# PROGRAM STRUCTURE & CREDITS -MBA (Dual Specialization)

**Dual Specialization Syllabus Structure Semester I (27 Credits)**

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

**Semester II (29 Credits)**

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

|  |  |  |  |
| --- | --- | --- | --- |
| MB (GS) 201 | Essential Studies for Professional (ESP) | Newspaper reading, current affairs, banking awareness | 2 |
| **Sessional** | | | |
| MB (GS) 281 | Skill Development for Professional II (SDP) | | 1 |

# Semester III (39 Credits)

**Core courses:**

**6 credits**

**Elective courses: 12+12+2= 26 credits (Compulsory Marketing)**

**Sessional: Internship:**

**1 credit**

**6 credits**

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

**Specialization / Electives**

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

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

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

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

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

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

# Semester IV (27 Credits)

**Core courses: 6 credits**

**Elective courses: 8+8+2= 18 credits (Compulsory Marketing)**

**Sessional: Dissertation**

1. **credit**
2. **credits**

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

**Specialization/Electives**

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

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

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

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

**Choose any one from the four IndustrySpecialization Papers**

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

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

# FIRST SEMESTER

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

# Credit 4

**Lectures 40 MODULE I**

1. Introduction to Managerial Economics [2L]
2. Basic problems of an economic system
3. Goals of managerial decision making
4. Resource allocation using PPC
5. Demand Analysis [10 L]
6. Demand Functions - Law of Demand, Explaining the law of demand, Violations of the Law of Demand, Shifts in Demand; Elasticity of Demand: Price Elasticity (at a point and over and interval), Factors affecting price elasticity, Price elasticity and Change in Total Revenue, AR, MR and Price elasticity, Range of Values of Price Elasticity; Income Elasticity, Inferior, Superior and Normal goods, Income Elasticity and Share in Total Expenditure; Cross-Price Elasticity, Substitutes and Complements
7. Indifference curves, budget line and consumer equilibrium C. Introduction to methods of demand estimation (concepts only)
8. Production and Cost Analysis [14L]
   1. Production Function, Short Run and Long Run, Production with One Variable Input, Total Product, Average and Marginal Products, Law of Variable proportions, Relationship between TP, AP and MP.
   2. Short Run Costs of Production, Fixed and Variable Costs, Short Run Total, Average and Marginal Cost and Relationship between them, Short Run Cost Curves, Relationship between AVC, MC, AP and MP; Long run cost curves, Relationship between LAC and SAC, Economies of Scale and Scope.
   3. Production with Two Variable Inputs, Isoquants – Characteristics, Marginal Rate of Technical Substitution, Laws of Returns to Scale, Isocost Curves, \* # Finding the Optimal Combination of Inputs, Production of a given output at Minimum Cost, Production of Maximum Output with a given level of Cost, Expansion Path, Finding the Long Run Cost Schedules from the Production Function, D. Law of supply, elasticity of supply, market equilibrium, changes in equilibrium. MAKAUT/MBA/1ST SEM (4 Credit: 40 hrs)

# MODULE II

1. Alternate Goals of Managerial Firms [2 L]
2. Profit maximization
3. Revenue maximization
4. Managerial utility maximization
5. Managerial Decision Making under Alternative Market Structures [6 L]

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

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

1. Pricing Decisions [6 L]
   1. Price Discrimination under Monopoly, Transfer Pricing.
   2. Market Failure
   3. Game theory &Asymmetric information

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

1. Lipsey & Chrystal – Economics – Oxford University Press
2. Peterson & Lewis – Managerial Economics – Pearson Education.
3. Pindyck and Rubenfeld - Micro Economics – Pearson Education
4. H.L. Ahuza- Managerial Economics, S. Chand
5. D.N. Dwivedi- Managerial Economics, Prentice Hall. MB

**ORGANIZATIONAL BEHAVIOUR (MB 102)**

**Credit 4**

# Lectures 40

**MODULE 1**

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

**[1L]** **MODULE 2**

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

**MODULE 3**

# Work Motivation – Approaches to Work Motivation, Theories of Motivation – Maslow’s Hierarchy of Need Theory, Alderfer’s ERG Theory, Herzberg’sMotivation- Hygiene Theory, McClelland’s Achievement – Motivation Theory, McGregor’s Theory X & Y, Vroom’s Expectancy Theory, Porter Lawler Expectancy Model. [5L] MODULE 4

**Personality– Meaning of Personality, Determinants of Personality, Theories of Personality,**

# Measurement of Personality, Development of Personality [3L+2L)

**MODULE 5**

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

**MODULE 6**

# Attitudes and Job Satisfaction – Sources of Attitudes, Types of Attitudes, Attitudes and

**Consistency, Cognitive Dissonance Theory, Attitude Surveys. [3L]**

# MODULE 7

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

# MODULE 8

**Group Behavior - Characteristics of Group, Types of Groups, Stages of Development, Group Decision-making, difference work group and work team, Why work Teams, Work team in Organization, Team Building, Organizational Politics. [3L] MODULE 9**

# Leadership - Leadership Theories, Leadership Styles, Skills and influence process, Leadership and power, Examples of Effective Organizational Leadership in India, Cases on Leadership, Success stories of today’s Global and Indian leaders. [3L] MODULE 10

**Conflict in Organization - Sources of Conflict, Types of Conflict, Conflict Process, Johari Window, Conflict Resolution, Cases on Conflict Resolution. [3L+1L] MODULE 11**

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

**4L**

# HR Lab Work

**\* Psychometric tests on line hands on experience on:**

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

# Reference:

**Organisatonal Behaviour by Stephen P. Robbins, Timothy A,Judge & Neharika Vohra; Pearson Publication 14th Edition.**

# Organisational Behaviour by V.S.P Rao , Excel Publishers Organisational Behaviour by Mohd. Farooq Azam & Preeti Singh

**BUSINESS COMMUNICATION (MB 103)**

# Credit 4

**Lectures 40**

**Module I:**

1. Principles of Communication – Definition, Purposes, Types, Process and Barriers of Communication [3L]
2. Verbal and Non Verbal Communication – Listening and Feedback, Body Language, Public Speaking, Presentation Skills (Planning and Preparation/ Using Visual Aids/ Delivery), Individual and Team Presentations (Just-A-Minute Presentation Workshop-Jam Feedback and overcoming Glossophobia- Presentation–1; Planning & Preparing-Presentation–2 (Visual Aids)

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

1. Written Communication – Stages of Writing, Composing Business Messages, Preparing Notes, Style, Punctuation, Using simple words, Proof Reading. [4L]
2. Report Writing – Report Planning, Types of Reports, Developing an outline, Nature of Headings, Ordering of Points, Logical Sequencing, Graphs, Charts, Executive Summary, List of Illustration, Report Writing. [4L]

**Module II:**

1. Internal Communication – Circulars, Notices, Memos, Agenda and Minutes [4L + 2P]
2. External Communication – Resume/CV, Using Facsimiles (Fax), Electronic Main, Handling Mail [4 L]
3. Writing Business Letters – Formats, Styles Types – Request, Enquiry, Placing Order, Instruction, Action, Complaint, Adjustment, Sales, Reference, Good News & Bad News, Acknowledgement [2L + 4P]
4. Handling Business Information – Annual Report, House Magazine, Press Release, Press Report [2 L + 2P]

**Module III:**

1. Business Etiquette and Profiles—Introduction- Greetings- Importance of Small Talk in Business-Business Organizations-- Jobs and Responsibilities [4L]
2. Using Telephone at the Workplace—Introduction, Features of Telephone communication, Making arrangements and appointments, leaving and taking messages-- Voice mail, video conferencing and conference calls. [4L+4P]
3. Effective Business Communication Case Study--Small Business Communication Practices Case Studies-[2L+5P]

**Suggested Readings:**

1. Monipally: Business Communication, Tata McGraw Hill
2. Business Communication Essentials (6th Edition) by Courtland L. Bovee & John V. Thill, Pearson
3. Business English: A Complete Guide for All Business and Professional Communications by

# Prem P. Bhalla; UBS Publishers

1. The Effective Presentation: Talk your way to success by Asha Kaul; SAGE
2. Madhukar: Business Communications; Vikas Publishing House 6.Senguin J: Business Communication; Allied Publishers

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

**Credit 4**

# Lectures 40

**Module I:**

1. **Legal Aspects of Business** - Society, State and Law, Enforceability ofLaw, Mercantile Law. [1L]
2. **Indian Contract Act, 1872** – Contract defined, Elements of valid contract, Classification of contracts, Offer and acceptance, Consideration, Capacity to contracts, Free consent, Legality of object and consideration, Illegal agreements, Termination of contracts, Breach of contract, Indemnity and guarantee, Laws of agency [4L]
3. **Sale of Goods Act, 1930** – Classification of goods, Conditions & Warranties, Passing of ownership rights, Rights of an unpaid seller, Remedies for breach of Contract of Sale of Goods. [3L]
4. **Negotiable Instruments Act, 1881** – Definition and characteristics of different types of negotiable instruments, Parties to a negotiable instrument and their capacity, Dishonour

# of cheques, Discharge from Liability, Crossing of cheques, Bank drafts and Banker’s cheques. [4L]

1. **Companies Act, 2013** – Nature and kinds of companies, Formation, Memorandum,

# Articles, Prospectus, Capital – shares, debentures, borrowing powers, minimum subscription, Appointment of Directors; Winding up of companies - Including all the new Amendments, Corporate Social Responsibility. [4L]

1. **Consumer Protection Act, 1986** – Salient features and objectives of the Consumer Protection Act, 1986, Different Consumer redressal Forums, Composition and jurisdiction of district, state and National forum, Mode of complaints, Procedures for disposal of complaints, Penalty. [3L]
2. **Intellectual Property Right**- Laws relating to Patents (Patent Act, 1970), Trademarks (Trademark Act, 1999), Copyright (Copyright Act, 1957), Geographical Indications (Registration & Protection) Act, 1999, Intellectual Property Regime (WTO Guidelines) [3L]
3. **Banking Regulation Act -** Salient features, provisions - Prohibition of Trading, Non- Banking Assets, idea of NPA [2L]
4. **The Insolvency and Bankruptcy Code, 2016 (IBC)** - overview , Constitutionality of the provisions of the Code , The Concept of “Operational Debt” and “Financial Debt” under the Corporate Insolvency Resolution Process, time-frame for completion of the exercise under the Code [2L]

