



**MANIPAL UNIVERSITY
JAIPUR**

SCHOOL OF BUSINESS AND COMMERCE

DEPARTMENT OF BUSINESS ADMINISTRATION

Curriculum

of

Integrated MBA

**FIVE YEAR FULL TIME POSTGRADUATE
PROGRAM**

From Academic Session 2023-24 and Onwards

MANIPAL UNIVERSITY JAIPUR

INTEGRATED MASTER OF BUSSINESS ADMINISTRATION

(2023-2028)

The University reserves the right to amend the curriculum from time to time to meet the changing requirements of the business and commerce. The focus of this five year post graduate degree program will be on the student's ability to specialize in any two Program Elective (1 Major 1 Minor): Human Resource Management; Marketing; Finance; and Business Analytics. The focus shall be on employability of the post graduate students for onwards placement in the corporate sector.

PROGRAM

The program shall be called Integrated Master of Business Administration which is abbreviated as IMBA. This program is carefully structured and includes pedagogy and andragogy. The program blends academic excellence with industrial requirements. Classroom teaching, group work and industrial visits with internship and project work forms part of the teaching-learning exercise. Different courses like business analytics, banking and insurance, accounting and finance, marketing, business law and human resource management will be covered to blend academic excellence and industrial requirement. A fair amount of industry connect will be enabled through Industrial Visits, Guest Lectures, Seminars and Workshops.

OBJECTIVE

The core objective of this program is to impart deep knowledge of various aspects of business and commerce. Thus, the Program enables the students to appreciate emerging issues in the course to take on real life challenges successfully.

DURATION OF THE PROGRAM

The IMBA program shall be of five years with ten semesters. Each semester will have 13 weeks of course work and 2 weeks for examination. There will be minor projects, summer project report and dissertation preparation and presentation in different semesters to enable the student to be able to actualize his learning and communicate it effectively. A student will be required to complete the program within a maximum of 7 years from the date of registration in the first Semester.

TOTAL CREDIT REQUIREMENTS FOR THE AWARD OF IMBA DEGREE ARE 222, SPREADED OVER TEN SEMESTERS IN FIVE YEARS. THE SEMESTER-WISE CREDIT DISTRIBUTION IS AS FOLLOWS:

Semester	Total credits per semester	Cumulative Credits
I	22	22
II	18	40
III	20	60
IV	19	79
V	20	99

VI	21	120
VII	26	146
VIII	25	171
IX	27	198
X	24	222

ELIGIBILITY FOR ADMISSION

Admission to the IMBA program is open to all candidates of **any stream** who possess a pre-university education [10+2] or an equivalent level of education (with minimum 50% marks) recognized by the concerned University / Board. The selection for admission to the IMBA course is based on merit and personal interview.

ATTENDANCE REQUIREMENT

Classroom attendance requirement is 75% mandatory in each course. A student with less than 75% attendance in individual course shall **not** be permitted to write the end semester examination in that course and will be given DT (Detained) letter grade in the course. For calculation of 75% attendance of students all lectures, tutorials, practical classes, all assignments including expert lectures workshops and seminars will be counted and must also be 75%.

EVALUATION SCHEME

S. No.		Internal	External / End Semester
1	All Theory Courses	(1 Midterm -30 marks + CWS 30 marks (Quiz/ Presentation/ Project/Assignment)	40 Marks
2	Summer Project	60 marks	40 Marks (20 Presentation + 20 Viva Voce)
3	Computer Lab	60 marks	40 marks
4	Group Discussion/ Soft Skills	60 Marks	40 Marks (20 Presentations + 20 Viva Voce)
5	Minor Project /Dissertation	60 Marks	40 Marks (20 Presentation + 20 Viva Voce)

GRADING METHOD

The academic performance of a student is evaluated internally by concerned course faculty. The overall performance of a student is expressed in terms of a Letter Grade A to DT as per the following system. The student performance in each course is evaluated out of a maximum of 100

marks and will be converted accordingly in letter grade. The value of different grades is given below:

Grade	A+	A	B	C	D	E	F	I (Incomplete)	DT (Detained)
Grade Point	10	9	8	7	6	5	0	0	0

PERFORMANCE REQUIREMENTS

A student shall obtain a minimum of 'E' grade to pass in any course.

MINOR PROJECT, SUMMER PROJECT & DISSERTATION

All the students shall undertake a **Minor Project** during third semester and submit the same in third semester itself. In this, the students will study contemporary topics related to business and management and prepare a report.

All the students shall undergo a **Summer Project** for at least 45 working days at the end of the fourth semester and Eighth semester and submit a report during fifth semester and ninth semester respectively for evaluation. During summer internship the students will undertake internship training in an organization and commence work on any one functional area of management on real time project and shall submit a report on the work undertaken.

Every student will undertake a **Dissertation** during the sixth semester and tenth semester and submit the same during the respective semesters. The University shall appoint External and Internal Examiners to conduct the viva voce exam for Summer Project and Dissertation.

PROGRAM ELECTIVES(SPECIALIZATIONS) OFFERED

The IMBA degree program offers dual specialization that allows students to gain in depth knowledge and skills in two specific areas of business. Major Specialization include 3 papers in each semester from 7th semester onwards whereas minor specialization includes 1 paper in each semester from 7th semester onwards. Student can choose Human Resource Management, Marketing and Finance as Major specialization. For minor specialization students can select any one specialization from Human Resource Management, Marketing, Finance and Business Analytics.

PROGRAM ELECTIVES (SPECIALIZATIONS)

- I. Human Resource Management
- II. Marketing

III. Finance

IV. Business Analytics

**IMBA Curriculum
(2023-2026)**

Course Structure:

Year	FIRST SEMESTER						SECOND SEMESTER					
	Course Code	Subject Name	L	T	P	C	Course Code	Subject Name	L	T	P	C
I	IM1101	Principles and Practices of Management	3	0	0	3	IM1201	Organizational Behavior-I	3	0	0	3
	IM1102	Business Economics	3	0	0	3	IM1202	Cost Accounting	3	0	0	3
	IM1103	Fundamentals of Financial Accounting	3	1	0	4	IM1203	Principles of Macro Economics	3	0	0	3
	LN1106	Communicative English	2	0	0	2	LA1240	Business Law	3	0	0	3
	MA1106	Introduction to Mathematics	3	1	0	4	MA1207	Introduction to Statistics	3	1	0	4
	CA1170	Fundamentals of Computer (Theory) (online)	1	1	0	2	AT1049	Vedic Management	2	0	0	2
	CA1171	Fundamentals of Computer (Lab) (Online)	0	0	4	2						
	AT1011	Yoga & Wellness	0	1	2	2						
		Total	15	4	6	22		Total	17	1	0	18
	Total Contact Hours (L + T + P)		25				Total Contact Hours (L + T + P)		18			

Year	THIRD SEMESTER						FOURTH SEMESTER					
	Course Code	Subject Name	L	T	P	C	Course Code	Subject Name	L	T	P	C
II	IM2101	Financial Management	3	1	0	4	IM2201	Organization Behavior-II	2	0	0	2
	IM2102	Marketing Management	3	0	0	3	IM2202	Principles of Human Resource Management	3	0	0	3
	IM2103	Business Communication (Online)	2	0	0	2	IM2203	Production & Operations Management	3	0	0	3
	IM0025	Universal Human Values	2	0	0	2	IM2204	Management Accounting	3	1	0	4
	IT0025	Python for Data Analytics	3	0	2	4	IM2205	Indian Financial System	3	0	0	3
	LA2140	Corporate Law	3	0	0	3	DS2005	Introduction to R Language	3	0	2	4
	IM2170	Minor Project	0	0	4	2						
	Total	16	1	6	20	Total	17	1	2	19		
Total Contact Hours (L + T + P)			23			Total Contact Hours (L + T + P)			20			

Year	FIFTH SEMESTER						SIXTH SEMESTER					
	Course Code	Subject Name	L	T	P	C	Course Code	Subject Name	L	T	P	C
III	IM3101	Project Planning & Management	3	0	0	3	IM3201	Business Analytics	2	0	2	3
	IM3102	Entrepreneurship and Small Business Management	2	0	0	2	IM3202	Insurance & Risk Management	3	0	0	3
	IM3103	Business Research Methods	3	0	0	3	LN****	Fundamental French-II	3	0	0	3
	IM3104	Design Thinking (MLC: Mandatory Learning Course)	1	0	0	1	CY1003	Environmental Science (Online)	3	0	0	3
	IM3105	Corporate Social Responsibility	2	0	0	2	IM3270	Dissertation-I	0	0	12	6
	LN****	Fundamental French-I	3	0	0	3	*****	Open Elective (Online)	3	0	0	3
	IM3170	Summer Project -I	0	0	12	6						
	Total		14	0	12	20	Total		14	0	14	21
Total Contact Hours (L + T + P)			26			Total Contact Hours (L + T + P)			28			

Year	SEVENTH SEMESTER						EIGHTH SEMESTER					
	Course Code	Subject Name	L	T	P	C	Course Code	Subject Name	L	T	P	C
IV	IM4101	International Business Management	3	1	0	4	IM4201	Strategic Management	3	1	0	4
	IM4102	Commercial Bank Management	3	1	0	4	IM4202	Consultancy Management & Business Ethics	3	0	0	3
	IM4103	Operations Research	3	0	0	3	IM4203	Advertisement and Sales Promotion	3	0	0	3
	IM4104	Climate Change & Disaster Management	3	0	0	3	IM4204	E- Commerce	3	0	0	3
	IM41**	Elective- 3 courses from Gr-I (3*3)	9	0	0	9	IM42**	Elective- 3 courses from Gr-I (3*3)	9	0	0	9
	IM41**	Elective- 1 Courses from Gr-II (1*3)	3	0	0	3	IM42**	Elective- 1 Courses from Gr-II (1*3)	3	0	0	3
		Total	24	2	0	26		Total	24	1	0	25
Total Contact Hours (L + T + P)			26			Total Contact Hours (L + T + P)			25			

Year	NINTH SEMESTER						TENHTH SEMESTER					
	Course Code	Subject Name	L	T	P	C	Course Code	Subject Name	L	T	P	C
V	IM5101	Econometrics for Management	3	0	0	3	IM5201	Enterprise Resource Planning	3	0	0	3
	IM5102	Personality Development & Interview Skills	2	0	0	2	IM5202	Management Information System	3	0	0	3
	IM5103	Corporate Tax & Planning	3	1	0	4	IM52**	Elective- 3 courses from Gr-I (3*3)	9	0	0	9
	IM51**	Elective- 3 courses from Gr-I (3*3)	9	0	0	9	IM52**	Elective- 1 Courses from Gr-II (1*3)	3	0	0	3
	IM51**	Elective- 1 Courses from Gr-II (1*3)	3	0	0	3	IM5270	Dissertation-II	0	0	12	6
	IM5170	Summer Project-II	0	0	12	6						
		Total	20	1	12	27		Total	18	0	12	24
Total Contact Hours (L + T + P)			33			Total Contact Hours (L + T + P)			30			

PROGRAM ELECTIVES & COURSES

Program Elective I: Human Resource Management

SEMESTER-VII							SEMESTER-VIII						
Course No.	Subject Code	Subject Title	L	T	P	C	Course No.	Subject Code	Subject Title	L	T	P	C
1	IM4140	Human Resource Planning & Development	3	0	0	3	5	IM4240	International Human Resource Management	3	0	0	3
2	IM4141	Management of Industrial Relation	3	0	0	3	6	IM4241	Compensation Management	3	0	0	3
3	IM4142	Organizational Performance Management	3	0	0	3	7	IM4242	Training and Development	3	0	0	3
4	IM4143	Negotiation Skills	3	0	0	3	8	IM4243	Competency management	3	0	0	3
		TOTAL	12	0	0	12			TOTAL	12	0	0	12
SEMESTER IX							SEMESTER X						
Course No.	Subject Code	Subject Title	L	T	P	C	Course No.	Subject Code	Subject Title	L	T	P	C
9	IM5140	Employment Laws	3	0	0	3	13	IM5240	Contemporary issue in Human Resource Management	3	0	0	3
10	IM5141	Performance Appraisal	3	0	0	3	14	IM5241	Strategic Human Resource Management	3	0	0	3
11	IM5142	Recruitment & Selection	3	0	0	3	15	IM5242	Organization Development & Change	3	0	0	3
12	IM5143	HR analytics	3	0	0	3	16	IM5243	HRIS	3	0	0	3
		TOTAL	12	0	0	12			TOTAL	12	0	0	12

Program Elective II: Finance

SEMESTER-VII							SEMESTER-VIII						
Course No.	Subject Code	Subject Title	L	T	P	C	Course No.	Subject Code	Subject Title	L	T	P	C
1	IM4144	Security Analysis & Portfolio Management	3	0	0	3	5	IM4244	Advance Accounting	3	0	0	3
2	IM4145	International Finance	3	0	0	3	6	IM4245	Financial derivatives	3	0	0	3
3	IM4146	Micro Finance & Rural Credit	3	0	0	3	7	IM4246	Financial Modelling & Equity Research	3	0	0	3
4	IM4147	GST	3	0	0	3	8	IM4247	Business Valuation	3	0	0	3
		TOTAL	12	0	0	12			TOTAL	12	0	0	12
SEMESTER IX							SEMESTER X						
Course No.	Subject Code	Subject Title	L	T	P	C	Course No.	Subject Code	Subject Title	L	T	P	C
9	IM5144	Fixed Income Securities & Treasury Management	3	0	0	3	13	IM5244	Strategic Financial Management	3	0	0	3
10	IM5145	Strategic Cost Management	3	0	0	3	14	IM5245	Personal Financial Planning	3	0	0	3
11	IM5146	Global Financial Markets & Products	3	0	0	3	15	IM5246	FinTech	3	0	0	3
12	IM5147	Behavioral finance	3	0	0	3	16	IM5247	Investment, Banking and Financial Services	3	0	0	3
		TOTAL	12	0	0	12			TOTAL	12	0	0	12

