** Definition of Big Data, Types of Data, Need for Big Data, Characteristics of Big Data, Big Data with 3Vs, Limitations of Big Data, Introduction to Hadoop, History and Milestones of Hadoop, Apache Hadoop Ecosystem and new approach to Analytics. Cloudera, MapR, IBM commercial distribution of Hadoop	**4**
	2	**Hadoop Distributed File System** The Hadoop Distributed File System, Hadoop Cluster in commodity hardware, Regular file system vs. Hadoop Distributed File System, HDFS operation principle, Scaling Out - Hadoop Streaming, Hadoop core services and components, Importance of Name Node, Secondary Name Node, heartbeat, Data Node, Interfaces.	**7**
	3	**Map Reduce** Hadoop Map Reduce Characteristics, Map Reduce work flow, Analytics functions of Map, Shuffle, Reduce in Map Reduce, Importance of Job Tracker, Task Tracker, Anatomy of a Map Reduce Job run – Failures - Job Scheduling - Shuffle and Sort, Input and Output File Format, Interactive Analytics on Big Data.	**7**

	4	**Hadoop Ecosystem** Analytics applications on Big Data Using Pig and Hive, Data processing operators in Pig, Hive services, HiveQL – Querying Data in Hive, fundamentals of HBase, Zoo Keeper, Mahout, Flume, Oozie and Sqoop.	**6**
	5	**Big Data latest Trends and Technologies** Visual data analysis techniques, interaction techniques, latest trend in Bigdata related technologies and applications. Big Data security and privacy, Spark, Data Lake and new trends in Big data management.	**6**
		Total Hours	**30**
TEXT BOOK	1. White, Tom; *Hadoop: The Definitive Guide;* Forth Edition, O'Reilley, 2015		
REFERENCE BOOK/ SUGGESTED READING	1. DT Editorial Services, Big Data, Black Book: Covers Hadoop 2, Map Reduce, Hive, YARN, Pig, R and Data Visualization, Dreamtech Press, 1st edition (2016) 2. Sathi, Arvind; *Big Data Analytics: Disruptive Technologies for Changing the Game;* Mc Press, 2012 3. Rao, Prakasa, B. L. S., Rao, S. B.; *Big Data Analytics: Methods and Applications*; Springer, India, Private Ltd, 2016 4. Erl, Thomas, Khattak, Wajid, Buhler, Paul; *Big Data Fundamentals*; Pearson, 2016		

Course: MARKETING ANALYTICS				Trimester: IV/V/VI
Course Code: BAN 107 E	**L T P**		**2 0 2**	Credits: 3

OBJECTIVE	To acquaint the students with concepts of data analysis in the field of marketing and enable them to take decisions based on data.		
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. Assess the application of tools of marketing analytics in decision making 2. Develop analytical skills in the field of marketing based on data. 3. Understand the different marketing metrics to measure performance 4. Apply data in segmenting the markets		
COURSE DETAILS	**Module no**	**Topic**	**Hours**
	1	**Introduction to Marketing Analytics** Defining Marketing Analytics, Need of Marketing Analytics, Big Data: The Marketing Revolution, Role of Data in Marketing. Differences and similarities between Marketing Research and Analytics, Marketing Analytics Planning.	**5**
	2	**Segmentation, Targeting and Positioning Analytics** Applications of tools for segmentation of the market, Cluster Analysis: Meaning, Application and methods of cluster analysis including k-means clustering and Agglomerative methods. Targeting and precision Marketing with the help of data mining and digital marketing tools used for targeting consumers. Positioning: Application of the concepts of perceptual mapping. Multidimensional scaling.	**8**
	3	**Managing Marketing Mix** New Product Development: Concept development and testing using conjoint analysis and attribution models. Design of price and advertising elasticity models. Non-linear and dynamic pricing analysis, Revenue Management. Multiple Regression Analysis and its application in marketing mix decisions.	**6**
	4	**Customer Relationship Management** Customer Relationship Management: Managing big data, data storage and analysis. Logistic Regression and its application in customer management. Calculating customer lifetime value. Basic model for optimizing retention and acquisition spending.	**4**