# Module II:

1. **Indian Constitution** - Sources and constitutional history, Features: Citizenship, Preamble, Fundamental Rights and Duties, Structure of the Indian Union: Federalism, Centre- State relationship, Lok Sabha, Rajya Sabha, State government and its administration, Structure and Functions [3L]
2. **RTI** - Overview of RTI Act, Scope of Right to Information Act, Penalty Provisions, Compensation Provisions, Time Limits under RTI Act, RTI Online Filing procedure, RTI Offline Filing procedure [3L]
3. **E-Commerce Legislation** - IT Act, Legal Issues and Challenges of E-commerce, Online Payment mechanisms, ODR [3L]
4. **Environmental Protection Acts -** The National Green Tribunal Act, 2010, The Air (Prevention and Control of Pollution) Act, 1981, The Water (Prevention and Control of Pollution) Act, 1974, The Environment Protection Act, 1986, The Hazardous Waste

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

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

# Text Books and Suggested Readings:

1. Sen & Mitra: Commercial law; World Press
2. Pathak: Legal Aspect of Business, TMH
3. Pillai & Bagavathi: Business law, S. Chand
4. Insolvency and Bankruptcy Code 2016 5th Edition 2020 by Taxmann, Taxmann Publications
5. Law Relating to Intellectual Property Rights, Paperback, Dr. M.K. Bhandari
6. N.D. Kapoor: Elements of Mercantile Law; Sultan Chand & Sons
7. Handbook on The Right to Information Act by P K Das, Universal Law Publishing an imprint of LexisNexis
8. Information Technology Law and Practice- Cyber Laws and Laws Relating to E- Commerce Paperback, Vakul Sharma
9. Business Law - K.R. Bulchandani, Himalaya Publishing House

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

**Credit 2**

# Lectures 20

**Module – I:**

# Introduction to Business Ethics:

**Business Ethics and its importance; Evolution of Ethics - the herd or instinctive morality, social or conventional morality, reflective morality and theory of ethical**

# relativism; Descriptive and Normative Ethics; Conventional approach to Ethics; Moral and how it differs from Ethics; Moral Judgments – criteria; [4 L]

* 1. **Approaches to Business Ethics:**

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

* 1. **Managing Ethical Dilemma:**

# Characteristics, Ethical Decision Making, EthicalReasoning,The Dilemma Resolution Process; Ethical Dilemmas In Different BusinessAreas Of Finance, Marketing, HRM, ITand International Business [4 L]

* 1. **Ethical Culture in Organizations:**

# Developing Code of Culture in Organization, Ethicaland Value-Based Leadership. Strategies of Organizational Culture Building, EthicalIndian Wisdom andIndian Approaches towards Business Ethics. [3 L]

* 1. **Corporate Governance:**Concept; importance and benefits of corporate governance; principles of and issues in corporate governance; norms; current scenario of corporate governance in India [4L]
  2. **Sustainable Business:** Corporate Citizenship; Sustainable Business – evolution, relevance, present practices; Environmental Ethics; Global Issues regarding Environment and Business – Developed vs. Developing World. [4 L]

# Suggested Readings

1. Chakraborty, S. K. - Values and Ethics for Organisations, OUP
2. Fernando, A.C. - Business Ethics - An Indian Perspective, Pearson
3. Business Ethics and Corporate Governance—K.Nirmala et al, Himalaya
4. Business Ethics: Ethical Decision Making & Cases –O.C.Ferrell et al Cengage

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

**Credit 4**

# Lectures 40

**Module I:**

1. Linear Programming: Formulating maximization/minimization problems, Graphical solution, Simplex method, Artificial Variables – Big M – Method, Special cases of LP, Duality of LP and its interpretation, Applications of LP. [6L]
2. Transportation Problems: Introduction - Mathematical formulation of transportation problem - the Transportation method for finding initial solutions-North West Corner Method

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

1. Assignment Problems: Introduction - Mathematical statement of the problem-Hungarian method of solution - Maximization case in assignment problem—unbalanced assignment problem - restrictions on assignment - Travelling salesman problem. [4L]
2. Theory of Games: Introduction - Two person zero sum games - Pure strategies - games with saddle points - rules to determine saddle points - mixed strategies - Game without saddle points - the rules of dominance - Methods of solution for games without saddle points— algebraic methods. [4L]

# Module II:

1. Basic Statistics: Basic Concept (Variables, Population v/s Sample, Central tendency, Dispersion, data Visualization, Simple Correlation, Spearman’s Rank Correlation Coefficient and Regression. [4L]
2. Probability & Distribution: Probability – Introduction, Rules of Probability, Conditional Probability (Baye’s Theorem), Random Variables, Discrete and Continuous Distributions (Binomial, Poisson and Normal), demonstration using Excel, Sampling – Types and Distribution. [6L]
3. Theory of Estimation: Estimation – estimation problems, standard error, margin of error, confidence error, confidence interval, characteristics of estimators, consistency unbiasedness, sufficiency and efficiency, most sufficient estimators. Point Estimation and Interval Estimation. [4L]
4. Statistical Inference: Hypothesis Testing, Parametric Test – Z, F, t test, ANOVA, Non Parametric Test – Chi square test (goodness of fit, independence of attributes). [6L]

# Suggested Readings

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

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

**Credit 2**

# Lectures 20

**Lesson1: Self-Discovery**

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

# Lesson 2: Opportunity Discovery

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

# Lesson 3: Customer and Solution

* Session 1: Customers and Markets (CORE)
* Session 2: Identify Your Customer Segment and Niche (CORE)
* Session 3: Identify Jobs, Pains, and Gains, and Early Adopters (CORE) - I
* Session 4: Identify Jobs, Pains, and Gains, and Early Adopters (CORE) - II
* Session 5: Master Class: Craft Your Value Proposition - I (CORE)
* Session 6: Craft Your Value Proposition - II (CORE)
* Session 7: Outcome-Driven Innovation (ODI) (FLEX)

# Lesson 4: Business Model

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

# Lesson 5: Validation

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

# Lesson 6: Money

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

# Lesson 7: Team

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

# Lesson 8: Marketing and Sales

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

# Lesson 9: Support

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

**SECOND SEMESTER**

**MB 201: INDIAN ECONOMY AND POLICY**

**MBA/2nd SEM (4 Credit: 40 hrs)**

**MODULE I**

1. Circular Flow of Income National Income Accounting –terms and concepts, three methods of measuring GDP/GNP (3L)

2. Theory of Income Determination Simple Keynesian model: Aggregate demand – Aggregate supply method, Savings investment method Concepts of multiplier: Autonomous expenditure multiplier, introducing the Government, Government expenditure multiplier, Tax Rate Multiplier, Balanced Budget Multiplier, Open economy - Export and import multipliers. Paradox of Thrift, Crowding out effect, Business cycle – phases and stabilization (6L)

3. Introduction of Money and Asset Market IS-LM model, Fiscal policy and monetary policy using IS-LM (4L)

4. Inflation and Unemployment Concepts of inflation – demand pull and cost push, Stabilization policies Introduction to Philips curve as relation between inflation and unemployment. (3L)

5. Introduction to Foreign Trade & International Linkages Concepts of Balance of Payments Alternative exchange rate systems – fixed, flexible and managed float Comparative Advantage as basis for trade; Tariff and non-tariff barriers (4L)

**MODULE II**

6. Indian Economy - An Overview Evolution of Indian economy since independence Liberalization of Indian economy since 1991 (4L)

7. New Industrial Policy LPG model, New Industrial Policy (1991) (4L)

8. Banking and Capital Market Reforms Banking structure in India, Composition of Indian Capital market, SEBI and Capital Market Reforms (4L)

9. Monetary and Fiscal Policy Reforms Composition of Indian money market Components and Instruments of Monetary policy Concepts and Management of Deficits (4L)

10. Trade Policy Reforms Major components of trade policy reforms Idea of FEMA, NITI AYOG role and function Current and capital account convertibility. (4L)

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

**FINANCIAL REPORTING, STATEMENT AND ANALYSIS**

**MB 202**

**Credit 4; Lectures 40**

#### MODULE I

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

#### MODULE II

1. **Preparation Of Financial Statement:** Trading Account-Profit & Loss Account - Balance Sheet (As per Schedule VI, old & new) with Adjustment Entries - Preparation and Interpretation of Annual Report -–-Value Added Statement- (10L)
2. **Financial Statement Analysis:** Analysis of Financial Statements with Managerial Perspective – Reporting Practices-Training in understanding and analyzing published financial statements of a company- Comparative Statement- Common Size Statement- Trend Analysis- Ratio Analysis**-**Fund Flow Statement- Cash Flow Statement.(10L)

#### Suggested Readings:

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

**Marketing Management**

**MB 203**

**Credit:4**

**Lecture: 40**

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| 1 | **Introduction to Marketing Management**  Definitions of marketing; Core Concept of Marketing – need, want, demand, offering and branding, value and satisfaction, Evolution of marketing concepts (orientations); Marketing Mix – 4Ps and 4Cs. |
| 2 | **Analysing Marketing Environment and Competition**  Major components of Internal Environment, the microenvironment and macro-environment; SWOT Analysis, PEST Analysis. Concept of SBU, Choice of Corporate level Strategy; BCG matrix, Product-Market Grid, Porter’s Five Force Model for Industry Analysis. |
| 3 | **Market Segmentation, Target Marketing and Positioning for Competitive Advantage:**  Concepts of market segmentation: Various bases for segmentation: Geographic, Demographic, Psychographic (VALS-II) and Behavioural; Target marketing: Mass marketing, Segment Marketing, Niche Marketing, Micro Marketing and Customization; Concept of Differentiation and Positioning for competitive advantage |
| 4 | **Consumer Behaviour and Marketing Research:**  A framework of consumer decision making process, overview of major factors influencing consumer behaviour; Marketing research: Role in decision making,  Steps and process of Marketing Research, B2B Marketing. |
| 5 | **Product / Service:**  Product Classification, Service – characteristics and expanded service mixelements; Product Levels, Product Mix, Product Line Management, Product Extension Strategies, Product Life Cycle: concept and types, New Product Development. |
| 6 | **Branding and Packaging:**  Purpose of branding; Brand equity; Branding strategies; Purpose of Packaging; Types of Packaging – primary, secondary, shipping packages. |
| 7 | **Pricing:**  Procedure for price setting; Pricing objectives; Cost and Demand consideration; Pricing Methods, Pricing Strategies |
| 8 | **Place:**  Marketing Channels:Channel flows and functions; Channel design decisions; Wholesaling and Retailing, Concept of Supply Chain Management and Logistics Management, Channel Conflict Management |
| 9 | **Promotion Decisions:**  Elements of Promotion Mix (Advertising, Sales Promotion, Personal Selling, Direct Marketing, Publicity & PR), 5M model of Advertising, Concept of Digital Marketing; Overview of Selling Process |