Program Elective III: Marketing

SEMESTER VII							SEMESTER VIII						
Course No.	Subject Code	Subject Title	L	T	P	C	Course No.	Subject Code	Subject Title	L	T	P	C
1	IM4148	Product & Brand Management	3	0	0	3	5	IM4248	Marketing Research	3	0	0	3
2	IM4149	Rural Marketing	3	0	0	3	6	IM4249	Marketing of Services	3	0	0	3
3	IM4150	Advertising Management	3	0	0	3	7	IM4250	Consumer Behavior	3	0	0	3
4	IM4151	B to B Marketing	3	0	0	3	8	IM4251	Integrated Marketing Communications	3	0	0	3
		TOTAL	12	0	0	12			TOTAL	12	0	0	12
SEMESTER IX							SEMESTER X						
Course No.	Subject Code	Subject Title	L	T	P	C	Course No.	Subject Code	Subject Title	L	T	P	C
9	IM5148	Sales and Distribution Management	3	0	0	3	13	IM5248	International Marketing	3	0	0	3
10	IM5149	Digital Marketing	3	0	0	3	14	IM5249	Public Relation & Event Management	3	0	0	3
11	IM5150	Retail Management	3	0	0	3	15	IM5250	Customer Relations Management	3	0	0	3
12	IM5151	Strategic Brand Management	3	0	0	3	16	IM5251	Social Marketing	3	0	0	3
		TOTAL	12	0	0	12			TOTAL	12	0	0	12

Program Elective IV: Business Analytics

SEMESTER VII							SEMESTER VIII						
Course No.	Subject Code	Subject Title	L	T	P	C	Course No.	Subject Code	Subject Title	L	T	P	C
1	IM4161	Big Data Analytics	2	0	2	3	3	IM4261	Operation Analytics	2	0	2	3
2	IM4162	Process Analytics	2	0	2	3	4	IM4262	Financial Analytics	2	0	2	3
		TOTAL	4	0	4	6			TOTAL	4	0	4	6
SEMESTER IX							SEMESTER X						
Course No.	Subject Code	Subject Title	L	T	P	C	Course No.	Subject Code	Subject Title	L	T	P	C
5	IM5161	Supply Chain Analytics	2	0	2	3	7	IM5261	Marketing and Retail Analytics	2	0	2	3
6	IM5162	People Analytics	2	0	2	3	8	IM5262	Web and Social Media Analytics	2	0	2	3
		Total	4	0	4	6			Total	4	0	4	6

SEMESTER – I

IM1101

PRINCIPLES & PRACTICES OF MANAGEMENT

[3 0 0 3]

Course Objective:

To familiarize the students with basic management concepts and processes in the organization.

Course Content:

Introduction to Management: Concept, Scope of Management, Management a Science or Art, Levels of Management, Managerial Skills, Roles of a Manager. Evolution of Management Thoughts: Classical Approach- scientific management, Administrative Management and Bureaucracy. Neo-Classical Approach- Human relations movement and Behavioral approach. Modern Approach- Quantitative approach, Systems approach and Contingency approach. Functions of Management: Planning: Concept, Importance, Strategies, Policies and Planning Premises; Decision making, Management by Objectives (MBO), Management by Exception (MBE), Process of Planning. Organizing: Concept, Importance, Process of Organizing, Types of Organizational Structures, Span of Management, Centralization and Decentralization. Staffing: Concept, Scope of Staffing, Manpower Planning, Recruitment and Selection, Training and Development, Performance Appraisal. Directing: Concept, Importance, Motivation: Concept, Importance, Maslow's Need Hierarchy theory, Leadership- Concept, Characteristics of Leadership, and Leadership styles, Communication- Types, Process and Barriers of Communication. Coordinating: Definition, Characteristics, Principles and Techniques of Coordination. Controlling: Concept, Importance, Process of Controlling.

Reference Books:

- Stephen P. Robbins, Mary Coulter, David De Cenzo: Fundamentals of Management, Ninth Edition, Pearson Education India, 2016.
- Mitra, J.K.: Principles of Management, Oxford Publication, Latest Edition.
- Koontz, H.: Essentials of Management, Tata McGraw Hill Education, Latest Edition.
- Bhushan, Y.K.: Fundamentals of Business Organization and Management, Sultan Chand & Sons

Course Objectives:

To facilitate the students to understand the various principles involved and problems encountered in making economic decisions in Business & Management. To develop the skills & Interest of the students with better comprehension of the real business-related economic problems.

Course Content:

Introduction to Managerial Economics- Introduction, Importance, Managerial economics Decision Making Process, Role of Managerial Economist, Fundamental Concepts of Managerial Economics- Opportunity Cost, Time Perspective, Incremental Cost, Time Value of Money, Equi- marginal Concept, Concept of Utility: Cardinal and Ordinal, Marginal Average and Total Utility concepts, Indifference curves, income consumption curve and cost consumption curve, Theory of Demand- Introduction, Factors affecting Demand, Law of Demand and elasticity of Demand, Supply analysis- Introduction, Factors affecting supply, Law of supply, Cost Analysis- Marginal Average and Total Cost concepts, Revenue Analysis- Introduction, Total, marginal and average revenue, Elementary theory of markets- perfect competition, pure monopoly, monopolistic competition and oligopoly.

Reference Books:

- Lipsey R G: *Textbook of Positive Economics*, Longman Higher Education; 9th Revised edition.
- Samuelson P A: *Economics*, Harvard University Press; Enlarged edition (1 July 1983).

Course Objectives:

To familiarize students with the mechanics of preparation of financial statements, understanding corporate financial statements, their analysis and interpretation.

Course Content:

Introduction to Financial Accounting: Accounting as a System, – Generally Accepted Accounting Principles; Nature of Accounts, Rules of Debit and Credit; Recording Transactions in Journal; Preparation of Ledger Accounts; Preparation of Trial Balance; Preparation of Trading Account, Profit & Loss Account and Balance Sheet, Adjustment Entries (not very advanced), Introduction to Accounting Standards Annual Report of Public Limited Company - Chairman's Statement, Directors' Report, Management Discussion and Analysis, Report on Corporate Governance, Auditors' Report, Corporate Income Statement and Balance Sheet, Introduction to Corporate Financial Statements: Preparation of Cash Flow Statement, dividends, distributable profits and types of shares. Understanding different types of Profit, viz., PBIT, PBT, PAT, Operating Profit and Distributable Profit. Financial Statement Analysis: Introduction to Accounting Standards on Disclosure of Accounting Policies, Revenue Recognition.

Reference Books:

- Monga, J.R., Financial Accounting: Concepts and Applications, Mayur Paperbacks, 2010.
- Tulsian, P.C., Financial Accounting, Pearson, 2012.
- Maheshwari S.N. & Maheshwari S.K., Financial Accounting for B. Com., CA, CS, & ICWA, (Foundation) Courses, Vikas Publishing House Pvt. Ltd., 2012
- Balwani, N, Accounting and Finance for Managers, Excel Books, 2012.
- Gupta, A: Financial Accounting for Management, Prentice Hall College, Latest Edition
- Bhattacharyya, A Financial Accounting for Business Managers, PHI, 2012.
- Jain, S.P. & Narang, K.L., Advanced Accountancy, Kalyani Publishers, 2012

Course Objectives:

1. Enhance the learner's communication skills by giving adequate exposure to LSRW skills.
2. Recognize and overcome learner's shortcomings in pronunciation and grammar.
3. Enrich the vocabulary with advanced readings.
4. Impart better writing skills by sensitizing the learners to the dynamics of effective writing.
5. Build up learners' confidence in oral and interpersonal communication specially focusing on interviews.

Course Content:

Communication- Definition, Process, Types, Flow, Modes, Barriers; Types of Sentences; Modal Auxiliaries; Tenses and its Usage; Voice; Reported Speech; Articles; Subject-Verb Agreement; Spotting Errors; Synonyms and Antonyms; One Word Substitution; Reading Comprehension; Précis Writing; Essay Writing; Formal Letter Writing; Email Etiquettes; Résumé & Curriculum Vitae; Statement of Purpose; Presentations.

Reference Books:

- Collins English Usage. Harpers Collins, 2012.
- Hobson, Archie Ed. The Oxford Dictionary of Difficult Words. Oxford, 2004.
- Jones, Daniel. English Pronouncing Dictionary. ELBS, 2011.
- Krishnaswamy, N. Modern English: A Book of Grammar Usage and Composition, Macmillan India, 2015.
- Longman Dictionary of Contemporary English. Pearson, 2008.
- McCarthy, M. English Idioms in Use. Cambridge UP, 2002.
- Mishra, S. and C. Muralikrishna. Communication Skills for Engineers. Pearson, Latest Edition
- Oxford Dictionary of English. Oxford UP, 2012.
- Turton, N. D. and J.B. Heaton. Longman Dictionary of Common Errors. Pearson, Latest Edition

MA1106

INTRODUCTION TO MATHEMATICS

[3 1 0 4]

Course Objectives:

This subject helps in taking and improving decision making about different aspects of business such as costs, raw materials, marketing, advertising, strategies for the short and long term, etc. It helps in analyzing unforeseen situations and making decisions in favor of the company.

Course Content:

Set Theory: Notation of sets, Singleton set, Finite Set, Infinite Set, Equal Set, Null Set, Sub-Set, Proper subset, Universal set, Union of sets, Intersection of sets, Disjoint sets, Power set, Venn diagram, Complementary set, Uses of set theory in business, Elementary permutations and combinations.

Matrices & Determinants: Introduction, types of matrices, Addition of matrices, Subtraction of matrices, Multiplication of matrices, Transpose of matrix, Expansion of determinants, Minor and Cofactors, Properties of determinant, Adjoint and Inverse

matrices, System of linear equations, Applications of matrix operations in business decision making.
Commercial Arithmetic and Mathematical Series: Arithmetic progression, Geometric progression (in terms of time, money values) Harmonic progression, relationship among AP, GP and HP.

Differential Calculus: - Concepts of differentiation, Derivative of a function, Differential coefficient of product and quotient of two functions, Differentiation of different forms of functions – Chain rule, Exponential, Logarithmic, Parametric functions and derivatives of higher order, Maxima and Minima, Applications of differentiation in business.

Integral Calculus & Differential Equations: Concept of integration, Elementary integration, (single variable function, logarithmic, trigonometry, exponential, polynomial), integration by substitution, Integration by parts, Applications of integration in business, Linear Differential equations, Order and degree of differential equations, Solution of linear differential equations in variable separable form.

Reference Books:-

1. Gupta, KL, Agarwal, Ravi Kant & Jain, Praveen, Business Mathematics, Nirupam Sahitya Sadan.
2. Sancheti DC & Kapoor VK, Business Mathematics, Sultan Chand & Sons.
3. Gupta, BN, Business Mathematics, SBPD.
4. Hazarika, Padmalochan, Business Mathematics, S. Chand Publishing.
5. Sharma, JK, Business Mathematics, Ane Books.
6. Singh, JK, Business Mathematics, Himalaya Publishing House.

Course Objectives:

- To Give students an in-depth understanding of why computers are essential components in business, education, and society,
- To introduce the fundamentals of computing devices and reinforce computer vocabulary, particularly with respect to personal use of computer hardware and software, the Internet, networking, and mobile computing.

Course Content:

Computer Fundamentals, Definition and Purpose, Data, Information and Knowledge, Characteristics of Computers, Classification of Computers, Generations of Computer, Basic organization of Computer, System Software and Application Software. Operating Systems and Multimedia, Types of Operating System, Windows v/s Linux, Mobile based OS, Multimedia, Definition and Types , Multimedia Software, Computer Networks, Applications of Networking, Network Topologies- Mesh, Bus, Star, Ring, Types of Network (LAN, MAN, WAN), Network Cables- Optical Fiber, Twisted, Co-axial, Network Devices- Hubs, Switch, Router, Network Interface Card, Ethernet, Internet, Introduction and Usage of Internet, Internet Connectivity Options (Wired and Wireless), IP Addressing and DNS, Website, URL, HTML, Web Browser and Search Engines, Operational Guideline of Computer Usage, Do's and Don'ts of Computer, E-mails, EmailEtiquettes, Cyber Security, Internet Frauds, Secure Password Formation , Computer Security, Malware, Virus, Ransomware, Social Media and its Impact.

Reference Books:

- Reema Thareja , Fundamental of Computer , Oxford Publications, 2014.
- Kahate Atul, Information Technology, Tata McGraw Hill Publication, 2008.

Course Objectives:

- To provide hands-on use of Microsoft Office 2013 applications Word, Excel, Access, and PowerPoint. Completion of the assignments will result in MS Office applications knowledge and skills.

Course Content:

Computer Peripheral and Windows operations, MS WORD- Creating and formatting of a document, Introduction of cut, copy and paste operations, to explore various page layout and printing options, creating. Formatting, editing Table in MS word, Introduction of Graphics and print options in MS word, Introduce the student with mail merge option, MS EXCEL- creation of spreadsheet and usage of excel, Formatting and editing in worksheet, Sorting, Searching in Excel sheets, using formula and filter in MS excel, printing and additional features of worksheet, maintaining multiple worksheet and creating graphics chart MS POWER POINT – creation of presentation, Power point views, creating slides and other operations, Using design, animation, and transition in slides, Internet Tools, Using Email and Outlook facilities, Google Drive, Google Forms, Google Spreadsheet, Google groups.

Reference Books:

- Reema Thareja , Fundamental of Computer , Oxford Publications, 2014.
- Kahate Atul, Information Technology, Tata McGraw Hill Publication, 2008

Course objectives:

The course will empower and motivate students to achieve wellness. It will also give them requisite skills in various Yoga techniques that can be practised for their own benefit or shared with others.

Course content:

Introduction to Physical Fitness and Wellness: Concept of Fitness - Definition and meaning of Fitness, Different Kinds of Fitness; Physical Fitness, Skill Related and Health Related Physical Fitness, Relationship of fitness and health; Basic concept of wellness, Role of various factors in wellness, components of wellness; Physical fitness and wellness, Health benefits of Exercise. Exercise prescription. Introduction to Stress and its management techniques: Yoga and Stress Management; Stress Management and Relaxation Techniques; Asanas and its effects- Padmasana, Hatasana< Bhujangasana, Shalabhasana, Dhanurasana, Shavasana, Vajrasana, Chakrasana, Trikonasana, Padahasthasana; Postural Deformities – Corrective measures.