	5	**Marketing Performance Metrics** Sales Metrics: Sales Analysis using excel, Region-wise and distribution channel-wise sales analysis. Sales Forecasting using linear and multiple regression. Monte Carlo Simulation for prediction of marketing success, Social Media and SEO Metrics: Measuring Conversion rates and click through rates in online marketing	**7**
		Total hours	**30**
TEXT BOOK		1. Winston, Wayne L.; *Marketing Analytics: Data driven techniques with Microsoft Excel*, Wiley 2. Venkatesan, Rajkumar Paul Farris and Roanld T. Wilcox; *Cutting edge Marketing Analytics: Real world cases and data sets for hands on learning*, Pearson Education	
REFERENCE BOOK/ SUGGESTED READING		1. Ryan, D. and Jones, C.; *Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation*; Kogan Page 2. Stokes, R. Blake, S. and Education, Q.; *eMarketing: The Essential Guide to Marketing in Digital World*; Quirk eMarketing	

Course: HR ANALYTICS				Trimester IV/V/VI
Course Code: BAN 108 E	**L T P**		**2 0 2**	Credits: 3

OBJECTIVE	To identify what data should be captured and how to use the data to model and predict capabilities so the organization gets an optimal return on investment on its human capital.
LEARNING OUTCOME	**Upon completion of the course students should be able to:** 1. Provide insights about the use of HR analytics in improving decision making. 2. Implement and strategize people analytics to boost performance and efficiency in the organizations. 3. Develop essential skills to lead an organization to people analytics success. 4. Find the best ways to categorize and evaluate metrics in order to avoid misuse of data.

COURSE DETAILS	**Module no**	**Topic**	**Hours**
	1	**HR Analytics in Perspective** Role of Analytics, Defining HR Analytics, Significance of HR Analytics, Steps to implement HR Analytics, Critical HR decision making and HR analytics, Locating the HR challenge in the system, Valuing HR Analytics in the organizational system, HR Analytics Frameworks: LAMP framework, HCM:21 framework, Talent ship framework:5 overarching components of effective analytics framework	8
	2	**HR Analytics and Predictive Modeling** Steps involved in predictive analytics: Determine key performance indicator, analyze and report data, interpreting the results and predicting the future, Metrics and Regression analysis and Causation.	4
	3	**HR Business Process and HR Metrics** Statistics and Statistical Modeling for HR Research and HR Decision making, HR Research Tools and Techniques, Data Analysis for Human Resources, Parametric and Non-Parametric Tests, HRIS for Decision making, HR Metrics, Recruitment Metrics, Metrics for Training and Development Function, Ethics of measurement and evaluation, HR Dashboards: Statistical software used for HR Analytics	6
	4	**Insight into Data Driven HRA** Typical data sources, Typical questions faced (survey), Typical data issues, Big Data for HR Connecting HR	6

		Analytics to business benefit (case studies), Techniques for establishing questions, Building support and interest, Obtaining data, Cleaning data (exercise), Supplementing data.	
	5	**HR Scorecard** Assessing HR Program, engagement and Turnover, finding money in Analytics, Linking HR Data to operational performance, HR Data and stock performance. Creating HR Scorecard, develop an HR measurement system, guidelines for implementing a HR Scorecard.	**6**
		Total Hours	**30**
TEXT BOOKS	1.	Bhattacharya, D. K.; *HR Analytics*; Sage Publishing House.	
REFERENCE BOOKS	1.	Fitz-Enz, J.; *The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investment*; AMACOM Div American Mgmt Assn. 2. Edwards, M. R., & Edwards, K. (2016). Predictive HR Analytics: Mastering the HR Metric. Kogan Page Publishers. 3. Fitz-Enz, J., & John Mattox, I. I. (2014). Predictive analytics for human resources. John Wiley & Sons. 4. Isson, J. P., & Harriott, J. S. (2016). People analytics in the era of big data: Changing the way you attract, acquire, develop, and retain talent. John Wiley & Sons.	