**Suggested Reading:**

1. Kotler, P., Keller, K., Koshy, A. &Jha, M. - Marketing Management; Pearson

2. Ramaswamy&Namakumari - Marketing Management; McMillan

3. Saxena, R. - Marketing Management; TMH

4. Kurtz, David L, Boone , Louis E - Principles of Marketing; Thomson

5. Keith Blois – Text Book of Marketing; Oxford University Press

6. Etzel, M.J., Walker, B.W. & W.J. Stanton - Marketing; TMH

**Operations Management**

**MB204**

**Credit:4**

**Lecture: 40**

Chapter 1: Operations Management

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

Chapter 2: Capacity planning

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

Chapter 3: Process selection & Facility layout

Process analysis – process flowcharting – types of processes – measuring process performance – process throughput time reduction – process selection – break even analysis – manufacturing process flow design - designing product and process layouts and line balancing

Chapter 4: forecasting and its types

Demand management – types of forecasting – components of demand – qualitative techniques in forecasting – time series analysis – causal relationship forecasting – focus forecasting – CPFR

Chapter 5: Inventory Management

Definition of inventory – purposes of inventory – inventory costs – independent vs. dependent demand – deterministic demand model – EOQ – continuous and periodic review models

Chapter 6: Supply chain management

What is a supply chain – components of a supply chain for a manufacturer – the bullwhip effect – supply chains for service operations – the role of purchasing – sourcing strategies – sourcing techniques – supply chain risk – managing the integrated supply chain – building the supply base – logistics management - distribution management – measuring supply chain performance

Chapter 7: Lean vs. Agile supply chains

Lean operations – lean and JIT – lean and TPS – lean organization – lean in services – agile supply chains

Chapter 8: Aggregate Production Planning

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

Chapter 9: Master Production Schedule and MRP

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

Chapter 10: Project Management

Project life cycle – network planning techniques – estimating the probability of completion dates – crashing projects – the critical chain approach

Chapter 11: Quality management and Sustainable Operations Management

Total quality management – quality specification and quality costs– six sigma quality – the Shingo system – tools of TQM – quality awards and standards – external benchmarking for quality – service quality measurement – corporate social responsibility – sustainability – design and production for sustainability – regulations and industry standards

Books:

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

**Computer Applications for Business**

**MB 205**

**Credit:4**

**Lectures: 40**

**MODULE I**

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

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

**2. E-commerce / E-business [3L]**  Overview, Definitions, Advantages & Disadvantages of E-commerce Business models of e-commerce: models based on transaction party (B2B, B2C, B2G, C2B, C2C, E-Governance), models based on revenue models Implementation ecommerce business, online and offline marketing

**3. ERP, CRM, SCM [7L]**

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

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

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

**MODULE II**

**4. Threats to Computer Systems and Control Measures [2L]**

Concepts of threats: Virus, hacking, phishing, spyware, spam, physical threats (fire, flood, earthquake, vandalism) Concepts of security measures: firewall, Cryptography.

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

What is a DBMS; Need for using DBMS. Concepts of tables, records, attributes, keys, integrity constraints, Functional Dependency, Normalization (Up to BCNF – Concept only). SQL: DDL & DML, DCL concepts, SQL commands [ANSI standard].

**6. Data Warehousing and Data Mining [2L]** Concepts of Data warehousing, data mart, meta data, multidimensional modeling, Online Analytical Processing (OLAP), Online Transaction Processing (OLTP), Data mining concepts, Steps, knowledge discovery vs. data mining, data mining applications.

**7. MS Office Applications [12 P]** MS Excel: Graphs and Charts–Calculation of various financial functions Performing Mathematical Calculations (using Formula and Functions), Searching, Sorting and Filtering, Statistical functions, Reference Operators, Creating a Column Chart: Changing the Size and Position of a Chart Saving, Creating Pivot. Introduction to macro.

MS Access: Tables and Queries, Forms.

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

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

**8. Analytics for Business**   **[2L]**

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

**Suggested Readings:**

1. Waman S Jawadekar: Management Information Systems – Text and Cases 3ed. McGraw Hill
2. Ivan Bayross: SQL & PL/SQL, BPB ISRD, Introduction to DBMS, Tata McGraw Hill
3. Sadagopan: ERP: A Managerial Perspective, Tata McGraw Hill
4. Data Analytics using R - SeemaAcharya, Mc. Graw Hill Publication

**HUMAN RESOURCE MANAGEMENT**

**MB - 206**

**CREDIT: 4**

**LECTURES- 40**

MODULE I

1. Human Resource Management:  Meaning, Scope, objectives, and functions of HRM, HR as a Factor of Competitive Advantage, Structure of HR Department, Line and

staff responsibility of HR Managers, Environmental factors  influencing HRM    (2L)

2. Human Resource Planning: definition, objective, process of HRP. Supply and

Demand Forecasting techniques, Manpower Inventory, Career Planning & Development, Succession Planning, Rightsizing, Restructuring. Human Resource Information System (HRIS) .   (4L)

3.Recruitment and Selection : Process, Sources, Methods of selection, Interviewing

Methods, Skills and Errors.   ( 4L)

4. Human Resource Development: Definition, objective, process of HRD, Assessment

of HRD Needs, HRD Methods: Training and Non-Training, Training Process;

Designing, Implementation and Evaluation of Training Programs, Induction

Training. Developing Managerial Skills for:  team management, collaboration,

interaction across business functions,  presentation ,  Negotiation, and Networking

 Core Competencies: Identifying core competencies at different levels, Developing individual’s competencies and developing action plan to bridge the gaps.\* (6L)

5. Performance Appraisal Systems : Purpose, Methods, Appraisal instruments, 360

degreeappraisal,HR Scorecard, Errors in appraisal, Potential Appraisal, Appraisal

Interview. Introducing Key result areas (KRA )& Key Performance Indicators(KPI).

\*

This module should include a workshop on KRA, KPI & competency identification and writing DAP by industry experts                                                                             (4L)

MODULE –II

6.Compensation Management :  Concepts, Components; System of Wage Payment,

job evaluation, wage/ salary fixation, incentives, bonus, ESOPs, Fringe Benefits,

Retirement Benefits. Compensation Plans               (4L)

7. Industrial Relations in India: Parties; Management and Trade Unions, Industrial

Disputes: Trends, Collective Bargaining, Settlement Machineries, Role of

Government, Labour Policy in India.            (4L)

8.Workers’ Participation in Management: Concept, Practices and Prospects in India,

Quality Circles and other Small Group Activities.          (3L)

9. Discipline Management : Misconduct, Disciplinary action, Domestic Enquiry,

Grievance Handling.              (4L)

10. Strategic HRM: Meaning, Strategic HRM vs Traditional HRM, SHRM Process,

barriers to SHRM. Nature of e-HRM, e-Recruitment & Selection, e-Performance

Management, e-Learning    (3L)

Suggested Readings:

1. Agarwala T. - Strategic Human Resource Management, OUP

2.Aswathappa, K. - Human Resource Management, Tata McGraw Hill

3.Jyothi P. &Venkatesh, D.N. - Human Resource Management, OUP

4. Ramaswamy, E.A. - Managing Human Resources, OUP

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

6. MondalSabari&GoswamiAmal - Human Resource Management: Vrinda

Publications.

7.Industrial Relations by ArunMonappa, Tata McGraw Hill

**ENTREPRENEURSHIP (ADVANCE)**

**MB 207**

**Credit:2**

**Lecture: 20**

**Technology Appreciation and Intellectual Property Right**

To create an entrepreneurial level understanding and appreciation of the business-opportunity laden technologies like information and digital technology, material science and nanotechnology, life science and biotechnology. Opportunity Discovery Additional information on new startups in digital , material science, nano technology, life science and biotechnology- 1 additional session, course material can be provided separately. To understand how successful companies have managed their creation, protection, exploitation of intellectual property rights-Course content includes- Technology based entrepreneurship technology overview-IPR protection for these technology industries-Patents, trademarks, designs , copyrights and integrated circuit.

**Innovation technology Management**

The course aims to equip future entrepreneurs with an understanding of the main issues in the management of innovation and technology. It also addresses how technological innovation drives the long term competitiveness of global organizations. Course content includes- Technology Innovation, Innovation Process, Competition Analysis, Product and service management. Design Thinking, Competition Analysis Product and service management.

**Indian Models in Entrepreneurship**

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

**Social Entrepreneurship**

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

**Venture valuation and Accounting**

Understanding the venture valuation techniques, grasping the complexity of the financial instruments involved with entrepreneurial ventures, and to reviewing accounting principles, including the introduction of tools and resources to better manage financial issues in an entrepreneurial venture. Course content include: Valuation techniques, Financial management for entrepreneurs, Business Planning, Startup valuation sheet , Accounting principles, Management accounting for entrepreneurs.

**Entrepreneurial Marketing**

To help today’s many entrepreneurs make the best use of their time, money and effort in growing their businesses, by helping them have clarity on entrepreneurial marketing thing. Course content includes- Entrepreneurial positioning, targeting and segmenting, entrepreneurial pricing decision, entrepreneurial sales management. Customer and Solution, Lesson8: Marketing and Sales, Exploring Ways to Increase Revenue, Creating a Branding and Channel Strategy

**Entrepreneurship Lab:**

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

**Suggested Readings:**

1. Entrepreneurship: Robert D Hisrich, Michael P Peters, Dean A Shepherd , McGraw Hill

2. Intellectual video content by Wadhwani foundation

# THIRD SEMESTER

**MB 301: PROJECT MANAGEMENT & ENTREPRENEURSHIP**

# (4 Credits: 40 hrs)

MODULE I: PROJECT MANAGEMENT [25L]

Definitions of Project and Project Management, Issues and Problems in Project Management, Project Life Cycle - Initiation / Conceptualization Phase, Planning Phase, Implementation / Execution Phase, Closure / Termination Phase

[4L]

Project Feasibility Studies – Pre-Feasibility and Feasibility Studies, Concept of Project Report, Technical Appraisal, Economic/Commercial/Financial Appraisal including Social Cost Benefit Analysis [4L]

Project Planning – Importance of Project Planning, Steps of Project Planning, Project Scope, Work Breakdown Structure (WBS) and Organization Breakdown Structure (OBS), Phased Project Planning [3L]

1. Project Scheduling and Costing – Gantt chart, CPM and PERT Analysis, Identification of the Critical Path and its Significance, Calculation of Floats and Slacks, Crashing, Time Cost Trade- off Analysis, [6L]