Reference Books:

- Concepts of Fitness And Wellness, Charles Corbin, McGraw-Hill Publishing, 2010 - 562 pages.
- Health, Wellness, and Physical Fitness, Grades 5 – 8 ,Don Blattner, Lisa Blattner Howerton · 2013
- Fitness, Wellness and Nutrition, Dr. A. K. Uppal , Dr. P. P.Ranganathan · 2020

SEMESTER II

IM1201

ORGANIZATION BEHAVIOR I

[3 0 0 3]

Course Objective:

The objective of this course is to familiarize the students with the basic organizational behavior principles and help them to become more self-aware. This course will help students to identify areas of development for long term effectiveness.

Course Content:

Organizational Behaviour (OB): Introduction, need and Scope, Challenge and Opportunities for OB managers. Models of OB. Individual Behavior: Introduction, Factors Affecting Individual Behavior. Perception: Nature and Behavioral Applications of Perception. Factors affecting perception, process, and errors in perception. Attitude: Concept and components of attitude, functions of attitude, attitude formation, attitude change. Personality: Introduction to personality, Determinants of Personality, Personality Types; Theories with Practical Applications. Organisation Culture: Introduction to Organization Culture, Functions of Organization Culture. Stress Management: Introduction to Stress, Types of Stress, Causes of Stress at workplace, Factors affecting stress in organisation, Conflict: Introduction to Conflict, Types of Conflict, Conflict Resolution at workplace.

Reference Books:

- Fred Luthans: Organizational behavior, McGraw hill Education.
- Danial C. Fieldman and Hugh Arnold: Managing individual and group behavior in organization, McGraw hill.
- Edwin Gerlof: Organization Theory and Design, McGraw hill.
- Robin. S. P: Organizational Behaviour, Pearson Education India.
- Aswathappa: Organizational Behaviour, Himalaya Publishing House.
- S. S. Khanka: Organizational Behaviour (Text and Cases), S Chand and Company Pvt. Ltd., New Delhi.

Course Objectives:

To acquaint the students with Elements of Cost, Methods of Costing and Cost Accounting.

Course Content:

Cost Accounting: Concept of Cost, Classification of cost:- Types of Cost, Distinctions between Financial and Cost Accounting, Cost accounting methods., Cost accounting techniques, Alternative cost accounting principles, Elements of Cost. Presenting information: - Purchasing, receiving and storage of material, Pricing of material issues, Material control. Recording of Labour Cost, Direct Expenses. Overhead: Classifications allocation, apportionment, re-apportionment and absorption of overhead costs. Production Account, Methods of Costing: Unit costing, Job costing. Contract Costing. Process costing (process losses, Joint and By-products, Inter-Process Profits, Costing of Work-in-Progress) Operating Costing (only for transport services).

Reference Books:

- Jawaharlal & Srivastawas, Cost Accounting, McGraw Hill Education (India) Pvt. Ltd., 2016.
- Agarwal N.K. Cost Accounting” Asian Books.
- Jain, Khandelwal & Pareek, Cost Accounting, Ajmera Book Company,2016
- Arora M N, A Text Book of Cost & Management Accounting, Vikas Publishing House Pvt. Ltd., New Delhi.
- Bhattacharya A K. “Principles & Practice of Cost Accounting” PHI Learning, 2016.
- Oswal, Rajpurohit & Maheshwari, Cost Accounting, Ramesh Book Depot Jaipur.

Course Objectives:

The purpose of this course is to familiarize the student with the generally accepted principles of macroeconomics. Macroeconomics is concerned with such things as, economic growth, unemployment, inflation, and the business cycle.

Course Content:

Circular Flow of Income, Economic Sectors, Growth and Development defined. National Income Accounting [GNP, GDPO, NNP and Net Economic Welfare], Business Cycles Theory, Inflation, Deflation and Stagflation. Theory of Unemployment and Income, Elementary Keynesian Economics [Marginal Propensity to consume, Marginal Propensity to Invest, Multiplier, Accelerator], Money Supply, Elementary Monetary policy and Elementary Financial Policy, Business Environment: Contemporary Issues – from Complacency to Social Responsibility of Business, Economic Environment: Economic System, Green Initiatives NGT Triple Bottom Line. Government: Economic role of Government – Fiscal Policies, Import & Export Policy, Emerging Structure of Indian Economy, Globalization, SEZ. Business & Legal Environment: Investors Protection Act 1986, Regulation of Stock exchange, SEBI, FEMA 2000. NRI Investments.

Reference Books:

- Vaish M C, Macro Economic Theory, Vikas Publishing House Pvt. Ltd., Delhi, 2014.
- Barro R.J, Macro Economics, PHI Learning Pvt. Ltd., Delhi, 2012.
- Shapiro E., Macroeconomic Analysis, Galgotia Publication Pvt. Ltd., 2013.
- Dwivedi D N, Macroeconomics Theory and Policy, Tata McGraw Hill Education Pvt. Ltd., New Delhi, 2012.
- Souza E D, Macroeconomics, Pearson, New Delhi, 2012.
- Jhingan M L, Macro Economic Theory, Vikas Publishing House Pvt. Ltd., Delhi, 2013.

Course Objective:

This course is designed to provide the student with knowledge of the legal environment in which the modern businesses operate.

Course content:

Concept of contract and Agreement, Formation of Contract: Proposal (offer) and Acceptance, Consideration, Capacity to Contract, Free consent: Coercion, Undue Influence, Misrepresentation, Fraud, Mistake, Void Agreements, Legality of Object and Consideration, Distinction between Void Contract & Voidable Contract, Modes of discharge of contract, Performance, Wagering Agreements, Impossibility of Performance, Quasi Contract, Breach of Contract and Damages, Measurement of Damages, Standard form of Contracts, Contracts which are specifically enforceable, Contracts which are not specifically enforceable, Injunctions. Sale of Goods Act, 1930, Concept of Sale and Agreement to sell, Implied Conditions and Warranties, Transfer of Title and Property, Performance of Contract, Rights of Unpaid Seller, Suit for Breach of Contract, Negotiable Instruments Act- Definition and characteristics of Negotiable Instruments, Parties to negotiable instruments, Presentment of Negotiable Instruments, Discharge of parties, Crossing of Cheque- Kinds and effects, Rights of holder and holder in due course, Civil and criminal liability for dishonour of cheques.

Reference books:

- Pollock & Mulla, Indian Contract Act, LexisNexis.
- P.C. Markanda, The Law of Contract, LexisNexis.
- Mulla, *Sale of Goods & Partnership*, LexisNexis.
- O. P. Faizi, Ashish Aggarwal, *Khergamvala on The Negotiable Instruments Act*.
- Avtar Singh, *Negotiable Instruments*.

Course Objectives:

The objective of this course is to provide an understanding for the graduate business student on statistical concepts to include measurements of location and dispersion, probability, probability distributions, sampling, estimation, hypothesis testing, regression, and correlation analysis, etc.

Course Content:

Descriptive Statistics: Definition, Importance & Limitation, Collection of data and its tabulation, formation of frequency distribution, Grouped frequency distribution, Ungrouped frequency distribution, Cumulative frequency distribution, Relative frequency distribution, Relative cumulative frequency distribution. Graphic presentation of Frequency distribution – Graphics, Pie, Bars, Histogram, Pictograph, Z graph, band graph, cumulative frequency graph, Ogive graph, Diagrammatic; Measures of Central Tendency – Mean, Median and Mode, Partition values – quartiles octiles, deciles and percentiles; Measures of variation – Range, IQR, Semi inter-quartile range, Quartile deviation and its coefficients.

Descriptive Statistics: Measures of dispersion: Mean deviation, Variance, Standard deviation, Coefficient of variation, Concept and measurement of skewness, moments and kurtosis.

Correlation & Regression Analysis: Correlation Coefficient; Assumptions of Correlation Analysis; Coefficients of Correlation; Measurement of Correlation- Karl Person's Methods; Spearman's Rank correlation; Limitations of Correlation Analysis; Applications of correlation analysis in business. Regression Analysis: - Meaning and definition of regression, Utility and applications of regression analysis, Types of regression, Difference between correlation and regression, Regression lines, Regression equations, Regression coefficients.

Index Numbers & Time Series: Meaning and significance. Problems in construction of index numbers. Methods of constructing index numbers - Weighted and Un-weighted (simple aggregative and simple average of price relative methods). Analysis of Time Series: Measurement of trend - Freehand method, Semi-average method, Moving average, Method of least squares.

Probability: Introduction, importance or applications or uses of the theory of probability in business decision making, Meaning and definition of probability, Elementary problems of probability, Addition and Multiplication theorems of probability, Baye's theorem of probability.

References:

1. Jhunjhunwala, Bharat, Business Statistics, S. Chand & Company Ltd.
2. Patri, Digambar & Patri, DN, Business Statistics for Management, Kalyani Publishers.
3. Sharma J.K. Business Statistics, Pearson Education.
4. Gupta S.P., Statistical Method, Sultan Chand & Sons.
5. Gupta S.C., Fundamentals of Statistics, Himalaya Publishing House

Course Objectives:

This course Vedic Management is committed to inculcate Vedic principles into modern practices for the all-round development of individuals and societies.

Course Content:

Concept of Management as enshrined in Vedas- vision, leadership, motivation, excellence in work, achieving goals, attitude toward work, nature of individual, decision making, planning discussed by great gurus like Achary Vidura, Chanakya, Parshuram. The Concept of Sthitpragya in Gita, The Concept of Nishkamkarma in Gita, Positive effect of Vedas: better perception of life, clarity of thought, positive attitude, Message of Vedas for Inner peace and ability to better deal with stress, Vedas as Problem solving and satisfaction with themselves, Other effects of Gita: sense of well-being, physical fitness References: Vasudha- ev- kutumbakam, (accepting the whole world as one and one's family), Samarpan Bhav (dedication), Loksangrah (Welfare of all beings), Shubh Labh (Ethical Profits), Varnashram Vyastha, Ashtang Yoga.

Reference Books:

- Harold, T. *Living Issues in Philosophy*, Oxford University Press, New York, 1995.
- Perumalil, A. *An Introduction to Philosophy*, ISPCK, New Delhi. 2001.
- Banerjee, B. P. *Foundations of Ethics in Management*. New Delhi: Excel Books. (2005).
- Bhatia, V. P. *Ethical and Spiritual Values in Indian Scriptures*. Chennai: Notion Press. (2016).

SEMESTER III

IM2101

FINANCIAL MANAGEMENT

[3 1 0 4]

Course Objectives:

The purpose of the course is to offer the students relevant, systematic, efficient, and actual knowledge of financial management that can be applied in practice with making financial decisions and resolving financial problems.

Course Content:

Concept, objectives and emerging issues in Financial Management, Time Value of Money, Sources of Raising Finance, ICD, Institutional set - up and intermediation. Capital Structure: - concept & Theory leverage Cost of Capital, Dividend Policy. Capital Budgeting – Risk methods & Calculation, Working Capital Management – Concept & Policy, Accounts Receivable Management.

Suggested practice sessions (using software's like MS Excel):

Calculation of Cost of Capital, calculation of NPV, calculation of IRR, calculation of working capital requirement.

Reference Books:

- Khan & Jain, *Financial Management*, Tata McGraw-Hill, 2014.
- Pandey I M, *Financial Management*, Vikas Publishing House, 2015.
- Chandra, P *Financial Management*, Tata McGraw-Hill, 2015. 31

Course Objective:

To provide basic understanding to students about different principles of marketing management.

Course Content:

Introduction to marketing management: Concept, Importance, Scope, Core marketing concepts, Company orientation toward the marketplace, Marketing mix. Value delivery process, Value chain, Corporate and division strategic planning, Strategic business unit planning. Scanning of marketing environment. Market segmentation, Targeting and Positioning (STP), Product: Product levels, Product classification, Product differentiation, Product mix, Product life cycle, new product development. Pricing: Concept, Factors influencing pricing, Process and methods of pricing, Distribution Channels: Concept, Importance, Marketing flows in marketing channels, Selection and management of distribution channels, marketing systems. *Wholesaling and Retailing*: - Concept, Functions, and types. Promotion Mix: Advertising, Sales promotion, Personal selling, Publicity and Public relation, Direct marketing.

Reference Books:

- Kotler, P., Keller, K.L. Koshy, A. & Jha, M. (2012). Marketing Management: A South Asian Perspective: 14th Edition, Pearson Publication.
- Ramaswamy, V.S. & Namakumari, S. (2013). Marketing Management, 5th Edition Mc Graw Hill India.
- Baines, P. (2015). Chris fill, Kelly Page, Piyush Sinha, Marketing, Asian Edition. Oxford University Press.
- Saxena, R. (2012). Marketing Management, 4th Edition, Tata McGraw Hill Education.
- Kotler, P., Armstrong, G., Agnihotri, P.Y., Haque, E.U. (2010). Principles of Marketing, A South Asian Perspective, 13th Edition, Pearson India.

Course Objective:

The objective of the course is to acquaint the students with the knowledge of the communication written as well as oral required in the corporate world in its day-to-day functioning.

Course Content:

Meaning and Objectives of Communication, Significance of Communication in business organization and its process, Barriers to communication, Essentials of effective communication, channels of communication. Non – Verbal Communication – Importance of Non-verbal Communication - Types of Non-verbal communication – Listening as a Manager – Types of Listening. Formal Presentations. Interviews – Objective of Interview – Types of Interviews – Group Communication – Group Discussions – Meetings – Conferences. Formal Business Letter Writing – Purpose – Structure – Principles – Lay outing – Types of Business Letter Writing - Memos - Classification and Purpose - Structure and Layout – Email Writing – Advantages – Limitations – Style – Structure and Content – Dissertation Writing.

Reference Books:

- Bhende Pradhan , Thakur Krishan Namboodiri, Business Communication, Himalaya Publishing House, 2007.
- Jha Madhukant, Business Communication, Gen Next publications, 2009

Course Objectives:

This course helps the student to appreciate the essential complementarity between 'VALUES' and 'SKILLS' to ensure sustained happiness and prosperity which are the core aspirations of all human beings. To facilitate the development of a Holistic perspective among students towards life and profession as well as towards happiness and prosperity based on a correct understanding of the Human reality and the rest of existence. Such a holistic perspective forms the basis of Universal Human Values and movement towards value-based living in a natural way.

Course Content:

Introduction to Value Education: Understanding Value Education, Self-exploration as the Process for Value Education, Continuous Happiness and Prosperity – the Basic Human Aspirations, Right Understanding, Relationship and Physical Facility, Happiness and Prosperity – Current Scenario, Method to Fulfill the Basic Human Aspirations. Harmony in the Human Being: Understanding Human being as the Co-existence of the Self and the Body, distinguishing between the Needs of the Self and the Body, The Body as an Instrument of the Self, Understanding Harmony in the Self, Harmony of the Self with the Body, Program to ensure self-regulation and Health. Harmony in the Family and Society: Harmony in the Family – the Basic Unit of Human Interaction, Values in Human-to-Human Relationship, 'Trust' – the Foundational Value in Relationship, 'Respect' – as the Right Evaluation, Understanding Harmony in the Society, Vision for the Universal Human Order. Harmony in the Nature/Existence: Understanding Harmony in the Nature, Interconnectedness, self-regulation and Mutual Fulfilment among the Four Orders of Nature, Realizing Existence as Co-existence at All Levels, The Holistic Perception of Harmony in Existence. Implications of the Holistic Understanding – a Look at Professional Ethics: Natural Acceptance of Human Values, Definitiveness of (Ethical) Human Conduct, A Basis for Humanistic Education, Humanistic Constitution and Universal Human Order, Competence in Professional Ethics, Holistic Technologies, Production Systems and Management Models- Typical Case Studies, Strategies for Transition towards Value-based Life and Profession

Reference Books:

- A Foundation Course in Human Values and Professional Ethics, R R Gaur, R Asthana, G P Bagaria, 2nd Revised Edition, Excel Books, New Delhi, 2019. ISBN 978-93-87034-47-1
- Human Values, A.N. Tripathi, New Age Intl. Publishers, New Delhi, 2004.
- Sadri S & Sadri, J Business Excellence Through Ethics & Governance, 2nd edition, 2015.
- Sadri S, Sinha A K and Bonnerjee, P: Business Ethics: concepts and cases, TMH, Latest Edition

Course Objectives:

The main objective of the course is to provide students with the basic concepts of Python, its syntax, functions, and packages to enable them to write scripts for data manipulation and analysis. The course develops skills of writing and running a code using Python.

Course Content:

Introduction to Python Programming: Basics of Python: Installation, Data Types, String and Arithmetic Operators. Data and Control Structures: Lists, Tuples, Sets, Dictionaries, Loops, Functions. OOP in Python: Objects, Methods, Class Inheritance, Overriding Basic Coding, Strings, Remove Duplicates, Balanced Brackets, Time Complexity, Searching, Sorting, Two Pointers, Recursion Python for Data Science: NumPy: Basics, 1-D and Multidimensional Arrays, Creating and Manipulating Arrays. Matplotlib: Visualization, Subplots. Pandas: Basics, Indexing and Slicing, Data frames, Grouping and Pivoting, Merge and Append Data Visualization in Python: Case Study: Analyzing Google Play store Ratings. Data Visualization with Seaborn: Distribution Plots, Styling Options, Different Types of Charts and Plots, Heatmaps, Plotly Movies Dataset Project: Find insights for some movies released between 1916 and 2016 by exploring a dataset of the same. Gather insights on entities such as actors, directors etc.

Reference Books:

- Python for Data Analysis: Data Wrangling with Pandas, NumPy, and IPython 2nd Edition by William McKinney (Author)
- Automate the Boring Stuff with Python: Practical Programming for Total Beginners 1st Edition by Al Sweigart

Course Objective:

This course helps to Acquaint the students about the provisions of Companies Act 2013 & other provisions in force time to time.

Course Content:

Introduction -Characteristics of a company; lifting of corporate veil; types of companies including one person company, small company and producer company; association not for profit; illegal association; formation of company –promoters, their legal position, pre-incorporation contract and provisional contracts; online registration of a company Documents – Memorandum of association, articles of association, doctrine of constructive notice and indoor management, prospectus-shelf and red herring prospectus , allotment and forfeiture of share, transmission of shares, buyback and provisions regarding buyback; issue of bonus shares. Management- classification of directors, women directors, independent director, small shareholder’s director; disqualifications, director identity number (DIN); appointment; legal positions, powers, and duties; removal of directors; key managerial personnel, managing director, manager; meetings of shareholders and board; types of meeting, convening and conduct of meetings, postal ballot, meeting through video conferencing, e-voting. Miscellaneous Provisions- Books of accounts, registers; online filing of documents; dividend provisions; auditor’s appointment; rotation of auditors; auditor's report; secretarial audit; concept and modes of winding up; national company law tribunal (NCLT); special courts.

Reference Books:

- Hicks, Andrew & Goo S H, Cases and Material on Company Law, Oxford University Press
- Kershaw, David, Company Law in Context, Oxford University Press, UK
- Gowar, LCB, Principles of Modern Company Law, Stevens & Sons, London.
- Hannigan, Brenda, Company Law, Oxford University Press, UK

IM2170

Minor Project

[0 0 4 2]

Every student will undertake library study on any topic of his choice, under guidance of a faculty member and prepare a minor project and give a presentation on that topic and will be evaluated on the basis of presentation, contents and query handling.

SEMESTER IV

IM2201

ORGANIZATION BEHAVIOR II

[2 0 0 2]

Course Objectives:

This course is intended to provide the students with cutting edge thinking on a variety of Organizational Behavior aspects that will equip them to understand self, groups, and Organizational dynamics in order to be a successful manager.

Course Content:

Group Behavior: Foundations of group behavior, classification of groups; needs for joining group; five stage model of group development; punctuated equilibrium model; group properties and their relationships; group decision making; and evaluation of group effectiveness. Teams: - Importance of teams; difference between teams and groups; types of teams; creating effective teams; turning individuals into team players. Leadership: Concept and Types of Leadership, trait theory; behavioral theories; contingency theories; Fiedler model; Cognitive Resource Theory; Contingency Approach: Hersey & Blanchard Situational Model; Leader–Member Exchange Theory; Path-Goal Theory; and Leader-Participation Model along with Contingency Variables in the Revised Leader Participation Model Inspirational Approaches to Leadership; Key Characteristics of Charismatic Leaders; Level 5 Leaders; Transactional and Transformational Leadership and their characteristics; Leadership and Ethical Behavior. Organizational Change: Importance of Change, Planned Change & OB Techniques Power and Politics: Definition of power; contrasting leadership and power; bases of power - formal power, personal power; dependency - the key to power; Power Tactics; factors influencing the choice and effectiveness of power tactics; politics - power in action; Factors that influence political behaviors; employee responses to organizational politics; impression management (IM) and ethics of political actions.

Reference Books:

- Fred Luthans: Organizational behavior, McGraw hill Education.
- Robin. S. P: Organizational Behaviour, Pearson Education India.
- Aswathappa: Organizational Behaviour, Himalaya Publishing House.
- S. S. Khanka: Organizational Behaviour (Text and Cases), S Chand and Company Pvt. Ltd., New Delhi.
- Singh, K., 'Organizational change and Development', Excel Books, 2010.

Course Objectives:

The objectives of this course are to help the students develop an understanding of the dimensions of the management of human resources, with reference to HRM policies and practices in India. Attention will also be paid to help them develop their communication and decision-making skills through case discussions, role plays etc.

Course Content:

HRM: Concept, functions. The changing environment of HRM – Globalization, cultural environment, work force diversity. HR as a strategic partner, Work life balance. Human Resource forecasting demand and supply, skill inventories. Job Design, Job Analysis, Job description and Job specification. Recruitment, selection & orientation: Internal & external sources of recruitment, e-recruitment, steps in placement and selection process, Selection tests and Interview, Orientation Program. Training: Concept, Methods, Compensation: components of pay structure, factors influencing compensation levels. Wage differentials, incentives, time wage, piece rate, Halsey plan, Merrick's plan, Bandeaux plan, Emerson's efficiency plan, profit sharing, gain sharing, employee's stock option plans. Performance Management System: Uses of performance appraisal, appraisal methods. Career Management: Career anchors, career life, Introduction to Industrial relations, Machinery for settlement of disputes. Cultural issues, Compensation issues, Ethnocentric, Geocentric.

Reference Books:

- Desslar, G *HRM*, Prentice Hall, Latest Edition
- Sadri S and Jayashree S, *Human Resources Management in Modern India*, Himalaya Publishing Co, Mumbai 2012
- David A. Decenzo &. Robbins S P , *HRM*, Latest Edition
- R Wayne Mondy R M. Noe , *HRM*, Pearson, 2006/Latest Edition
- Monappa & Saiyaddin , *Personnel Management*, Tata McGraw Hill (Latest Edition)
- V.S.P. Rao , *Human Resource Management*, Excel Books
- Sadri, J, Sadri, S and Nayak, N, *A Strategic Approach To Human Resources Management*, Jaico Publishing House : Mumbai , 2009.
- Jain T K and Chugh P: *Human Resource Management*, Garima Publications, Jaipur 2012.

Course Objectives:

To understand the production and operation function and familiarize students with the technique for planning and control.

Course Content:

Introduction to Operations Management: Definition, key decisions of OM, goods vs. services. Operation Strategies-Definition, relevance, strategy formulation process. Forecasting-Definition, needs, importance, qualitative (grass roots, market research and Delphi method) and quantitative methods (simple moving average method, weighted moving average and single exponential smoothing method), forecast error. Process Selection: Definition, Characteristics that influence the choice of alternative processes (volume and variety), type of processes- job shop, batch, mass and continuous. Production Planning & Scheduling: Aggregate Planning, definition, nature, strategies of aggregate planning, methods of aggregate planning (level plan, chase plan and mixed plan, keeping in mind demand, workforce, and average inventory), Scheduling: Operation scheduling, goals of short-term scheduling, job sequencing (FCFS, SPT, EDD, LPT, CR) & Johnson's rule on two machines, Gantt charts, Just in Time (JIT). Facility and Capacity Planning: Layout planning – of layouts (Process, Product, Group technology and Fixed position layout). Location Decisions & Models: Facility Location – Objective, factors that influence location decision, location evaluation methods-factor rating method. Capacity Planning: Definition, measures of capacity (input and output). Material Planning: issues in material management, independent demand system, dependent demand system. Emerging Issues in Planning/ Operations Management: Total Productive Maintenance, Advanced Manufacturing System, Role of computers in planning.

Reference Books:

- Mahadevan B, *Operations Management Theory & Practice*, Pearson Education, 2015.
- Heizer J and Render B, *Production & Operations Management*, Pearson Education, 2014.
- Chase R B, Aquilano N J, Jacobs F R and Agarwal N, *Production & Operations Management Manufacturing and Services*, Tata McGraw Hill, 2015.
- Gupta S.P., *Statistical methods*, Sultan Chand & Sons, 2014
- Adam,E.E and Ebert, *Production & operations Management*, Prentice Hall of India, New Delhi 2015.

Course Objectives:

To acquaint the students with the concepts of Management Accounting. To prepare the students for how to apply various cost concepts and financial tools in decision making process.

Course Content:

The nature, source and purpose of management information, Accounting for management, Sources of data, Specialist cost and management accounting techniques, Environmental accounting, Decision-making techniques, Relevant cost analysis, Absorption and marginal costing :- Cost volume analysis, Limiting factors, Pricing decisions, Make-or-buy and other short-term decisions, Dealing with risk and uncertainty in decision-making, Budgeting and control, Budgetary systems, Types of budget, Quantitative analysis in budgeting, External considerations and behavioural aspects, Budgeting, Nature and purpose of budgeting, Statistical techniques, Budget preparation, Flexible budgets, Budgetary control and reporting, Behavioral aspects of budgeting, Standard costing:- meaning of Standard costing, Standard costing system, Variance calculations and analysis, Reconciliation of budgeted and actual profit, Material mix and yield variances, Sales mix and quantity variances, Planning and operational variances, Performance measurement – overview, Performance measurement – application, Cost reductions and value enhancement, Monitoring performance and reporting, Performance analysis and Behavioural aspects, Performance measurement and control, Performance management information systems, Sources of management information, Management reports, Performance analysis in private sector organizations, Divisional performance and transfer pricing, Performance analysis in not-for-profit organizations and the public sector.

Reference Books:

- Lucey Terry, Management Accounting, Continuum
- Khan MY & Jain PK, Management Accounting: Text, Problems and Cases, Tata Mc Graw Hill, New Delhi
- Bhattacharyya Debarshi, Management Accounting, Pearson, 2011
- Drury Colin, Cost and Management Accounting: An Introduction, Thompson
- Rajpurohit, Joshi, Management Accounting, Rajasthan Pathya Prakashan, 2016
- Maheshwari, S.N., Cost & Management Accounting, Sultan Chand & Sons, 2014

Course Objectives:

At the end of this course, students should be able to understand the functioning of Indian Financial System, jargons of finance and how to take decisions in financial markets.

Course Content:

Introduction -Meaning – Structure of Financial System. Financial Markets – Functions and Significance of Primary Market, Secondary Market, Capital Market, & Money Market financial institutions -Types of Banking and Non-Banking Financial Institutions. Constitution, objectives & functions of IDBI, SFCs, SIDCs, LIC, EXIM Bank. Mutual Funds – features and types. Commercial banks-Introduction – Role of Commercial Banks – Functions of Commercial Banks – Primary Functions and Secondary Functions – Investment Policy of Commercial Banks, Narasimha committee report on banking sector reforms. Regulatory institutions - Reserve Bank of India (RBI) – Organization – Objectives – Role and Functions. The Securities Exchange Board of India (SEBI) – Organization and Objectives. Financial services- Meaning& Definition, Features, Importance. Types of Financial Services – factoring, leasing, venture capital, Consumer finance - housing & vehicle finance.

Reference Books:

- Vasantha Desai: The Indian Financial System, HPH
- G. Ramesh Babu; Indian Financial System. HPH
- Dr. Bharatish Rao, B.R. Bharghavi – Indian Financial System, VBH
- Meir Kohn: Financial Institutions and Markets, Tata McGraw Hill
- Dr. Alice Mani: Indian Financial System, SBH.
- L M Bhole: Financial Institutions and Markets, Tata Mc Graw Hill
- M Y Khan: Indian Financial System, TM

Course Objectives:

This course is an introduction to R-Language, an open-source programming language used for statistical analysis and data visualization. Students will learn how to write basic R code, manipulate data, create visualizations, and conduct basic statistical analysis. By the end of the course, students will have a foundation in R that they can use for further statistical analysis.