Methods of Profitability Appraisal – Pay Back Period (PBP), Net Present value (NPV) and Profitability Index method (PI) Internal rate of Return (IRR) (3L)

Project Financing - Fixed capital, Working capital, Sources or means of Finance (2L) Case Studies [3L]

MODULE II: ENTREPRENEURSHIP (15L)

1. Introduction-- Meaning and Concept of Entrepreneurship, Innovation and entrepreneurship, Entrepreneurial Process Difference between entrepreneur and intrapreneur, Barrier of entrepreneurship, [3L]
2. Entrepreneurship – An Innovation: Challenges of Innovation, Steps of Innovation Management, Concept of women entrepreneurship, Barriers of entrepreneurship, Qualities of a prospective Entrepreneur, Divergent v/s Convergent Thinking [3L]
3. Entrepreneurial Motivation: Design Thinking - Driven Innovation, TRIZ (Theory of Inventive Problem Solving), Achievement motivation theory of entrepreneurship – Theory of McClelland, Harvesting Strategies (3L)
4. Information: Government incentives for entrepreneurship, Incubation,. Funding new ventures

* Bridge capital finance, bootstrapping, crowd sourcing, angel investors, Government of India’s efforts at promoting entrepreneurship and innovation – SISI, KVIC, DGFT, SIDBI, Defense and Railways [4L]

1. Applications and Project Reports Preparation [2L] Suggested readings

Innovation and Entrepreneurship by Drucker, P.F.; Harper and Row Business, Entrepreneurship and Management: Rao, V.S.P. ;Vikas Entrepreneurship: Roy Rajeev; OUP.

Text Book of Project Management: Gopalkrishnan, P. and Ramamoorthy, V.E.; McMillan Project Management: Vasant Desai; Himalay Publishing House

# MM 301: DIGITAL & SOCIAL MEDIA MARKETING

**(4 Credit: 40 hrs)**

MODULE I:

1. Fundamentals of Digital Marketing: concept, history, types, implementation and benefits of digital marketing [2L]
2. Search Engine optimization: concept of Search Engines optimization, how SEO operates, website domain, file name, design layouts, optimized keywords, keyword frequency weightage, prominence, placement of keywords, finding keyword, word stemming, metatag optimization, title optimization, anchor optimization, mobile SEO techniques. [8L]
3. Social Media Marketing: concept, as a marketing tool, importance of social media marketing, Social marketing strategy (SMO) for business, SMO key concepts, business profile creation, brand awareness, social engagement; Viral marketing, tools of measurement of popularity, traffic , analytics and statistics. [8L]

MODULE II:

1. Facebook Marketing: overview-types of facebook pages, important aspects of facebook growth of business

through facebook; profile page setup, page navigation, facebook community, influencer, ad options, page promotion, create and engaging fans, call to action, video promotion, Guidelines for effective Facebook marketing, FB analytics [6L]

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

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

1. Pinterest : Concept, Benefits, setting up your business account, promotion through pinterest, Pinterest analytics [3L]
2. Instagram: Basic Concept, Content and Posting Strategy, Instagram analytics [3L]
3. Case Study [4L] Suggested Readings:
4. Understanding Digital Marketing by Damian Ryan , Pearson
5. Fundamentals of Digital Marketing by Puneet Singh Bhatia
6. Digital Marketing cases from India by Rajendra Nargudkar and Romi Sainy
7. Marketing 4.0: Moving from Traditional to Digital by Kotler, Kartajaya, Setiawan
8. Social Media Marketing by Tracy L Tuten and Michel R Solomon by SAGE
9. Social Media: 2017 Marketing Tools for Facebook, Twitter, Linkedin, Youtube, Instagram and Beyond by Mcdonald Jason.

# MM 302: MARKETING RESEARCH

**(4 Credit: 40 hrs)**

# Module 1

1. **Introduction to marketing research** :

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

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

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

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

# Module 2

1. **Sources of Data**: Primary and secondary sources, classification of secondary data [2L]
2. **Primary Source – Methods of Data Collection:** Qualitative and quantitative research. Qualitative research : (Focus groups, depth interviews, projective techniques).

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

# Module 3

1. **Measurement and Scaling:**

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

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

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

# Module 4

1. **Sampling**: Census vs. sample, Steps in sampling process, Definition of population, frame, unit and element, Types of sampling: Probabilitistic and non-probabilitistic sampling techniques. Determination of sample size [4L]
2. **Analysis of Data:** Classification of data, frequency distribution, histogram, cross tabulation. Analytical techniques – univariate analysis, hypothesis testing - parametric and non-parametric tests, bivariate analysis. Some multivariate analysis techniques. [10L]
3. **Case Studies** [2L] Suggested Readings:
4. Marketing Research: Naresh K Malhotra; Pearson
5. Research Methodology: Concepts and Cases: Concepts & Cases : Deepak Chawla & Neena Sondhi; Vikas Publishing House
6. Research for Marketing Decisions: P. Green and D. Tull and G. Albaum; PHI
7. Marketing Research: Text and Cases; Boyd and Westfall; AIT Bookseller
8. Marketing Research: Luck and Rubin; PHI

# MM 303: SALES & DISTRIBUTION MANAGEMENT

**(4 Credit: 40 hrs)**

MODULE I:

# Introduction to Sales Management:

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

# Personal Selling:

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

# Planning and Organizing Sales Force Efforts:

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

# Sales Force Development:

Sources of recruitment, Selection process, Methods of selection, Need and purpose of training, Types of training, Designing a training programme - ACMEE model

# Directing and Controlling the Sales Force:

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

# MODULE II:

* 1. **Marketing Channels:**

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

# Channel Design and Management:

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

# Physical Distribution & Logistics:

Goals, function, processing, warehousing, inventory & transportation

# Retail and Merchandise Management:

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

# Case Studies

**FM 301: TAXATION MODULE**

# (4 Credit: 40 hrs)

**I: DIRECT TAX**

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

[2L]

1. Residential Status and Tax Incidence: Individual and Corporate. [4L]
2. Income Exempted from Tax: Individual and Corporate. [2L]
3. Computation of Taxable Income of Individual, HUF and Corporate: Heads of Income – Salaries, Income from House Property, Profits and Gains from Business or Profession, Capital Gains, Income from Other sources. Deduction from Gross Total Income – 80CCC, 80D, 80DDB, 80E, 80G, 80GG, 80GGA, 80C, 80U; Set Off and Carry Forward of Losses – Principles, Meaning, Inter – sources and Inter – head Set Off, Carry Forward and Set Off of Losses under sections 71, 72and 73. [8L]
4. Computation of Tax for Individual, H.U.F and Corporate: Rate of Tax and Surcharge Tax, Rebate Tax Management – Submission of Return and Procedure of Assessment, PAN, TAN, Preliminary ideas of Deduction and Collection of Tax at Source, Advance Payment of Tax, Refund of Tax, Minimum Alternate Tax. [8L]

# MODULE II: INDIRECT TAX

1. Goods and Service Tax: GST in India. Features and Advantages, Structure of GST in India: CGST, SGST, UTGST, IGST, Taxes subsumed by GST, Commodities kept outside the scope of GST. Procedure for Registration; Deemed Registration, Cancellation of Registration, Revocation of Cancellation of Registration. Levy and Collection of Tax under GST: 16 Rates structure of GST, Scope of supply, Composition Scheme under GST [8L]
2. Tax Planning: Scheme of Tax Planning, Tax Planning for Salaries, Tax Planning for Profits and gains of Business or Profession, Tax Planning for Capital Gains. [6L]
3. Case Study [2L] Suggested Readings:
4. Lal and Vasisht, Direct Taxes, Pearson Education
5. Singahnia, Direct Taxes, Taxman
6. Singhania, Indirect Taxes, Taxman
7. Bhagawati Prasad, Direct tax law and Practice.
8. Gaur and Narang, Income Tax law and Practices, Kalyani Publisher
9. T. B. Chatterjee and V. Jalan, How to handle - GST-TDS and GST-TCS, GST audit, GST Annual Return, Book Corporation
10. Mundra & Mundra, Taxation-I & Taxation-II , Law point Publication.

# FM 302 - CORPORATE FINANCE

**(4 Credit: 40 hrs)**

1. Introduction to Corporate Finance:

Scope, Objectives, Functions; Role of Financial Manager; Agency Problem 2L

1. Capital Structure:

Concepts, Components of Capital, Leverage, theories of Capital Structure 5L

1. Cost of Capital:

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

Project/divisional cost of capital 4L

1. The Financing Decision:

The Financing Process, the Financing Mix – Trade-off and Pecking Order Theory, the Optimal Financing Mix, the Financing Mix and choices 2L 5.Working Capital Management:

Concepts; operating cycle; management of Debtors and Inventories;

Cash Budgeting 4L

1. Investment Decision:

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

Dealing with mutually exclusive projects; capital rationing; projects with different life cycles – equivalent annual value 4L

1. Capital Budgeting::

Capital budgeting process; different types of project investments; basic concepts in estimating cash flows for evaluating investment proposals; evaluation of independent investment; replacement and mutually exclusive investments 5L

1. Risk in Capital Budgeting:

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

Simulation, Real Options and Decision Trees 5L

1. Measuring and Rewarding Performance: Economic Value Added(EVA), Advantages of EVA 1L
2. The Dividend Decision:

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

share splits; buybacks, 4L

1. Corporate Re-structuring:

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

Suggested Books:

Financial Management by Prasanna Chandra Financial Management by Khan & Jain

Reference Books:

Financial Management by I.M. Pandey, Vikas

# FM - 303 INVESTMENT ANALYSIS & PORTFOLIO MANAGEMENT

**(4 Credit: 40 hrs)**

* 1. Introduction to Investment & Portfolio Management: [2L]

Investment and speculation; factors in investment decision making; investment decision process; financial markets overview; approach to investment decisions

* 1. Risk and Return: [2L]

Definition of Risk and Return; risk measurement; covariance and correlation; beta of a security

* 1. Security Valuation: [6L]

Valuation of Shares – different techniques; valuation of Bond – YTM; duration of bond; concept of Immunization

* 1. Security Analysis: [10L]

Fundamental Analysis; calculation of intrinsic value of security; Technical Analysis; difference between Fundamental and Technical Analysis; Dow Theory;

Elliot Wave Theory; Various charts and graphs used in Technical Analysis

– support and resistance levels; Line and Candlestick Chart; various patterns; analytical tools like MA, MACD, ROC, RSI

* 1. Portfolio Theory: [6L]

Concept of Portfolio; measurement of Portfolio risk and return, Traditional theory; Modern Portfolio theory -- Markowitz theory; Efficient Frontier; selection of Optimum Portfolio.