Course Content:

Introduction to R: What is R-Language?, Advantages of R-Language, History and Development of R-Language, Installing R and RStudio. Introduction to functions: Vectors, Character Strings, Matrices, Data sheets, Variables and Data Types, Operators and Arrays. Data Manipulation with R: Data Frames, Importing and Exporting Data, Filtering and Sorting Data, Merging and Joining Data. Basic Data Visualization with R: Base Plotting System, Scatter Plots, Bar Charts, Histograms. Statistical Analysis with R: hypothesis testing, parametric and non-parametric testing. Installing of R and Packages.

Text Books:

- Norman Matloff, Norman S. Matloff (2011), The Art of R Programming, No Starch Press
- Alex Nordeen (2020), Learn R Programming in 24 Hours: Complete Guide for Beginners

Reference Books:

- Kun Ren (2016), Learning R Programming, Packt Publishing
- Omar Trejo, Peter C. Figliozzi (2017), R Programming By Example: Practical, Hands-on Projects to Help You Get Started with R, Packt Publishing.
- Jeeva Jose (2020), Beginner's Guide for Data Analysis using R Programming, Khanna Publishing House

SEMESTER V

IM3101

PROJECT PLANNING & MANAGEMENT

[3 0 0 3]

Course Objectives:

The purpose of this course is to prepare the students to understand the tools and techniques involved in a project. Moreover, enable them to execute a project to achieve specific goals that will benefit the organizations and society.

Course Content:

Project: Meaning, Definition, Characteristics, Project Identification: Project Ideas, Screening of Ideas, Environmental Scanning and Opportunity Analysis, Project Life Cycle, Project Feasibility Analysis, Formulation of Detailed Project Report. PMBOK-Project Organization Structure, Setting Up of Organization Structure, Project Manager: Qualifications, Selections and Training; Role & Responsibility of a Project Manager. Marginal Costing Technique for Project Management, Project Evaluation Under Risk & Uncertainty: Risk Adjusted Rate Method, Certainty Equivalent Method, Probability Method, Sensitivity Analysis. Project Control: - Time Control- Scheduling and Control by Network Techniques like PERT & CPM, Cost Control- Budgetary Controls. Project Budgeting Techniques: Pay-Back, Average Rate of Return, Net Present Value & Internal Rate of Return.

Text / Reference Books:

- Project Management: Prof. N.P. Agarwal, Dr. B.K. Sharma
- Project Management: Dennis Lock (Gower Publishing)
- Project Management: Harvey Maylor (Pearson Publication)
- Project Management: Prasanna Chandra (TMH)
- Project Management: R. Pannerselvam, P. Senthilkumar (PHI)
- Project Management: Gray, Larson & Desai (TMH)

IM3102 ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT [2 0 0 2]

Course Objectives:

To introduce the concept of entrepreneurship, its nuances, its actualization, and its effectiveness measurement.

Course Content:

Meaning, concept, types, and factors contributing to entrepreneurship, Theories of entrepreneurship Business opportunity identification, business plan preparation, innovation for business development Forms of business organization, legal requirements for starting business, Financing of new business organization, loan, venture capital, private equity and other sources of initial finance. Government support system for entrepreneurship, schemes, procedures and requirements, Business models. Franchising and other options for new business organizations, Business plan formulation. Social entrepreneurship – case studies.

Reference Books:

- Arora, R. and Sood, S.K. Fundamentals of Entrepreneurship and Small Business Management. Kalyani Publishers, Ludhiana, 2015.
- Desai, V. Small-Scale Industries and Entrepreneurship. Himalayan Publishing House, Mumbai, 2014
- Ramachandaran, K. Managing a New Business Successfully. Global Business Press, New Delhi, 2013.
- Gupta C B and Khanka S, [Entrepreneurship & Small Business Management](#), Sultan Chand and Sons, New Delhi, 2010.

Course Objectives:

The primary objective of this course is to develop a research orientation among the scholars and to acquaint them with fundamentals of research methods. Specifically, the course aims at introducing them to the basic concepts used in research and to scientific social research methods and their approach.

Course Content:

Business Research: Introduction & Process. research process, constructs & concepts, variables & its types, , Literature survey & finding research gaps, formulating research problem & determining research objectives, Research Design. **Sampling Techniques and Procedures:** sampling procedure, types/methods of sampling, sample size determination, confidence interval. Confidence Level and Significance Level. **Measurement & Scaling Techniques:** Types of data, Ratio, Interval, Ordinal and Nominal, Types of Scales: Comparative and Non-comparative scales, **Data Collection:** Primary and Secondary data, Observation and Survey (Structured & Unstructured), Methods of Survey: Interviews, Schedule, Data Collection Instruments, Questionnaire method. **Data Processing data for analysis:** editing, coding, classification & tabulations. Hypothesis & Testing of Hypothesis. Analysis of Data (Statistical Tools). Parametric & non-parametric tests. Practical application of all tests in SPSS. **Writing the research report & Publication:** preparing synopsis & summary of research work. reference writing: foot note, end note, in-text citation, bibliography, citation styles.

Reference Books:

- William G, Business Research Methods, 8th edition, Cengage Learning. 2012
- Allan Bryman & Emma Bell, Business Research Methods 3rd Oxford publication, 2015
- Kenneth S. Bordens & Bruce B. Abbitt. Research Design & Methods, A process approach. McGraw Hill, 8th edition, 2015
- Cooper Donald, Schindler Pamela, Business Research Methods, MCG raw Hill, 2015

Course Objectives:

This course aims to present an overview of the design thinking involved at each stage of the design process: the methods used by designers to generate and refine creative ideas, the key considerations that help shape them and the feedback and review elements that allow design teams to learn from each job and contribute to future commissions.

Course Content:

Stages of thinking The Design Process-Stage 1 – Define, Stage 2 – Research, Stage 3 – Ideate, Stage 4 – Prototype, Stage 5 – Select, Stage 6 – Implement, Stage 7 – Learn Research Identifying drivers, Information gathering, Target groups, Idea generation Basic design directions- Themes of thinking, Inspiration and references, Brainstorming, Value, Inclusion, Sketching, Presenting ideas Refinement Thinking in images, Thinking in signs, Appropriation, Humour, Personification, Visual metaphors, Modification, Thinking in words, Words and language, Type ‘faces’, Thinking in shapes, Thinking in proportions, Thinking in colour, Prototyping Developing designs- ‘Types’ of prototype, Vocabulary Implementation Format, Materials, Finishing, Media, Scale, Series/Continuity

Reference Books:

- Gavin Ambrose, Paul Harris, “Basics Design - 8: Design Thinking”, illustrated, reprint, AVA Publishing, 2010
- Christian Müller-Roterberg, “Handbook of Design Thinking”, Kindle Direct Publishing ISBN: 978-1790435371, November 2018

Course Objectives:

This course helps student to familiarize with basics of corporate social responsibility and to understand relevance of CSR in the present business scenario.

Course Content:

Meaning & Definition of CSR, History & evolution of CSR. Concept of Charity, Corporate philanthropy, Corporate Citizenship, CSR-an overlapping concept. Concept of sustainability & Stakeholder Management. CSR through triple bottom line and Sustainable Business; relation between CSR and Corporate governance; environmental aspect of CSR; Chronological evolution of CSR in India; models of CSR in India, Carroll's model; drivers of CSR; major codes on CSR, Initiatives in India. CSR-Legislation in India & the world. Section 135 of Companies Act 2013. Scope for CSR Activities under Schedule VII, Appointment of Independent Directors on the Board, and Computation of Net Profit's Implementing Process in India. Identifying key stakeholders of CSR & their roles. Role of Public Sector in Corporate, government programs that encourage voluntary responsible action of corporations. Role of Non-profit & Local Self Governance in implementing CSR; Contemporary issues in CSR & MDGs. Global Compact Self-Assessment Tool, National Voluntary Guidelines by Govt. of India. Understanding roles and responsibilities of corporate foundations. Review current trends and opportunities in CSR. CSR as a Strategic Business tool for Sustainable development. Review of successful corporate initiatives & challenges of CSR. Case Studies of Major CSR Initiatives.

Text / Reference Books:

- Corporate Social Responsibility: An Ethical Approach - Mark S. Schwartz
- Corporate Social Responsibility in India - Sanjay K Agarwal
- Handbook on Corporate Social Responsibility in India, CII.
- Handbook of Corporate Sustainability: Frameworks, Strategies and Tools - M. A. Quaddus, Muhammed Abu B. Siddique
- Corporate Social Responsibility: Concepts and Cases: The Indian - C. V. Baxi, Ajit Prasad
- Mallin, Christine A., Corporate Governance (Indian Edition), Oxford University Press, New Delhi.
- Sharma J P: Corporate Governance, Business Ethics & CSR, Ane Books.

SEMESTER VI

IM3201

BUSINESS ANALYTICS

[2 0 2 3]

Course Objectives:

This course is designed to equip students with the knowledge and skills needed to analyse complex business problems, identify opportunities, and make data-driven decisions to improve business performance. Further, it will emphasise on Learning various analytical techniques, developing skills in data visualization and presentation, identification of business problems and formulate research questions, apply analytical techniques to real-world business problems.

Course Content:

Introduction to Business Analytics: Scope and Significance of Business Analytics: Importance, Job Roles, Trends. Business Problems: Introduction, Types of Problems and their advantages, Human Brain and Problem Solving. Understanding Business Problems: Framing the problem, Facts and opinions, Business Model Canvas, conducting research without any bias, Building a hypothesis. Formulating Hypotheses: Interviewing Frameworks, SPIN, SMART, 5Cs and PESTEL Framework, MECE Approach, analysing possible solutions, Prioritising Options, Considering Implications, Implementing Solutions, Proof of Concept Approach. Industry Demonstrations: Issue Tree Framework, 7Ps Framework; Case Studies: Air Crash Investigation, Big Data Consultant, Starbucks. Wal Store Project: Use the 5W's+How framework to come up with a list of questions that will help gather relevant facts and data about Wal Store's current state of operations.

Reference Books:

- Fundamentals Of Business Analytics by R. N. Prasad and Seema Acharya, Latest Edition
- Data Analytics Made Accessible by Anil Maheshwari, 2023 edition.

Course Objectives:

To provide an understanding and an appreciation of the principles and practices of risk management in order to enable production of the optimum strategy for the handling of risk in an organisation.

Course Content:

Concept of Risk, Types of Risk, Managing Risk, Sources and Measurement of Risk, Risk Evaluation and Prediction. Disaster Risk Management, Risk Retention and Transfer. Risk Management and its managerial aspects- risk management-concept, evolution, purpose, scope, importance and its future. Role of risk management in economic growth. Risk management function. Risk Manager. Managerial Aspects- goals, identification, evaluation, risk response, and plan administration. Insurance-nature, purpose, functions, classification and scope, limitations, and production process. Risk and insurance. Economic development and insurance. Insurance as a social security tool. Economics of insurance. Insurance Contract-nature-subject-matter of insurance and subject-matter of contract of insurance, features-as per Contract Act, special features, evidence and documents. Payment of premium's-insurance policy and Insurance Repositories. KYC norms and anti money laundering guidelines for insurers. Reinsurance Contract- meaning and purpose. Forms and Types- facultative, treaty, proportional, and non- proportional. National Reinsurer- GIC. Insurance companies as consumers.

Reference Books:

- S. Arunajatesan & T. R. Viswanathan, Risk Management and Insurance, Macmillan Publishers Ltd.
- E. T. Vaughan & T. Vaughan, Fundamentals of Risk Management and Insurance, Ninth Ed. (Latest),
- George E. Rejda, Principles of Risk Management and Insurance, Tenth Ed. Pearson Education. 4 John J. Hampton, Essentials of Risk Management and Insurance, American Management Association (amacom).
- Julia Holyoake & Bill Weipers, Insurance, Institute of Financial Services, U. K. (AITBS Publishers & Distributors (Regd.), New Delhi.
- Mark S. Dorfman, Introduction to Risk Management and Insurance, Eighth Ed., PrenticeHall. Kshitiz Patukale, Insurance for Everyone, Macmillan India Ltd.

Course Objectives:

The objectives of environmental studies are to develop a world in which persons are aware of and concerned about environment and the problems associated with it and committed to work individually as well as collectively towards solutions of current problems and prevention of future problems.

Course Content:

Introduction: Multidisciplinary nature, scope and importance, sustainability, and sustainable development. Ecosystems: Concept, structure and function, energy flow, food chain, food webs and ecological succession, examples. Natural Resources (Renewable and Non-renewable Resources): Land resources and land use change, Land degradation, soil erosion and desertification, deforestation. Water: Use and over-exploitation, floods, droughts, conflicts. Energy resources: Renewable and non-renewable energy sources, alternate energy sources, growing energy needs, case studies. Biodiversity and Conservation: Levels, biogeographic zones, biodiversity patterns and hot spots, India as a mega-biodiversity nation; Endangered and endemic species, threats, conservation, biodiversity services. Environmental Pollution: Type, causes, effects, and controls of Air, Water, Soil and Noise pollution, nuclear hazards and human health risks, fireworks, solid waste management, case studies. Environmental Policies and Practices: Climate change, global warming, ozone layer depletion, acid rain, environment laws, environmental protection acts, international agreements, nature reserves, tribal populations and rights, human wildlife conflicts in Indian context. Human Communities and the Environment: Human population growth, human health and welfare, resettlement and rehabilitation, case studies, disaster management, environmental ethics, environmental communication and public awareness, case studies. Field Work and visit.

Reference Books:

- R. Rajagopalan, Environmental Studies: From Crisis to Cure, Oxford University Press, 2016.
- K. De, Environmental Studies, New Age International Publishers, New Delhi, 2007.
- E. Bharucha, Text book of Environmental Studies for undergraduate courses, Universities Press, Hyderabad, 2013.
- R. Carson, Silent Spring, Houghton Mifflin Harcourt, Latest Edition
- M. Gadgil & R. Guha, This Fissured Land: An Ecological History of India, University of California Press, 1993.
- M. J. Groom, K. Meffe Gary and C. R. Carroll, Principles of Conservation Biology, OUP, USA, 2005.