* 1. Sharp Single Index Model: advantages over Markowitz theory/model [4L]
  2. CAPM Model: [4L]

Concept and interpretation – Security Market Line (SML) and Capital Market Line (CML); analysis and interpretation; application

* 1. Arbitrage Pricing theory and Multi Factor Theory. [2L]
  2. Portfolio Evaluation: Techniques of analyzing portfolio performance [1L]
  3. Analysis and modification of portfolio. [1L]
  4. Efficient Market Hypothesis: [2L]

Concept of market efficiency; different types of market efficiency and their interpretation

* 1. Case Studies

**Suggested Books:**1) Security Analysis & Portfolio Management by Pandian;

* + 1. Investment Analysis & Portfolio Management by Prasanna Chandra;
    2. Security Analysis & Portfolio Management by Nagarajan & Jayabal

# MANPOWER PLANNING, RECRUITMENT& SELECTION

**HR 301**

# (4 Credit: 40 hrs)

MODULE I:

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

[4L]

1. Methods and Techniques: Demand Forecasting : Managerial judgement, Ratio- Trend Analysis, Work Study Techniques, Delphi Technique, Regression Analysis, New Venture analysis, Markov Analysis, Supply Forecasting : Analysis of existing Manpower, Analysis of internal supply; inflows and outflows, turnover rate, productivity level, movement among jobs, Analysis of external supply, Balancing Supply & Demand, Issues of Shortage and Surplus. [8L]

MAKAUT/MBA/4th SEM

(4 Credit: 40 hrs)

1. Job Analysis & Job Evaluation: Job Analysis - Concepts, Process, Job Description, Job Specification, Uses, Limitations; Job Evaluations – Concepts, Methods, Uses, Limitations [4L]
2. Human Resource Information System (HRIS): Understanding HRIS, its objectives, HRIS Framework, Benefits, Trends. [2L]
3. HR Audit, HR Accounting [2L] MODULE II:
4. Manpower Plan Implementation Strategies: Recruitment, Redeployment, Downsizing Plan, Retention Plan, Training Plan, Career Plan, Succession Plan, Compensation Plan [4L]
5. Strategic Manpower Planning: Concepts, objectives, SMP Process, Tools, Evaluation, Balanced Score Card, HR Dash Boards, HR score card. [4L]
6. Recruitment and Selection: Concepts, Factors influencing recruitment, reservation rules, resettlement and rehabilitation rules, policy and programmes in Public Sector, Private Sector, MNCs, Government Establishments, Educational Institutions, Health Care & Hospitals, Process of Recruitment, Sources of Recruitment, alternatives to recruitment, The New Techniques: Web, Social Media, Mobile, Recruitment Issues

in Core sector, Service sector and IT sector. Selection: Meaning, use of selection for competitive advantage, Selection Process-

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

1. Case Studies [4L] Suggested Readings:

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

Personnel Management Practice, Kogan Page

,London 3. Dessler,Gary : Human Resource Management, Pearson Education MAKAUT/MBA/4th SEM

(4 Credit: 40 hrs)

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

**EMPLOYEE RELATIONS & LABOUR LAWS**

# HR 302

**(4 Credit: 40 hrs)**

1. Employees Relations Management [4] Overview, Tools, Core Issues ,

ERM in multi union situations in Core Sector, ERM in Service & IT Sector ,

Strategic ERM, Strategy and Employment Policies, Future Challenges, Performance Management Services, Involvement and Commitment as Competitive Advantages,

The Psychological Contract: Interest and Expectations, HR Infrastructure, Employee Surveys

1. Industrial Relations [4]

Overview, importance, Approaches to IR, Parties to IR, System Model of IR,

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

1. Employee Discipline [2]

Types, Misconduct, Disciplinary Action

Disciplinary Enquiry and Procedures, Grievance Handling and Redressal

1. Collective Bargaining [2]

Growth of Collective Bargaining in India, Theories, Prerequisites, Process, Negotiating Skills and Strategies, Agreement – content, Validity, Implementation, Productivity Bargaining

1. Trade Unions in India [2]

Introduction, Trade Unions, Reasons for Joining Trade Unions, Types and Functions of Trade Unions, Type of Trade Union

Agitations, Trade Unions in India and its Problems, Employers’ Organizations in India, Managerial Associations

1. One Employee Welfare & Employees Participation in Management [4] Concept, Purpose, Statutory and Non-Statutory Provisions

ILO Conventions and its application in India

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

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

1. Legal Framework of Labour laws [2]

Legal Framework: Evolution of Labour Laws in India Legal Framework: Evolution of Labour Laws in India

1. Laws relating to Establishment [4] Factories Act

Plantation Labour Act Mines Act

Shops & Establishment Act

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

Minimum Wages Act Payment of Bonus Act Equal Remuneration Act

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

Industrial Employment (Standing Orders) Act Industrial Disputes Act

Industrial Disputes Act

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

Employees’ State Insurance Act

Employees State Insurance Act and Maternity Benefit Act Employees Provident Fund Act

Gratuity Act

Contract Labour (Regulation & Abolition) Act

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

* 1. Case studies [1]

Suggested Readings:

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

# COMPENSATION & BENEFIT MANAGEMENT HR 303

**(4 Credit: 40 hrs)**

1. Employment [6] Policy and Programmes,

Policy & programs Policy & programs Reservation Rules,

Employment of Women & dependents - Provisions and Practices under the relevent Act and Statutory provisions

Employment of Land Oustees - Provisions and Practices under the relevent Act and Statutory provisions 2.New Employment practices [4]

Outsourcing

Outsourcing Contingent workers Employee Leasing

1. Labour markets [2] Concepts & broad types Concepts & broad types
2. Employment of Contract Labour [4] Provisions and Practices under the relevant Act

Provisions and Practices under the relevant Act Provisions and Practices under the relevant Act Provisions and Practices under the relevant Act

1. Concept of Wage & Compensation [6] Minimum Wage, Fair Wage, Living Wage

Wage Policy, Wage/Salary, Real wage

Components of Wages: Basic, Dearness Allowances, HRA, City Compensatory Allowance & Other allowances

Wage Fixation, Pay for different types of employees Managerial/Executive Compensation

Wage Administration - Pay Roll Management, Deductions etc

1. Dearness Allowance [2]

Methods of DA payment, Consumer Price Index, Neutralization Dearness Allowance: Methods of DA payment, Consumer Price Index, Neutralization

1. Productivity and Wages [4] Productivity linked bargaining

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

Case Studies on Productivity Bargaining, Reward strategy

1. Employee Benefits [6] Statutory & Voluntary Benefits

Fringe benefits

Retirement Benefits – Provident Fund, Gratuity, Pension; Medical Insurance & ESOPs Retirement Benefits – Provident Fund, Gratuity, Pension; Medical Insurance & ESOPs fundamentals of Computations of taxable income, Overtime etc

Reward Management, team rewards & psychological contract

1. Employee Welfare and Working Conditions [2] Statutory & Voluntary

Statutory & Voluntary

1. Case studies [4]

Suggested Readings:

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

# BA 301: MODELING TECHNIQUES

**(4 Credit: 40 hrs) MODULE I:**

1. Introduction to Data Modeling: Data Model Concept, Goals, Stages of Modeling,

Applications of different types of data models, Data mining, Importance of data modeling in business.

[4L]

1. Data Preprocessing: Data types, Quality, Descriptive data summarization, Data cleaning, Outlier detection, Data integration & transform, Data reduction. [6L]
2. Non Parametric test: Goodness of Fit, Test of independence, Wilcoxon Sign rank test, Mann- Whitney-U test, K-S test . [6L]
3. Measures of Central Tendency: Mean, Median, Mode, Measures of Dispersion: range, quartile deviation, mean deviation, standard deviation, coefficient of variation and Correlation Analysis [6L]

# MODULE II:

1. Linear Modeling: Regression Model: Steps, Linear, Multi-Linear, Non linear Models, Applications and implementations using R. [5L]
2. Mining Algorithms: Classification & Prediction: Decision Tree, Bayesian classification,

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Instance-based methods (nearest neighbor), | K-Means | Clustering | and | PCA, | implementation |
| using R or WEKA, |  |  |  | [9L] |  |

1. Application of Modeling Techniques in Business, Case Studies [4L]

# Suggested Readings:

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

# BA 302 : DATA ANALYTICS

**(4 Credit: 40 hrs)**

# Data Definitions and Analysis Techniques 6L

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

# Overviews of Analytics For Managers 6L

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

# Statistical R-Programming Basic techniques 10L

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

# Analytical Techniques Using R/Advanced Excel 8L

* Overview of Advanced Analytics ,Business applications
* Classification techniques
* Clustering techniques
* Association rules analysis
* Practice and analysis with R/SPSS/Excel

# Data Visualization using Power BI/Tableau 6L

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

# Case studies and projects 4L

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

# Suggested Reading:

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

# BA 303: Data Visualization using Excel (4 Credit: 40 hrs)

MODULE I:

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

MODULE II:

1. Visualization of Spatial Data- Networks, and Trees, Making Maps, Visualizing Trees and Networks, Using Color and Size in Visualization [4L]
2. Encoding Data- Encoding using Color, Encoding using Size, Stacked & Grouped Bar Chart, Stacked Area Chart & Stream graph, Line Chart with Multiple Lines. [6L]
3. Interaction Techniques-Interaction with Unidirectional Data Flow, UI elements to control a scatter plot, Panning and Zooming on a Globe, tooltips [4L]
4. Multiple Linked Views-Small Multiples, Linked Highlighting with Brushing, Linked Navigation: Bird's Eye Map [2L]
5. Data Reduction Strategies-Histograms, Aggregating Data with Group-By, Hexbin Mapping, Cross filtering [2L]
6. Case Studies [2L] Suggested Readings:
7. Scott Murray: Interactive Data Visualization for the Web - 2nd Edition
8. Jacques Bertin: Semiology of Graphics
9. Alberto Ferrari:Analyzing Data with Power BI
10. Leland Wilkinson: The Grammar of Graphics
11. Hadley Wickham: ggplot2 Elegant Graphics for Data Analysis

# Minor (Industry specialization)

**Industrial Domain: Global Supply Chain Management Main Syllabus: To be delivered in capsule format**

**MM 304**

# Credit -2 (Lectures - 20)

* 1. Introduction

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

* 1. Factors and Challenges Driving Logistics and Supply Chain Management

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

* 1. Export Sales Contract

Market environment – market entry strategies – market entry strategy – constituents of the export sales contract