SEMESTER VII

IM4101

INTERNATIONAL BUSINESS MANAGEMENT

[3 1 0 4]

Course Objectives:

To introduce concept of international business, foreign trade, exchange rate determination & related concepts.

Course Content:

International Business: Nature and Competitive Advantages, Approaches and theories of International Business. Modes of Entering International Business, International Business Analysis, Modes of Entry, Exporting, Licensing, Franchising, Foreign direct investment, Mergers and Acquisitions and Joint ventures, Contract manufacturing – Manufacturing contract-Near Shoring, Turnkey projects. Globalization/ MNCs and International Business International Marketing Intelligence Foreign Trade, Process, Documents financial institutions focusing on exports (ECGC, EXIM Bank – functions and roles). Exchange rate determination, Balance of trade and payments.

Suggested practice sessions

1. A book review on international trade.
2. Calculation of exchange rates.
3. Calculation of options, futures and forward rates with regard to exchange rates.
4. A visit to an MNC
5. Understand and present one emerging economy
6. A critical Review on present issues in WTO
7. Visit to a franchisee unit.

Reference Books:

- Bo Soderstein: International Trade and Finance
- Kindleberger C: Readings in International Economics
- Paul, J International Business, 2014.
- Sundaram & Black, International Business Environment the Text and Cases, 2015.
- Cherumilam ,F International Business Text & Cases, 2015.

Course Objective:

This course aims at enabling the students to understand and to contribute to the strategic operational policies and practices of commercial bank management in a competitive environment.

Course Content:

COMMERCIAL BANKING IN INDIA: Introduction – Scheduled and non-scheduled banks – Origin & Development - Evolution and growth of banking system in India – Present Structure -Recommendations of Narasimham Committee –Challenges before Indian commercial banks – Opportunities for Indian commercial banks – Strengths and weaknesses of Indian commercial banks – Banking sector reforms; Liquidity – Purpose – Sources – Measurement – Liquidity / profitabilityproblem – Theories of liquidity management – Priorities in the employment of bank funds – Problem of resource allocation in Indian commercial banks. Capital Adequacy in Banks - Functions of capital funds in commercial banks – Capital adequacy – Basle norms on capital adequacy – Capital adequacy norms in Indian commercial banks – Present position of capital adequacy in Indian commercialbanks ;BANKING OPERATIONS: Credit Management - Cardinal principles of sound bank lending – Formulating loan policy – Factors influencing loan policy – Contents of loan policy – Evaluating credit applicant – Loan supervision ; INVESTMENT MANAGEMENT - Nature and significance of investment management in commercial banks – Fundamental principles of security investment by commercial bank – Management of security investment – Reviewing investment portfolio – Organisation of investment function. Asset Liability Management and Non-Performing Assets - Concept of ALM –Objectives – Functions – Process – Measurement and Management of Risks Concept of NPAs, NPAs in Indian commercial banks, Causes, Suggestions andsteps for containing NPAs, Prudential norms ; BANK MARKETING: Concept of bank marketing - Formulating and implementing marketingstrategies for a commercial bank, Relationship banking Concept, Distinguishing features, Utility, Fundamentals of relationship banking, Process of developing relationship with customers, Formulating relationship banking strategy

Reference Books

- Srivastava, Divya Nigam, Management of Indian Financial Institutions,Himalaya Publishing House.
- M. Y. Khan, Indian Financial System , Tata McGraw Hill.
- Bharati Pathak, Indian Financial System,
- Gerald Hatler, Bank Investments and Funds Management, Macmillan
- Stigum, Managing Bank Assets and Liabilities, Dow-Jones Irwin.
- Dudley Lockett, Money and Banking, MacGraw Hill.
- Vasant Joshi, Vinay Joshi, Managing Indian Banks- Challenges Ahead”,Response Books.

Course Objectives:

The objective of studying operations research is to become a skilled problem solver who can use mathematical and computational tools to make informed decisions and improve the efficiency and effectiveness of complex systems.

Course Content:

Introduction: Definition, Phases, Applications, Advantages and Limitations of Operations Research. Linear Programming problems: Assumptions, Formulation of LPP for business and non-business applications. Graphical solutions, Special cases – Degeneracy, Infeasible Solution, Unbalanced and Multiple optimal solutions. Minimization and Maximization cases. Simplex algorithm, Concept of dual, Sensitivity analysis with respect to objective function coefficients and R.H.S. values. Transportation problem: Formulation, North-West Corner (NWC) Method, Least Cost (LC) Method, Vogel's Approximation Method (VAM). Assignment problem: Solution algorithm for Assignment Problems. Unbalanced, multiple optimal solutions, Maximization and Application problems. Game theory: Introduction to game theory, two person- zero sum games, Pure and Mixed Strategies, Solution methods for 2 x 2 games, Graphical method (2 x n games; m x 2 games), Critical Path Method (CPM): General framework, Introduction to elements of the network, conventions adopted in drawing network, analyzing the network. Calculation of event and Activity times, Total Float, Free Float, Independent float, Critical path, Determination of project duration, and Project Crashing. Applications and Limitations of CPM. Project Evaluation and Review Technique (PERT): Calculation of Probabilistic/Expected event and Activity times, Variance of activity duration, Determination of critical path, probability/expectation of project completion.

Reference Books:

- Taha H. A., Operations Research, Pearson Education (7e), Latest edition.
- W.L. Winston, Operations Research, Thomson Asia, Latest edition.
- Vohra N. D., Quantitative Techniques in Management, Latest edition.
- Sharma S. D., Operations Research (14e), Kedar Nath Ramnath Publications, Latest edition.
- Kanthi swaroop, Gupta and Manmohan, Operations Research, Sultan Chand and Sons, 2003.

Course Objectives:

This course provides a systematic knowledge base on disaster typology, risk, vulnerability, their impacts and concerns to growing hydro-met disasters.

Course Content:

Climate change: Introduction, climate variability; Climatic extreme events. Evolution of climate, Green House Gases and Global Warming; Observed changes in climate system – temperature, precipitation, CO₂ concentration, Sea level rise. Climate change effects on disaster vulnerabilities– environmental & land/geography, social-economic, health, infrastructure, systems, etc. Climate change issues for human security, national security. Drivers of climate change - Greenhouse gases, aerosols - reflective and black carbon, land use changes, Global warming. **Basic concept of disaster:** definitions of hazard, vulnerability, risk, disaster; Difference between Hazard and Disaster; General characteristics of disasters; Causative factors of disasters; Classification of disasters – natural vs. man-made disasters, slow vs. sudden disasters, classification based on processes of disasters. Brief outline of prominent disasters - earthquakes, volcanisms, landslides, cyclones, tsunamis, floods. **Disaster Preparedness** Crisis management, Early warning and communication, Emergency response, Local preparedness, Relief management-Shelter, environmental health, trauma care; Role of agencies, technology and coordination. Repercussions of Disasters and Hazards: Economic Damage, Loss of Human and Animal Life, Destruction of Ecosystem. **Basic aspects of disaster management:** definition of disaster management; components of disaster management cycle- crisis management and risk management. Crisis management-quick response, relief, recovery and development; Risk management- risk identification, risk reduction- preparedness, prevention and mitigation (structural and non-structural mitigation); and risk transfer. Important sectors in disaster management: health and medical care- basics of first aid and practical training (breathing & CPR), communications, insurance, social work, NGO's, media, fire services, police and paramilitary services, armed forces etc.

Reference Books:

- Rajib Shaw and R.R. Krishnamurthy (2009). Disaster Management: Global Challenges and Local Solutions. Universities Press (India) Pvt. Ltd.
- Ross Prizzia (2015). Climate Change and Disaster Management. Sentia Publishing, USA.
- Anil K Gupta, S S Nair, S Chatterji and Florian B-Lux (2013). Disaster Management and Risk Reduction. Narosa Publishing New Delhi.
- Anil K Gupta, S S Nair and V K Sharma (2018). Disaster Risk and Impact Management, Astral Publishing, New Delhi.

VIII SEMESTER

IM4201

STRATEGIC MANAGEMENT

[3 1 0 4]

Course Objectives:

To equip students with the necessary inside into designing strategies for an organization and linking the organizations strategies with the changing environment.

Course Content:

Introduction to the strategic management, Company's mission statement. Environmental Analysis & Diagnosis: Analysis of company's external environment analysis of specific Environment - Michael E. Porter's 5 Forces model, Michael E. Porter's Value Chain Analysis. Formulation of competitive strategies, Michael E. Porter's generic competitive strategies, Formulating Corporate Strategies Strategic analysis & choice, portfolio analyses – BCG, GE, Product.

Reference Books:

- Pearce, J Robinson R, Amita Mital A , Strategic Management: Formulation, Implementation and Control, McGraw Hill Education (India) Private Limited; 12 edition (27 February 2012).
- Saloner G, Shephard A and Podonly J Strategic Management, John Wiley and Sons 2005
- Pearce J A and Robinson E B Strategic Management, Irwin / McGraw Hill (2004) 201`0
- David N D Strategic Management: a competitive advantage approach, concepts and cases, Prentice Hall 2014

Course Objectives:

This course covers consultancy management and business ethics fundamentals. Students will learn project management, client communication, and problem-solving for consulting. Conflicts of interest, corporate social responsibility, and the impact of technology on society are also covered in the course. Students will develop critical thinking and apply ethical ideas to real-world situations through case studies and interactive conversations.

Course Content:

Introduction to Consultancy Management: What is consultancy management? The role of consultants in business, Types of consultancy services; Effective Project Management: Project planning and execution, Team management, Time management, Risk management, Client Communication Skills: Understanding client needs, Effective communication techniques, Building client relationships, Handling difficult clients, Problem-Solving Techniques: Approaches to problem-solving, Identifying and analyzing problems, Developing and evaluating solutions, Implementing solutions; Ethical Issues in Business: Conflicts of interest, Ethical decision-making, Applying Ethical Principles, Ethical considerations in consultancy work: Professional Conduct and Ethics, Professionalism in consultancy work, Code of conduct and ethics, Managing potential ethical dilemmas.

Reference Books:

- "Management Consulting: Principles and Practice" by Sumantra Ghoshal, Ashok Som, and S. Ramnarayan
- "Business Ethics: An Indian Perspective" by A.C. Fernando
- "Ethics in Management: Vedantic Perspectives" by Swami Bodhananda
- "Consultancy Management: A Handbook for Best Practices" by Pritam Singh, Asha Bhandarker, and S. Ramnarayan
- "Corporate Social Responsibility in India: Cases and Developments After the Legal Mandate" by Prabha Chandran
- "Business Ethics and Corporate Governance: A Holistic Approach to Management" by J.R. Sharma
- "Handbook of Management Consultancy Services in India" by S.K. Bhattacharya
- "Ethics and Values in Management" by S. Balachandra and V. Chandrasekaran
- "Management Ethics" by Raghu Palat and Soma Sen Gupta
- "Consultancy and Advising in Forestry" by Ramesh Bhatta

Course Objectives:

The aim of the course is to acquaint the students with knowledge of different concepts, techniques of advertising to develop an effective advertising program.

Course Content:

Introduction to Advertising Management: Introduction, Importance, Functions, Legal, Ethical and social Aspects of Advertising. Advertising Classification, Theories of Advertising (AIDA model & DAGMAR model), **Media Planning:** Types of Medias, Medias Characteristics, Preparing a Media Plan, Media Planning & Buying Functions, **Building of Advertising Program-**Message, Headlines, Copy, Logo, Illustration, Appeal, layout Campaign Planning, **Advertising Agency:** Introduction, Types of Advertising Agencies, Structure and Functions of Advertising Agency, **Measuring Advertising Effectiveness:** Introduction, Methods of Measurements (pre-testing & post testing methods).

Reference Books:

- Jaishri Jethwaney & Shruti Jain, *Advertising Management*, Oxford University Press, New Delhi, 2012.
- Rajeev Batra, John H. Myers and David A. Aaker, *Advertising Management*, Pearson Education, 2002.
- George E. Belch, Michael A. Belch and Keyoor Purani, *Advertising and Promotion: An integrated marketing communications perspective*, McGraw Hill Education, 2017.
- K. C. Sethia & S. A. Chunawala, *Foundations of Advertising Theory & Practice*, Himalaya Publishing House, Mumbai, Latest Edition.
- George E. Belch & Michael A. Belch, *Advertising and Promotion*, Tata McGraw Hill Publishing Ltd, Latest Edition

Course Objectives:

The objectives of the course are to introduce the concept of electronic commerce and to understand how electronic commerce is affecting business enterprises, governments, consumers and people in general. It also acquaints students with a fundamental understanding of the environment and strategies in the New Economy.

Course Content:

Evolution of E-Commerce and its transition to m-commerce, Phases of e-commerce, Dot-Com bubble burst in 2001, Advantages and Disadvantages of E-Commerce, Concept of Business Models in E-Commerce, Types of Business Models, Components of E-Commerce Business Models, Selling on Internet, Types of sales transactions done on Internet, Evolution of e-tailing in India, B2B and B2C models of selling, Security and Privacy issues of E-Commerce, Major threats to E-Commerce transactions, Types and Components of M-Commerce in India and abroad, Growth and future directions of M-Commerce and its integration with traditional ways of doing business, Emerging trends in E-Commerce, Funding E-Commerce ventures

Reference Books:

- Laudon & Traver: E-Commerce, Business and Society Pearson
- P T Joseph: E-Commerce, an Indian Perspective, PHI
- David Chaffey: E - Business and E - Commerce Management: Strategy, Implementation and Practice, Pearson
- Skeldon Paul: M-Commerce, Pentagon Press

IX

SEMESTER

IM5101

ECONOMETRICS FOR MANAGEMENT

[3 0 0 3]

Course objectives:

This subject helps to understand the role and importance of econometrics in dealing with real life business and economic problems and to understand the construction, testing, and analyzing econometric models, using variables and relationships commonly found in business and economics;

Course Content:

Introduction to Econometrics and Econometric Analysis, Steps involved in Econometric Analysis, Introduction to Classical Linear Regression Model- Two variable classical linear regression model, Assumptions of Classical Linear Regression Model, Estimation of the regression model, Properties of Ordinary Least Square estimators, Multiple Linear Regression Model: Interpretation of the model, Statistical Analysis, Interpretation of the results, Dummy Variable models, Heteroskedasticity: Introduction-Consequences-Detection-Remedial measures; Qualitative Response Models: Linear Probability Model, Logit Model, Panel Data Analysis: Fixed & Random Effect Model, Dynamic Panel Estimation Model, Discriminant Analysis.