* evolution and revolution of logistics and supply chain management – modern logistics concepts
  1. Constituents of the Export Sales Contract Continued

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

* 1. Constituents of the International Purchasing/Procurement System

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

* 1. Selecting the International Logistics Operator

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

* Consolidation – Project Cargo
  1. International Transport

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

* 1. Operations Management

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

* 1. Global Supply Chain Security ISPS Code – CSI & C-TPAT – RFID
  2. Specialized Software in the Supply Chain Process

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

* 1. Global Trade Scene

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

* 1. Strategic Focus

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

Text Book

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

# ORGANIZATIONAL CHANGE AND DEVELOPMENT HR 304

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

Module – I (10 hrs)

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

Module – II (10 hrs)

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

[2 L]

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

Readings

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

L. & Bell , C. H. : Organisation Development and Transformation, Tata McGraw Hill Gummings,T.G.& Worley, C.G. : Organization Development and Change, Thomson

Pareek, Udai : Understanding Organisational Behaviour, OUP

Robbins, S. P. : Organisational Behaviour, Prentice Hall of India./Pearson Education

# BFSI Sector Management (I) Credit -2 (Lectures - 20)

**FM 304**

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

Part I

ACCOUNTING & FINANCE FOR BANKERS

MODULE A – BUSINESS MATHEMATICS AND FINANCE

1. Calculation of Interest and Annuities

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

Calculation of YTM

1. Debt- Definition, Meaning & Salient Features; Loans; Introduction to Bonds; Terms associated with Bonds; Cost of Debt Capital; Bond value with semi-annual Interest; Current Yield on Bond; Calculation of Yield-to- Maturity of Bond; Theorems for Bond Value; Duration of Bond; Properties of Duration; Bond Price Volatility
2. Capital Budgeting

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

1. Depreciation and its Accounting

Depreciation, its types and methods; Comparing Depreciation Methods Foreign Exchange Arithmetic

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

MODULE B – PRINCIPLES OF BOOKKEEPING & ACCOUNTANCY

1. Definition, Scope and Accounting Standards

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

1. Basic Accountancy Procedures

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

1. Maintenance of Cash/ Subsidiary Books and Ledger

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

1. Bank Reconciliation Statement

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

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

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

1. Capital and Revenue Expenditure

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

1. Bills of Exchange

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

MODULE C – FINAL ACCOUNTS

1. Balance Sheet Equation

Balance Sheet Equation; Computation of Balance Sheet Equation.

1. Preparation of Final Accounts

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

1. Ratio Analysis

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

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

1. Final Accounts of Banking Companies

Definition and Functions of a Bank; Requirements of Banking Companies as to Accounts and Audit; Significant Features of Accounting Systems of Banks; Principal Books of Accounts; Preparation and Presentation of Financial Statements of Banks; CMA Format; Accounting Treatment of Specific Items; Preparation of Profit and Loss Account; Comments on Profit and Loss Account; Important Items of Balance Sheet; Disclosure Requirements of Banks; Additional Disclosures prescribed by RBI; Disclosures required under BASEL norms.

1. Company Accounts I & II

Definition and Types of Companies; Distinction between Partnership and Limited Liability Company; Classes of Share Capital; Issue of Shares; General Illustrations Non-Voting Shares; Form of Balance Sheet; Legal Requirements

for Assets; Legal Requirements for Liabilities; Legal Requirements for Profit & Loss A/c; Preparation of Final Accounts

1. Accounting in a Computerized Environment

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

Banking Operations & Accounting Functions

Preparation of Vouchers, cash receipt and payment entries, clearing inward and outward entries, transfer debit and credit entries, what is KYC and what are the different documents to satisfy KYC, verify KYC and authenticity of documents, operational aspects in regard to opening of all types of accounts, scrutiny of loan applications/ documents, allowing withdrawals and accounting entries involved at various stages, operational aspects of CBS environment etc., Back office operations in banks, handling of unreconciled entries in banks

PART II

LEGAL & REGULATORY ASPECTS OF BANKING MODULE A – REGULATIONS AND COMPLIANCE

1. Legal Framework of Regulation of Banks

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

1. Control over Organization of Banks

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

1. Regulation of Banking Business

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

1. Returns Inspection, Winding up, Mergers & Acquisitions

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

1. Public Sector Banks and Co-operative Banks

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

1. Financial Sector Legislative Reforms

Need, Approach for Financial Sector Legislative Reforms; Important Reforms

1. Recent Legislative Changes in RBI Act

Recent Legislative Changes in RBI Act, Need thereof

1. Financial Sector Development Council

Role and Functions of Financial Sector Development Council MODULE B – LEGAL ASPECTS OF BANKING OPERATIONS

1. Different Types of Borrowers
2. Types of Borrowers; Limited Liability Partnership Types of Credit Facilities

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

1. Secured and Unsecured Loans, Registration of Firms and Incorporation of Companies

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

1. Indemnities

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

1. Bank Guarantees

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

1. Letters of Credit

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

1. Deferred Payment Guarantees- Purpose of DPGs; Methods of Payment
2. Laws Relating to Bill Finance

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

1. Various Types of Securities

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

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

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

1. Case Laws on Responsibility of Paying Bank

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

1. Case Laws on Responsibility of Collecting Bank

Statutory protection to Collecting Bank; Duties of Collecting Bank MODULE C – BANKING RELATED LAWS

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

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

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

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

1. Banking Ombudsmen Scheme

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

1. Bankers Books Evidence Act, 1891 Applicability; Definition; Important Provisions
2. The Legal Services Authorities Act, 1987

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

1. The Consumer Protection Act, 1986 and CERSAI

Preamble, Extent & Definitions; Consumer Protection Councils; Consumer Disputes Redressal Agencies; Objectives and important provisions of Central Registry of Securitisation Asset Reconstruction and Security Interest of India

1. The Law of Limitation

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

1. Tax Laws

Income Tax; Commodity Transaction Tax; Service Tax

1. Negotiable Instruments Act, 1881 Applicability; Definition; Important Provisions
2. Payment & Settlements Systems Act, 2007 -Applicability; Definition; Important Provisions MODULE D – COMMERCIAL LAWS WITH REFERENCE TO BANKING OPERATIONS
3. Indian Contract Act, 1872

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

1. The Sale of Goods Act, 1930

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

1. Indian Partnership Act, 1932

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

1. Definition and features of a company

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

1. The Companies Act, 1956 (Now Companies Act, 2013)

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

1. Foreign Exchange Management Act, 1999

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

1. Transfer of Property Act, 1882

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

1. The Right to Information Act, 2005 Applicability; Definition; Important Provisions
2. Right to Information and Obligation of Public Authorities - Obligations; Procedure; Disposal; Appeal; Orders; Penalties.
3. The Prevention of Money Laundering Act, 2002

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

1. Information Technology Act, 2000

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

# Suggested Reading:

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

# MANAGERIAL BUSINESS INTELLIGENCE-I

**BA 304**

# Credit -2 (Lectures - 20)

|  |  |  |  |
| --- | --- | --- | --- |
| 1. | **Overview and concepts of Business Intelligence** | 04 Hours |  |

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| --- | --- | --- | --- |
| Definition, Features, need , life cycle and components of Business Intelligence(BI), Architecture of BI , Introduction to Data Warehouses and data marts, Drill-down and roll-up - slice and dice or rotation – OLAP,ROLAP and other data models , Application and challenges of BI | |  | |
| 2. | **Introduction to Data Mining** | 03 Hours |  |
| Definition, need, related technologies-Machine Learning, Goals, stages and techniques of Data Mining, applications, and Business Intelligence vs. Data mining | |  | |
| 3. | **Managerial Data Pre-processing** | 03 Hours |  |
| Need of pre-process data, Data types, Quality, Data cleaning: Missing Values, Noisy Data - Data Integration and transformation - Data Reduction, Dimensionality reduction, Outliers Detection, Data Compression | |  | |
| 4. | **Visualization For Managers Using Power BI** | 6 Hours |  |
| Introduction to Power BI,Connecting to MS-Access Database,MS- Excel,Basic Transformations,Managing Query Groups,Data Types,Dates,Conditional Columns,Data Transformation,Introduction to data modeling,Introduction to Visuals,Heat Map, Slicers,ESRI Maps, Map Visualization,Tables,Charts:Scatter, Funnel, Waterfall, Bar, Pie, Combo, Gauge, Cards & KPIs,Power BI Dashboards: Introduction, Navigation, Filters, Reports with Hands on examples. | |  | |
| 5. | **Managerial Application of Business Intelligence** | 02 Hours |  |
| Emerging BI Trends &Technologies , Applications in Marketing Analytics, Product, Banking, Supply chain, CRM and ERPs, | |  | |
| 6. | Case Study, Projects and Certifications | 02 Hours |  |

**Reference Books:**

1. J. Han, M. Kamber, “Data Mining Concepts and Techniques”, MorganKaufmann
2. M. Kantardzic, “Data mining: Concepts, models, methods and algorithms,John Wiley &Sons Inc.
3. David Loshin Morgan, Kaufman, “Business Intelligence: The Savvy Manager‟s Guide”, Second Edition, 2012.
4. CindiHowson, “Successful Business Intelligence: Secrets to Making BI a Killer App”, McGraw-Hill, 2007.
5. G. Shmueli, N.R. Patel, P.C. Bruce, “Data Mining for Business Intelligence: Concepts, Techniques, and Applications in Microsoft Office Excel with XLMiner”, WileyIndia.
6. Alberto Ferrari: Analyzing Data with Power BI