References Books:

- Basic Econometrics, D N Gujarati
- Introductory econometrics: A modern approach Wooldridge

Course Objectives:

To introduce of the concepts of psychology for personality development.

Course Content:

Understanding human behavior, Factors affecting human psychology – mood, sentiments, feelings, gestures, happiness, Attitude, belief, and background, Causes of individual behavior v/s group behavior
Conflict and conflict management, causes of individual and group dynamics, Cognitive dissonance
Force field analysis, Personality – concept, factors, factors of association, personality formation structure –
mind mapping Creativity, lateral thinking, divergent thinking

Suggested practice sessions:

- Role play sessions to understand group dynamics.
- Personality exercises like Parent – adult – child exercise, EQ-IQ-SQ exercise etc.

Reference Books:

- Dagne Kenna MC, Business Psychology and Organizational Behaviour – Students hand book, 2015.
- Hellreigel et al – Organizational Behaviour, Thomson Learning, 2014.
- Pareek U – Understanding organizational behaviour, 2013.

Course Objectives:

To acquaint the students with basic principles underlying the provisions of direct and indirect tax laws and to develop a broad understanding of the tax laws and accepted tax practices. To give an understanding of the relevant provisions of Goods & Services Tax Act, 2017.

Course Content:

Corporate Tax Laws: Nature and Scope of Corporate Tax Management, Corporate Taxation in India, Computation of total income in case of companies including non-residents, Dividend Tax, Securities Transaction Tax, Tax Deduction at Source and relevant provisions. Special Tax Provisions applicable to Companies: In Trade Free Zones, Infrastructure Sector, Backward Areas and relevant provisions. Concepts of Corporate Tax Planning: Tax Planning, Tax Management, Tax Avoidance, Tax Evasion, Tax Heavens, Tax Planning relating to: Setting up of new business, Financial Management decisions, Managerial Remuneration, Transfer pricing, Double Taxation Relief and Corporate restructuring.

Suggested Readings:-

- Singhania, V.K., Direct Taxes: Law and Practice, Taxmann Publications, Latest Edition.
- Srinivas. E.A, Corporate Tax Planning, Tata McGraw Hill, Latest Edition
- Singhania, V.K., Direct Taxes: Planning and Management, Taxmann Publications, Latest Edition.
- Kanga, J.B., Palikawala, N.A. and Vyas, D., The Law & Practice of Income Tax, Latest Edition
- Ahuja, G.K. and Gupta, R., Systematic Approach to Income Tax and Central Sales Tax, Bharat Law House, Latest Edition

Course Objectives:

This subject helps in better planning and coordination of business resources so as to achieve maximum profit and Providing a software map of business functional activities, improving accuracy rate of results, increasing the flexibility of operation and improving productivity are other core objectives of ERP.

Course Content:

Introduction: Overview of enterprise systems - Evolution - Risks and benefits - Fundamental technology - Issues to be consider in planning design and implementation of cross functional integrated ERP systems. **ERP Solutions and Functional Modules:** Overview of ERP software solutions- small, medium and large enterprise vendor solutions, BPR and best business practices - Business process Management, Functional modules. **ERP Implementation:** Planning Evaluation and selection of ERP systems - Implementation life cycle - ERP implementation, Methodology and Framework- Training - Data Migration - People Organization in implementation-Consultants, Vendors and Employees. **Post Implementation:** Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of ERP Implementation. **Emerging Trends on ERP:** Extended ERP systems and ERP add-ons -CRM, SCM, Business analytics - Future trends in ERP systems-web enabled, Wireless technologies, Cloud computing.

Reference Books:

- Alexis Leon, ERP Demystified, [3 ed.] Tata McGraw-Hill, 2014.
- Simha R. Magal and Jeffery Word, Essentials of Business Process and Information System, Wiley India, 2012.
- Jagan Nathan Vaman, ERP in Practice: ERP Strategies for Steering Organizational Competence and Competitive Advantage, Tata McGraw-Hill, 2008.
- Mahadeo Jaiswal and Ganesh Vanapalli, Textbook of Enterprise Resource Planning, Macmillan India, 2009.
- Vinod Kumar Garg and N.K. Venkitakrishnan, Enterprise Resource Planning - Concepts and Practice, 2nd ed., PHI, 2011.

Course Objectives:

The aim of this course is to describe the role of information technology and decision support systems in business and record the current issues with those of the firm to solve business problems and to introduce the fundamental principles of computer-based information systems analysis and design and develop an understanding of the principles and techniques used.

Course Content:

MIS meaning and role of management information system systems approach, Systems view of business, Management, Organization, Theory and System Approach, Physical and conceptual models of organization, Database Management Systems- Objectives and Technical overview of Hierarchical, Network and Relation models, Management Responsibility, Use of Information System for Decision Making, Decision support system, Evolution of Computer based Information Systems, Components of a Mobile Phone, Personal issues of Information System, Privacy of Information, Legal aspects of Information, Ethical aspects of Information System, Security threats to Information System, Security Measures and Environment, Data Communication in Business, Components and usage of Data Communication in functions of Business, Processing configurations, Wireless and Mobile networks, Management Information System in Finance, HR, Sales and Marketing and Operations Management. Components of a Computer Text /

Reference Books:

- Laudon & Laudon: Management Information System, PHI
- Bidgoli & Chattopadhyay: Management Information System, Cengage
- Keen, Peter G.W.: Decision Support System for Effective Planning, Prentice Hall
- Leod, Raymond Me J. R.: Management Information System, Mc Millan Pub. Co. New York, 5th Ed.
- Turban. Efrain: Decision Support & Expert system, Management Perspective, McMillan Pub. Co. New York

PROGRAM ELECTIVE I: HUMAN RESOURCE MANAGEMENT

SEMESTER – VII

IM4140 HUMAN RESOURCE PLANNING & DEVELOPMENT [3 0 0 3]

Course Objectives:

The objective of this course is to familiarize the students with the conceptual as well as a practical understanding of the Human Resource Planning and Development in a modern organization.

Course Content:

Human Resource Planning (HRP): Concept, Qualitative and quantitative dimensions of HRP, Importance of Human Resource Planning, Strategies and Policies of HRP, Nature and Scope of HR plans, Classification of HR Plans and Human resources inventory, Approaches to HRP. Human resource development in India. Demand Forecasting and Supply Forecasting of HRP. **Job Analysis and Evaluation:** Meaning, Objectives of Job Analysis, Importance of Job Analysis and evaluation, Techniques of Job Analysis, Job evaluation and its techniques. **Job Description and Specification:** Meaning and Objectives of Job Description and Specification, Sample format of Job Description, Importance of Job Description and Job Specification, Sample format of Job Specification. **Human Resource Development:** Concept and components of HRD, Methods, Process and Outcomes of Human Resource Development, Tasks of the HRD department, Designing a Human Resource Development System, HRD in Government organizations, HRD in Private Organization, Technology change and HRD, HRD Research Process, Development of HRD Professionals.

Reference Books:

- D.K. Bhattacharya, *Human Resource Planning*, Excels Publications, 2009.
- 2. Ramaswamy, *Managing Human Resources*, Oxford University Press, 2003.
- 3. Kandula Srinivas, *Strategic Human Resources Development*, Prentice Hall of India, 2001.
- Lynton R. Pareek U., *Training for Development*, New Delhi, Vistar, 1990.
- Rao T.V. et al, *Alternative Approaches & Strategies of Human Resource Development*, Rawat Publication, Jaipur, 2016.

Course Objectives:

The basic objective of the course is to introduce to the students the fundamentals of industrial relations and workers involvement in the same.

Course Content:

Industrial Relations: Meaning, Scope and Importance of Industrial relation, Major participants in Industrial Relations, Characteristics of Industrial Relation System in India. **Trade Union movement in India-** Concept, approaches and problems of trade union, Objectives of trade unions – approach to trade union – Growth, problems and recent trends of trade union movement in India. Trade Unions Act, 1926, Major Problem and Issues, Employers Organizations in India. **Industrial Disputes:** Concept of industrial dispute and industrial conflicts, Forms, Causes of industrial disputes, Methods for the prevention and Settlement of Industrial disputes, Authorities for the settlement of disputes and Industrial disputes in India. **Workers Participation in Management-** Concept, and Objectives of WPM, Various forms of WPM and Factors influencing WPM. WPM in India an Overview. Employee empowerment. **Employee Discipline:** Concept, Importance and Types of discipline, Arguments against negative discipline, Essentials of a good disciplinary system, Kinds of punishment, Procedure for taking disciplinary action. **Grievance:** Meaning and Causes of grievance, Grievance procedure, Employee dissatisfaction, Strikes, Lock outs, Prevention of Strikes and Lockouts, Settlement of grievance in Indian industry, Employees counseling.

Reference Books:

- S. C. Srivastava, Industrial Relations and Labour Laws, Vikas Publishing House Pvt. Ltd., New Delhi, 2007.
- C. S. Venkata Ratnam, Industrial Relations, Oxford University Press, 2017.
- Memoria Memoria and Gankar, Dynamics of Industrial Relations, Himalaya Publishing House, 2018.
- P. Subba Rao, Human Resource Management and Industrial Relations, Himalaya Publishing House, 2013.
- B. D. Singh, Industrial relations – Emerging Paradigms, Excel Books, 2008.

Course Objectives:

Performance Management is the most critical function and strong determinant of organizational excellence. This course aims to impart the understanding about the performance management system and strategies adopted by the organizations to manage employees' performance.

Course Content:

Introduction: Concept, nature, scope, and purpose of performance management, link between performance management and performance appraisal, Performance management challenges in current scenario, establishing performance criterion of developing an effective appraisal system, Performance planning, Role analysis and evaluating performance management. **Process of Performance Management:** Performance Management Process, Performance Management Planning Process, Mid-cycle Review Process, End-cycle Review Process, Performance Management Cycle at a Glance. **Performance Management Application & Improvement:** Performance Management for Teams, Analyzing Performance problems. Performance counseling- Concept, Principles and Skills competency based Performance Management. Performance Management linked Reward Systems, Components of Reward System, Types of pay for Performance Plans, challenges of linking performance and reward. **Implementing performance management system-** Strategies and challenges; Characteristics of effective performance metrics; Role of HR professionals in performance management; Performance management as an aid to learning and employee empowerment; Performance management documentation; Use of technology and e-PMS, Issues in Performance Management.

Reference Books:

- Michael. Armstrong, Performance Management, Kogan Page 1999.
- Chadha. P., Performance Management: It's About Performing Not Just Appraising, McMillan India Ltd. 2003.
- Robert Bacal, Performance Management, McGraw-Hill Education, 2007.
- T.V. Rao, Performance Management and Appraisal Systems: HR Tools for Global Competitiveness. New Delhi, Response Books, 2007.
- Adrian Thornhill, Phil Lewis, et. all, Managing Change: A Human Resource Strategy Approach, Financial Times-Prentice Hall, Pearson Education, New Delhi, 2000.
- Wendell. L. French, Cecil H.Bell Jr., and Robert. A.Zawacki, Organization Development and Transformation: Managing Effective Change, 6th Edn., Tata McGraw Hill Publishing Co. Lt., New Delhi, 2006.

Course Objectives:

This course teaches students negotiation principles, negotiation styles, and negotiating tactics through simulations and case studies. By the completion of the course, students should grasp the negotiation process, types of negotiations, and the necessity of preparation, as well as different negotiation styles and their strengths and weaknesses. To learn active listening, questioning, and persuasion for negotiation. To understand how culture and gender affect negotiation and how to manage diversity. Develop problem-solving and critical-thinking skills to analyse and resolve negotiating situations.

Course Content:

Introduction to Negotiation: What is negotiation? The negotiation process, Types of negotiations, Importance of preparation. Negotiation Styles: Distributive vs. Integrative Negotiation, Competitive vs. Collaborative Negotiation, Strengths and weaknesses of different styles. Communication Skills for Negotiation: Active listening, Questioning techniques, Persuasion strategies. Culture and Gender in Negotiation: Impact of culture on negotiation, Managing diversity in negotiation, Gender differences in negotiation. Problem-Solving and Critical-Thinking Skills in Negotiation, Analyzing and resolving negotiation issues, Developing creative solutions, Managing emotions in negotiation. Negotiation Simulations and Case Studies; Strategies for Successful Negotiation Outcomes-Managing conflict in negotiation, Creating win-win solutions, Building and maintaining relationships in negotiation

Reference Books:

- Brinkman, Rick, and Rick Kirschner. *Dealing with People You Can't Stand*. McGraw Hill, 1994.
- Raiffa, Howard. *The Art and Science of Negotiation*. Harvard University Press, 1982.
- Slaikeu, Karl. *When Push Comes to Shove, A Practical Guide to Mediating Disputes*. Jossey Bass, 1996.
- Slaikeu, Karl and Ralph Hasson. *Controlling the Costs of Conflict*. Jossey Bass, 1998.
- Solomon, Muriel. *Working with Difficult People*. Prentice Hall, 1990.

SEMESTER – VIII

IM4240 INTERNATIONAL HUMAN RESOURCE MANAGEMENT [3 0 0 3]

Course Objectives:

This paper aims at providing the student the basic understanding of about the finer aspects of international business to the students. It is aimed at making the students realize that International Business is a combination of multiple disciplines brought together in a systematic manner.