**Syllabus 4th Semester**

|  |
| --- |
| **Corporate Strategy**  **MB 401**  **Credit:4**  **Lecture: 40**  Module 1 [3L] |
| **Introduction to Strategic Management/Corporate Strategy** |
| What is business & Corporate Strategy, Strategic Management |
| Strategic Intent: Vision & Mission; Goals, Objectives, Values |
| Critical Success Factors; Key Performance Indicators |
| Module 2 [8L] |
| **Assessment of External & Internal Environment** |
| Analysis of External Environment; Stakeholder Analysis; ETOP, etc |
| Industry Analysis; Porter’s 5 Forces Model.Case on Starbucks |
| Analysis of Internal Environment; Value Chain Analysis, Core Competence; Strategic/Competitive Advantage |
| Case on Walmart |
| SWOTAnalysis;Case--- RyanairAirlines;TOWS/Integrative Analysis |
| Module 3 [4L] |
| **Tools & Techniques for devising Strategies** |
| Porter’s Generic Strategies; Ansoff Matrix |
| Portfolio Analysis, BCG Matrix |
| GE Matrix |
| Module 4 [12L] |
| **Corporate Strategies** |
| Business Models&Types of strategies: Stability/Expansion/Renewal |
| Stability Strategies; Expansion Strategies: integration & diversification |
| Mergers & Acquisitions; case on SUN Pharma |
| Synergy & Globalization |
| Case on Tata's acquisition of Corus Steel |
| Joint Ventures & Strategic Alliances; Case on Maruti Suzuki |
| Renewal Strategies; Corporate Restructuring |
| Case on Bharat Instrumentation Ltd |
| Module 5 [8L] |
| **Strategy Implementation** |
| Structural Implementation; Organization Designs |
| Organization Designs (contd.) |
| Organization Systems |
| Behavioural Implementation; Leadership & Culture |
| Behavioural Implementation; Values & Ethics |
| Functional & Operational Implementation |
| McKinsey’s 7 S Model |
| Balanced Scorecard |
| Module 6 [3L] |
| **Strategic Evaluation & Control** |
| Participants in strategic evaluation; barriers to evaluation |
| Techniques of Strategic & Operational Control |
| Techniques of Strategic & Operational Control (contd) |
| Module 7 [2L] |
| **Review & Problem Solving** |

Text Book:

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

Reference Books:

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

**Consumer Behaviour**

**MM401**

**Credit: 4**

**Lecture: 40**

1. **Introduction to Consumer Behaviour**: Defining consumer behaviour, Impact on marketing strategies, Current trends in consumer behavior, Consumer Behavior in the networked era .Alternative views on Consumer Behavior-Marketing Ethics and Consumer Behavior.
2. **Market Opportunity Identification :**Analysing internal and external factors, identifying marketing opportunities , analysing market and evaluation , Market Segmentation , targeting and Positioning.
3. **Consumer Decision Process**: Need recognition, information search, evaluation of alternatives, purchase decision, consumption and post-purchase evaluation, disposing of products. Variables that shape decision process- individual differences, psychological processes, environmental influences, Types of decision process – complex decision making, variety seeking, impulse buying, loyalty, degree of involvement in buying
4. **Individual Characteristics**: Demographic and psychographic characteristics and market segmentation, Personality, personal values, lifestyle concepts and measurements
5. **Consumer Perception**: Marketing stimuli and perception, Perceptual selection - organization, interpretation, selective perception process
6. **Learning and Memory**: Information acquisition and processing, Learning elements, Theories, Memory processes
7. **Consumer Motivation**: Nature and role of motives, Classifying motives, Motive arousal, Motivation and involvement
8. **Self-concept**: Perspective of self, Consumption and self concept, Gender roles
9. **Attitude**: Characteristics and functions of attitude, Attitude development, Attitude theories and models, Role of belief in attitude formation, Relationship of attitude and behaviour, Attitude reinforcement and change
10. **Culture Subculture and Social Class**: Nature of culture, Cultural values, Changing values, Cross-cultural understanding of consumer behaviour, Types of subculture and their influence on behaviour, Nature of social class, Social stratification
11. **Reference Group Influence**: Nature and types of reference groups, How groups influence individuals, Opinion leadership, Word-of-mouth, Innovation and diffusion
12. **Family and Household**: Structural and sociological variables affecting families and households, Family life cycles, Role behaviour, Conflict resolution, Changing role of women, Children and household consumer behavior
13. **Models of Consumer Behaviour**: Nicosia, Howard-Sheth& EKB
14. **Organizational Buying Behaviour**: Organizational buyers versus consumers, Factors influencing business buying, Types of buying situations, Organizational buying process

**TEXT BOOKS:**

1. SatishK .Batra ,S.H.HKazmi&Satish K . Batra :Consumer Behaviour: Text and Cases: Excel Book
2. Shiffman&Kanuk: Consumer Behaviour; Pearson Education

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

**REFERENCE BOOKS:**

1. Loudon &Bitta, Della: Consumer Behaviour; TMH

2. Solomon, M. R., Consumer BehaviouR, Pearson Education

**Services Marketing**

**MM402**

**Credit: 4**

**Lecture: 4**

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

References:

1. Lovelock, C., Wirtz, J. &Chatterjee, J.: Services Marketing; Pearson Education

2. Zeithaml,V.A., Bitner, M J, Grembler, D.D. &Pandit, A.: Service Marketing; TMH

# INTERNATIONAL FINANCE

# FM 401

# Credit:4

# Lecture:40

#### MODULE I:

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

#### MODULE II:

1. **The Foreign Exchange Market**: – Functions, Participants and Transactions – Exchange Rates and Quotations –Bid & Ask rate – Cross rate- Indian foreign Exchange Market, Foreign Currency Derivatives – Forward Foreign Exchange Contract , Futures, Forwards, Swaps – Currency Swap and Interest rate Swap , Quality Spread Differential-ConceptofNetting [8L]
2. **Foreign Exchange Exposure & Risk Management:** Two dimensions of Foreign Exchange Risk- Transactions Exposure & Translation Exposure, Arbitrage opportunity through MoneyMarketOperation. [6L]
3. **International Financial Markets:** International Banking & Money Market- International banking Services- BASEL Norms, Capital Adequacy Standards- International Money Markets, International Capital Markets, International Corportae Finance- International Equity Sources - Global Equity Markets- ADR,GDR, [4L]
4. **CaseStudies** [2L]

#### Suggested Readings:

1. Apte, P.G.: International Financial Management, Tata McGrawHill.
2. Eiteman, Stonehill&Pandey: Multinational Business Finance, PearsonEducation
3. Eun&Resnick: International Financial management, Tata McGraw-Hill Jeff Madura: International Corporate Finance, Cenage Learning
4. O’ Brien: International Finance,OUP
5. A. V. Rajwade, H. G. Desai, Foreign Exchange – International Finance Risk Management;SPD

C. Jeevanandam, Foreign Exchange and Risk management; S.Chand

**FINANCIAL DERIVATIVES**

**FM 402**

**Credit:4**

**Lecture: 40**

**MODULE I:**

1.Derivatives: An introduction- Financial derivatives in Indian Financial Markets --- risk management using derivatives, classification of derivatives,

functions of derivative markets and participants [2L]

2. Introduction to Forward Contract: Forward contracts, Limitations of forward

markets, pay-offs, Forward Rate Agreement (FRA) – Cost of Carry Model [4L]

3. Introduction to Futures: Introduction to futures, Stock Futures, Index futures,

Commodity Futures, Hedging through Commodity and Index Futures,

Distinction between futures and forwards contracts. [4L]

4. Concept of Margin – Types of Margin in Futures – ITM, ATM, OTM - Concept of

Lot size - Open Interest- Hedging through Forward and Futures – Contango and

Backwardation – Basis Risk [4L]

5. Credit Derivatives: Concept and assessment of credit risk, Types of Credit Derivatives- CDS, TRS, etc, Collateralized Debt Obligations (CDO) –

The Indian Scenario - credit risk mitigation [6L]

**MODULE II:**

6. Option: Call and Put Option- American and European Option- Intrinsic and Time Value, Put Call Parity, distinction between Options and Futures [4L]

7. Hedging strategies with Options: stock options, Index options, straddles and strangles, straps and strips, Spreads – Bull/Bear/Butterfly. [4L]

8. Option Greeks: Delta, Theta, Vega, Gamma, rho and phi [2L]

9. Option Valuation: Pricing and Valuation of Option Contract- Binomial Option

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

1. Swaps- Basic concept and applications [2]

**MODULE III:**

11. Case Studies & Lab exercises [4 L]

**Suggested readings:**

1. Options, Futures and other Derivatives, John C. Hull, Pearson Education

2. Futures and Options, Vohra and Bagri, Tata McGraw Hill

3. Financial Derivatives, Gupta, S.L., Prentice Hall.

4. Financial Derivatives and Risk Management, O.P. Agarwal, Himalaya Publishing

5. Derivatives & Risk Management, Rajiv Srivastava, Oxford Publication House

6. Financial Derivatives: Risk Management, Bhalla. V. K., S. Chand & Company

**HUMAN RESOURCE METRICS AND ANALYTICS**

**HR 401**

**Credit: 4**

**Lecture: 40**

MODULE I:

1. Introduction: HR metrics - meaning, importance, what metrics should HR measure? Examples of HR metrics. HR Analytics - What is Analytics? Big data and Analytics, Stages in Data Analytics, Types of Analytics, Causal Modeling, What is HR Analytics? Objectives of HR Analytics.Its importance and benefits. [6L]

2. Realigning HR to business priorities, Stages of HR Analytics and the role of technology. Leveraging HR Analytics for organizational success.Mapping Business Analytics and HR Analytics.IMPACTCycle.Pillars of HR Analytics success.Linking HR metrics to business outcomes. HR measurement tools and techniques: Identifying HR metrics, sources of data, tools and techniques of measurement. Excel, SPSS, SAP and Other software packages. [8L]

3. Human Capital Management (HCM) - Concepts, Phases-Scanning, Planning, Producing, Predicting. The Model for Predictive Management.Value Chain for HCM Model.Predictive Human Capital measurements.Guiding principles of Human Capital Analytics. [4L]

MODULE II:

4. HR Analytics and the HR delivery model.Requisites of effective HR Analytics. HR analytics modules: HR Planning, Hiring, HR Operations, Learning and Development, Performance Management, Compensation and Rewards, Succession Planning, Employee Engagement. [10L]

5. Human Resource Information System (HRIS): Understanding HRIS, Framework of HRIS. Benefits of HRIS. HRIS Trends: Talent Management Analysis, Data Analytics, Social media, cloud mobile enabled, Employee Engagement Analysis. Integrated HRIS. [6L]

6. Data and Information needs for HR Manager - Role of IT in HRM - IT for HR Managers - Concept, Structure, and Mechanisms of HRIS, survey of Software Packages for Human Resource Information System including ERP Software such as SAP, Oracle. EHRM-objectives, advantages and disadvantages. [4L]

7. Case Study [2L]

Suggested Readings:

1. Michael Armstrong, A Handbook Of Human Resource Management Practice, Kogan Page

2. Gueutal and Stone, The Brave New World Of e-HR

3. Monk and Wagner, Concepts In Enterprise Resource Planning, Thomson

4. Steve VanWieren, Quantifiably Better: Delivering Human Resource Analytics from start to finish.

5. Bernard Marr, Data-driven HR: How to use Analytics and Metrics to drive performance.

6. Ramesh Soundararajan, Kuldeep Singh, Winning on HR Analytics: Leveraging data for competitive advantage.

**PERFORMANCE MANAGEMENT SYSTEMS**

**HR 402**

**Credit: 4**

**Lecture: 40**

# MODULE I:

1. **Performance Management:** Overview, principle, measuring performance versus measuring action, contribution of Performance management to competitive advantage, difference between Performance Management and Performance Appraisal, Performance Management Process, Challenges of PMS, Managing team performance. [6L]
2. **Performance planning:** Role/job description, key result areas, key activities, goal setting, performance agreement.[2L]
3. **Monitoring:** Performance monitoring and feedback, identifying problems, providing support.[2L]
4. **Developing:** Capability, willingness, work environment, technology, systems, group dynamics, Quality of supervision.[2L]
5. **Performance Appraisal:** Meaning, objective. Appraisal Process, Issues in appraisal Design. Appraisal Methods – Traditional methods, Modern Methods: Management By Objectives (MBO), Assessment Centres, 360 degree Feedback. Designing KRA based performance appraisal system, Problems of Rating, Appraisal Interview, Archiving and Use of appraisal data, Legal issues associated with Performance appraisal[8L]

# MODULE II:

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

*Suggested Readings:*

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

**Business Forecasting**

**BA 401**

**Credit:4**

**Lecture: 40**

**MODULE I:**

1. Historical perspective of Business Forecasting: Concept of Business forecasting, Difference between Mathematics and Statistics. **[2L]**
2. Regression Model: Steps, Linear, Non linear. **[4L]**
3. Univariate time series: Linear model, Stationarity, Autocorrelation, Partial Auto correlation, Multicollinerarity, ARIMA, ARMA process.  **[10L]**

**MODULE II**

1. Stationarity and Unit Roots Tests: Introduction, Unit Roots tests, Stationarity tests **[4L]**
2. Univariate Time Series: Volatility Models-Introduction, The ARCH Model, The GARCH Model **[6L]**
3. Multivariate Time Series Analysis: Vector Autoregression Model–Cointegration **[4L]**
4. Introduction to E Views: E views Functions, Programming in E views **[4L]**
5. Introduction to R studios: Programming in R for time series forecasting **[4L]**
6. Case Study **[2L]**

**Suggested Readings:**

1. Chris Chatfield, The Analysis of Time Series: An Introduction , Chapman and Hall
2. N. H. Chan, Time Series: Applications to Finance, John Wiley and Sons
3. James D. Hamilton, Time Series Analysis, Princeton University Press

**Data Mining**

**BA 402**

**Credit:4**

**Lecture:40**

**MODULE I:**

1. Introduction to Data Mining: Data Mining Concept, Goals, Stages of Mining Process, Applications, Techniques, Knowledge representation methods, Challenges. **[4L]**

2. Data Preprocessing: Data types, Quality, Descriptive data summarization – central tendency and dispersion measure, Data cleaning, Outlier detection, Data integration and transform, Data reduction. **[6L]**

3. Association Rule Mining: Market-basket analysis basics, Naïve algorithm, Apriori algorithm, Software for Association Rule Mining. **[4L]**

4. Classification and Prediction: Decision Tree, Bayesian classification, Rule-based classification, Prediction – Linear Regression **[4L]**

**MODULE II:**

5. Data Warehouse and OLAP: Data Warehouse and DBMS, Multidimensional data model, OLAP operations. **[6L]**

6. Clustering: Basic issues in clustering, Partitioning methods: k-means, Hierarchical methods: distance-based agglomerative and divisible clustering, Cluster Analysis Software. **[8L]**

7. Data Mining Software and Applications: Text mining: extracting attributes (keywords), structural approaches (parsing, soft parsing), Bayesian approach to classifying text, Web mining: classifying web pages, extracting knowledge from the web, Social impacts of data mining, information privacy and data security, IT Act overview. **[6L]**

8. Case Study **[2L]**

**Suggested Readings:**

1. Tan, Steinbach and Kumar, Introduction to Data Mining, Pearson
2. Han and Camber, Data Mining: Concepts and Techniques, Morgan Kaufmann
3. Foreman, Data Smart: Using Data Science to Transform Information into Insight, John Wiley
4. Dunham, Data Mining : Introductory and Advanced Topics, Pearson

**Managerial Business Intelligence (MBI 2)**

**BA 403**

**Credit 2; 20 Hours**

Chapter 1- Understand the essentials of data analytics and the corresponding terminologies.

Define what is meant by data analytics, data mining, and business intelligence, big data

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

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

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

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

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

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

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

Understand these to the level to be able to work on analytics projects and interact with experts and clients.

Case studies in Finance, Operations, Marketing, HR area

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

Software applications: Microsoft Excel, Microsoft PowerBI Desktop

**Retail & Ecommerce Management**

**MM 403**

**2 Credit; 20 Hours**

Introduction to retailing & retail ecommerce – retail environment analysis – multi-channel retailing – identifying & understanding customer behavior – retail operations – merchandise management – retail image – customer service strategies – introduction to digital business and ecommerce – marketplace analysis for e-commerce – managing digital business infrastructure – E-environment – digital business strategy – supply chain management – e-procurement – digital marketing – CRM – change management – analysis and design – digital business service implementation

Books:

1. Retail Management by Lumen Learning [aligned with Western Association of Food Chains, USA]

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

## BFSI Sector Management II

## FM 403

## Credit – 2

## Total Hours- 20

## PAPER 1 – PRINCIPLES & PRACTICES OF BANKING

*MODULE A – INDIAN FINANCIAL SYSTEM*

## Indian Financial System – An Overview

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

## Banking Regulation

Constitution, Objectives, Functions of RBI; Tools of Monetary Control; Regulatory Restrictions on Lending

## Retail Banking, Wholesale and International Banking

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

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

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

## Role and Functions of Capital Markets, SEBI

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

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

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

## Risk Management, Basel Accords

Introduction to Risk Management; Basel I, II &IIIAccords

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

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

## Recent Developments in the Financial System

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

*MODULE B – FUNCTIONS OF BANKS*

## Banker Customer Relationship

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

## KYC/ AML/ CFT norms

PMLA Act; KYC Norms

## Bankers’ Special Relationship

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

NI Act; Role & Duties of Paying & Collecting Banks; Endorsements; Forged Instruments; Bouncing of Cheques; Its Implications; Return of Cheques; Cheque Truncation System **Opening accounts of various types of customers**

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

## Ancillary Services

Remittances; Safe Deposit Lockers; Govt. Business; EBT

## Cash Operations

Cash Management Services and its Importance

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

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

## Priority Sector Advances

Targets; Sub-Targets; Recent Developments

## Agricultural Finance

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

## Micro, Small and Medium Enterprises

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

## Government Sponsored Schemes

SGSY; SJSRY; PMRY; SLRS

## Self Help Groups

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

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

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

## Documentation

Types of Documents; Procedure; Stamping; Securitisation

## Different Modes of Charging Securities

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

## Types of collaterals and their characteristics

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

## Non-Performing Assets

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

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

## Financial Literacy

Importance of financial literacy, customer awareness

*MODULE C – BANKING TECHNOLOGY*

## Essentials of Bank Computerization

Computer Systems; LANs; WANs; UPS; Core Banking

## Payment Systems and Electronic Banking

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

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

## Role of Technology Upgradation and its impact on Banks

Trends in Technology Developments; Role & Uses of TechnologyUpgradation; Global Trends; Impact of IT onBanks

## Security Considerations

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

## Overview of IT Act

GopalakrishnaCommitteeRecommendations

## Preventive Vigilance in ElectronicBanking

Phishing; Customer Education; Safety Checks; Precautions

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

## Marketing – An Introduction

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

## Social Marketing/ Networking

Evolution, Importance & Relevance of Social Marketing/ Networking

## Consumer Behavior and Product

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

## Pricing

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

## Distribution

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

## Channel Management

Meaning, Levels, Dynamics, Advantages

## Promotion

Role of Promotion in Marketing; Promotion Mix

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

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

## Marketing Information Systems – a longitudinal analysis

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

*MODULE E – ETHICS IN BANKS AND FINANCIAL INSTITUTIONS*

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

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

## Ethics at the Individual Level

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

## Ethical Dimensions: Employees

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

## Work Ethics and the Workplace

Work Ethics, Benefits of Ethical Behavior, Unethical Behavior: Causes and Remedies, Code of Ethics Manual, Whistleblowing in Banks, Whistleblowing Laws inIndia

## Banking Ethics: Changing Dynamics

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

## PAPER 2 – INSURANCE

*Module A –* ***Introduction to general insurance***

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

*Module B –* ***Classification of Insurance***

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

*Module C-* ***Insurance Regulatory Framework***

Overview, Main reasons for Insurance Regulation, IRDAI

Suggested Readings:

* Principles of Banking- Indian Institute of Banking & Finance; MACMILLAN

# Insurance Principles and Practice –M.N Mishra and S.B. Mishra; S.Chand

# Insurance Industry in India: Features, Reforms and Outlook – Uma Narang; New Century Publications

# CONSULTING & STRATEGIC HUMAN RESOURCE MANAGEMENT

# (CODE HR-403)

# 2 Credit; 20 Hours

# 1. Overview of Consulting Practice, the Professional Consultant, Marketing and Selling of Consulting Services

# 2. Understanding the business model & organization strategy, HR contribution to strategy; Strategy as Design, Experience, Ideas

# 3. Overview of Strategic Human Resource Management; basic difference with traditional HRM

# 4. Re-looking at key HR processes through the SHRM lens:

# Human Resource Planning

# Workforce Utilization, Dealing with employee surplus & shortage

# Talent Acquisition

# Strategic Compensation & Reward

# Employee Development

# Performance Management

# Employee Engagement & Retention

# 5. Assessing maturity of HR processes and systems with respect to workforce planning, talent attraction & recruitment, developing & retaining staff, HR analytics etc..

# 6. Using the Strategic HRM Lens in Analyzing and Framing Problems; Contracting and Proposal Writing

# 7. Conducting organization diagnostics using various HR tools, validate initial hypothesis; research on industry practices

# 8. Interim Reports on Problem Diagnosis, Stakeholder buy-in, Implementation Planning, Preparing for Client Presentations

# 9. Implementing Intervention and Change

# 10. Class Presentations on the lifecycle of a typical Consulting Assignment in Strategic HRM

# Readings:

# Charles R Greer (2009) – Strategic Human Resource Management, Pearson Education.

# Fred K Faulkes (2010) – Strategic Human Resource Management, Prentice Hall

# RajibLochanDhar (2009) – Strategic Human Resource Management, Excel Books.