Course Content:

International Human Resource Management- Concept international HRM, Difference between domestic and International HRM, Organizational Structure in MNC, International Human Resource Management: Role and Distinguishing Activities, International Human Resource Planning. **Staffing Function in International Human Resource Management** - International staffing, The role of an expatriates, The role of non-expatriates. Recruiting and selecting staff for international assignments- Introduction, Issues in staff selection, Training and Development in International Context - The role of expatriate training, components of effective pre-departure training, developing staff through international assignments. International Compensation: Objectives, Approaches Components of international compensation program. International Performance Management: Meaning and Concept, performance management and appraisal of international employees. **HR/IR issues in MNCs and Corporate Social Responsibility. Industrial Relations in International Context.**

Reference Books:

- P. L. Rao, International Human Resource Management, Text and Cases Excel Books, Latest Edition
- Peter Dowling and Denice Welch, International Human Resource Management, Cengage Learning, 2004.
- Tony Edwards, International Human Resource Management, Pearson Education, 2016.
- Monir Tayeb, International Human Resource Management, Oxford, 2005.
- P.Subba Rao, International Human Resource Management, Himalaya Publishing House, 2018.
- S.K.Bhatia, International Human Resource Management, Deep and Deep Publications, Latest Edition

Course Objectives:

The objective is to enable the students to understand the various aspects of Compensation Management

Course Content:

Compensation: Conceptual Framework - Definition - Types, Incentives, Fringe Benefits, Compensations Philosophies, compensation approaches. **Meaning and Concept of Wage and Salary** – Concept, Nature, Scope, Objectives, Principles and importance of Wage and Salary Administration, Theories of Wage and Salary, criteria for wage fixation, wage structure - wage fixation - wage payment - Difference between salary and wages - Basis for compensation fixation- **Components of wages** - Fair Wages, Living Wages, Need Based Wages, Dearness Allowance, Bonus and Executive Compensation - elements of executive compensation and its management – Executive compensation in an international context. Basic Wages - Overtime Wages - Dearness Allowance - Basis for calculation - Time Rate Wages and Efficiency Based Wages - Incentive Schemes - Individual Bonus Schemes, Group Bonus Schemes - Effect of various labour laws on wages-Preparation of Pay Roll. **Employee Reward System:** Concept, Components, Elements of Employee Reward Factors affecting the Rate of Pay **Machineries for Wages and Salary Fixation:** Wage Laws in Wage Boards – Pay Commission – Adjudication – Collective Bargaining.

Reference Books:

- Dewakar Goel, Performance Appraisal and Compensation Management, PHI Learning, New Delhi, 2012.
- Richard.I. Henderson, Compensation Management In A Knowledge Based World, Prentice Hall India, New Delhi, 2005.
- Richard Thrope & Gill Homen, Strategic Reward Systems, Prentice Hall India, New Delhi, 2000.
- T.N. Chhabra & Savitha Rastogi, Compensation management, Sun India, 2007.
- D. K, Compensation Management, Oxford University Press, 2006.

Course Objectives:

To familiarize the students with the function of training and development and create understanding of the need, importance and implementation of training for the effectiveness of the training programs.

Course Content:

Training and Development: Meaning and concept of Training, Development and Education; Importance and Objectives of Training, Benefits of Training, Process of Training, Training Policies, organizational climate for training and development, difference between training and development. **Training Needs Analysis:** Identification of training needs, methods of training needs, Objectives of training needs analysis, tools and techniques – organizational analysis, task analysis and individual analysis, principles and theories of learning. **Training Process:** Training methods - On the Job and Off the Job training; Cross Cultural Training, Role of external agency in training and development, resistance to training, training for change. **Training Program Design:** Learning cycles, selection of participants, choice of trainers, Training room lay out, seating arrangement, course contents, Preparation of lesson plan, inhouse arrangements and outsourcing, E learning, prerequisites for trainees, training for trainers, training aids. **Training Evaluation:** Importance of evaluation, Objectives of evaluation, Criteria and problems in evaluation, Models-The Goal Attainment Model, The System Model, Kirkpatrick Model of evaluation, CIRO Model, ROI on training. **Management Development:** Types of Management Development Programs, Strategies for development of Executives, Special Issues in Training and Employee Development.

Text/ Reference Books:

- Dr. Ratan Reddy, Effective HR Training Development Strategy, HPH, 2005.
- Raymond Noe, Employee Training & Development, Tata McGraw – Hill Publication, 2011.
- Blanchard, Effective Training-Systems, strategies and practices, Pearson education, 2nd edition, 2011.
- Rolf Lynton & Udai Pareek, Training for organizational transformation, Sage Publications, New Delhi, 2011.
- S. Mathews, Designing and Managing a Training and Development Strategy, Pearson, 2005.

Course Objectives:

This course will help students to understand the significance of Performance Management System and give an indepth understanding into the fundamentals of Competency Management and Development of Competency maps It will also develop an understanding of various Competency based HRM Processes to manage the performance of employees.

Course Content:

Introduction: Concept and definition of Role and Competency, Characteristics of competency, Core Competency, Competency versus competence, Performance versus Competency, Skills versus Competency, Behavior indicators, Types of competencies - Generic/Specific, Threshold/Performance, and differentiating and technical, managerial and human. Competency framework - Development of Competency Framework, Lancaster Model of Managerial Competencies, understanding job positions, Data collection instruments for job descriptions, Validation of the competency model after Data Gathering, Stages in design and implementation of competency model, **Competency Dictionary, BEI for Competency Mapping. Steps in development of competencies map** - Studying Job, Processes, and Environment, Studying attributes of Star Performers, Strategy Structure Congruence, Ensure non repetitive tasks in two different roles, Identifying Knowledge, Skills and Traits for each Job for creating Competitive Advantage, Creating Competency Map using Competency Matrix; Relevance of Competency Mapping in different Sectors, Role of Artificial Intelligence in screening of Talent, Competencies needed to work in Gig economy, Flexible and Virtual workforce, Role of Leadership in Competency Assessment for effective Talent Management.

Text/ Reference Books:

- Herman Aguinis: Performance Management, Pearson Education
- Rao T V (2008), Performance Management and Appraisal Systems-HR Tools for Global Competitiveness, Response Books
- Cardy Robert L. (2008), Performance Management Concepts, Skills and Exercises, Prentice Hall India Sahu R K (2007), Performance Management System, Excel Books
- McClelland , David Competence at Work, Spencer and Spencer, 1993
- Sanghi, Seema. The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations, 2nd e, Sage Publications Pvt. Ltd 2007
- Competency Mapping: A pre- requisite for HR Excellence - by Dr. Lovy Sarikal
- Sharma, Radha. 360 degree feedback, competency mapping & assessment centers, R. Tata McGraw Hill – 2003

SEMESTER- IX

IM5140

EMPLOYMENT LAWS

[3 0 0 3]

Course Objectives:

To familiarize the students with the understanding and provisions of employment laws. Case studies and problems involving issues in employment laws are required to be discussed.

Course Content:

The Employees Provident Fund & Miscellaneous Provisions Act, 1952: Definitions; Schemes under the act – Employees' provident fund scheme, Employees' pension scheme, 1995, Employees' deposit linked insurance scheme; Case laws. Payment of Gratuity Act, 1972: Applicability and non- applicability of the Act; Definitions-employee, employer, continuous service; Payment of gratuity; Forfeiture of gratuity; Employer's duty to determine and pay gratuity; Recovery of gratuity; Penalties; Case laws. Employee's Compensation Act, 1923: Definitions: Dependent, employer, partial and total disablement, workmen, injury, accident; employer's liability for compensation; amount of compensation; Contracting; Commissioner; Case laws. Employee's State Insurance Act, 1848: definitions, provisions, penalties. Unfair labor practices Act 1971: Definition, authorities, provisions under Act.

Reference Books:

- Industrial & Labour Laws -S.P.Jain 5. Industrial Law - P.L. Malik
- Indian Law Institute – Cases and Materials on Employment Laws
- Personnel and HRM- P Subbarao

Course Objectives:

To make the students understand the importance and direction of performance in the organizational context. To familiarize students about concepts of performance appraisal and how to use them to face the challenges of attracting, retaining and motivating employees to high performance.

Course Content:

Performance Appraisal & Potential Appraisal: Concept of Performance appraisal, features of Performance appraisal, Process of Performance appraisal, Obstacles in appraisal, Performance appraisal Interview, Error in appraisal by Human Resource Department, Potential appraisal. **Performance Appraisal** – Employer and Employee perspective, performance appraisal versus performance management. Identifying performance dimensions, KPA's and performance planning, Developing an effective appraisal program. Issues in appraisal design. **Traditional and Modern methods of performance appraisal** – Self Appraisal/Traditional methods- Ranking, Essay, Graphic rating scale, Field review, Forced Choice distribution, Critical Incident, Confidential Report; Modern Methods- MBO, Assessment Center, 360-degree performance appraisal, Human resource Accounting, BARS, Balanced Scorecard. **Improving performance:** Identifying sources of ineffective performance. Performance Diagnosis, factors that influence performance, legal issues in Performance Appraisal. Strategies to improve performance, performance appraisal feedback, components of feedback.

Reference Books:

- T.V. RAO, Performance Management and Appraisal Systems: HR Tools for Global Competitiveness, Response Books, New Delhi, 2004. Premchada, Performance Management: It's about Performance – Not just appraising, Macmillan, New Delhi, 2003 (Reprint 2005).
- Srinivas Kandula, R., Strategic Human Resource Development, Prentice Hall of India, New Delhi, 2001.
- T.V. Rao, Gopla Mahapatra, et al, **360 Degree Feedback and Performance Management System**, Vol 2, TV Rao Learning Systems Pvt. Ltd., Excel Books, New Delhi, 2002, (Reprint 2006).
- Robert Bacal,, Performance Management, McGraw-Hill Education, 2007.

Course Objectives:

The basic objective of the course is to introduce to the students the theory and concept of recruitment & selection and the allied concepts.

Course Content:

Job Design – Introduction, Definition, Modern Techniques, Factors affecting Job Design, Contemporary Issues in Job Designing. Concepts of Recruitment- -Meaning, Objectives, Importance and relevance of Recruitment- Types of Recruitment- Technique of Recruitment – Traditional Vs Modern. Selection-Concept & Definition; Screening- Pre and Post Criteria for Selection, Steps & Factors Affecting Selection, Types of Selection Tests, Effective Interviewing Technique. Induction- Formal and Informal Induction, Orientation- Purpose & Procedure, Mentoring, Recent Trends in Recruitment and selection (Live Projects), The Future of Recruitment and Selection

Reference Books:

- Human Resource and Personnel Management – K. Aswathappa
- CB Memoria- Personnel Management
- Dipak Kumar Bhattacharya- Human Resource Management
- Arun Monappa- Managing Human Resource

Course Objectives:

- This course introduces the student to the theory, concepts, and business application of human resources research, data, metrics, systems, analyses, and reporting.
- The student will develop an understanding of the role and importance of HR analytics, and the ability to track, store, retrieve, analyse and interpret HR data to support decision making.
- The student will use applicable benchmarks/metrics to conduct research and statistical analyses related to Human Resource Management.
- Employ appropriate software to record, maintain, retrieve and analyse human resources information (e.g., staffing, skills, performance ratings and compensation information).
- Apply quantitative and qualitative analysis to understand trends and indicators in human resource data; understand and apply various statistical analysis methods.
- Demonstrate how to connect HR results to business results.

Course Content:

Introduction to HR Analytics: Evolution of HR Analytics, HR information systems and data sources, HR Metric and HR Analytics, Evolution of HR Analytics; Intuition versus analytical thinking; HRMS/HRIS and data sources; **Diversity Analysis:** Equality, diversity and inclusion, measuring diversity and inclusion, Testing the impact of diversity, Workforce segmentation and search for critical job roles, **Recruitment and Selection Analytics:** Evaluating Reliability and validity of selection models, Finding out selection bias, Predicting the performance and turnover, **Performance Analysis:** Predicting employee performance, Training requirements, evaluating training and development, Optimizing selection and promotion decisions, **Monitoring impact of Interventions:** Tracking impact interventions, Evaluating stress levels and value-change; Evaluation mediation process, moderation and interaction analysis.

Reference Books:

- Edwards Martin R, Edwards Kirsten (2016),“Predictive HR Analytics: Mastering the HR Metric”, Kogan Page Publishers, ISBN-0749473924
- Fitz-enz Jac (2010), “The new HR analytics: predicting the economic value of your company’s human capital investments”, AMACOM, ISBN-13: 978-0-8144-1643-3
- Fitz-enz Jac, Mattox II John (2014), “Predictive Analytics for Human Resources”, Wiley, ISBN-1118940709
- Ulrich, D. & Brockbank, W. (2010). The HR Value Proposition. Harvard Business School Press.
- Phillips, J., & Phillips, P.P. (2014). Making Human Capital Analytics Work: Measuring the ROI of Human Capital Processes and Outcomes. McGraw-Hill
- Director, S. (2014). Financial Analysis for HR Managers: Tools for Linking HR Strategy to Business Strategy. Pearson FT Press
- Becker, B. E., Huselid, M. A., & Ulrich, D. (2001). The HR scorecard: Linking people, strategy, and performance. Harvard Business Press

SEMESTER- X

IM5240 CONTEMPORARY ISSUES IN HUMAN RESOURCE MANAGEMENT [3 0 0 3]

Course Objectives:

The course is designed to acquaint the learners with the tools & techniques essential as a contemporary contribution of HRM to organizational growth.

Course Content:

E-HRM: e- Employee profile– e- selection and recruitment - Virtual learning and Orientation – e - training and development – e- Performance management and Compensation design – Development and Implementation of HRIS – Designing HR portals – Issues in employee privacy – Employee surveys online. CROSS CULTURAL HRM - Cultural Dynamics - Culture Assessment - Cross Cultural Education and Training Programs – Leadership and Strategic HR Issues in International Assignments - Current challenges in Outsourcing, Building Multicultural Organisations. Career & competency development - Career development Models– Career Motivation and Enrichment –Managing Career plateaus, Competencies and Career Management – Competency Mapping Models – Equity and Competency based Compensation. EMPLOYEE COACHING & COUNSELING Need for Coaching – Role of HR in coaching – Coaching and Performance – Skills for Effective Coaching – Coaching Effectiveness– Need for Counseling – Role of HR in Counseling - Components of Counseling Programs – Counseling Effectiveness – Employee Health and Welfare Programs – Work Stress – Sources - Consequences – Stress Management Techniques.- Eastern and Western Practices - Self Management and Emotional Intelligence

Reference Books:

- Gary Dessler, Human Resource Management, PHI, New Delhi, 2003 Charles R. Greer, Strategic Human Resource Management, Pearson Education, 2003.
- Srinivas R Kaudula, Strategic Human Resource Development –, PHI, Latest Edition.
- Luis R. Gomez-Mejia, David B. Balkin, Robert L. Cardy, Managing Human Resources, PHI, Latest Edition

Course Objectives:

This course is about both the design and execution of human resource management strategies. The course also aims to develop the perspective of strategic human resource management. It also aims to distinguish the strategic approach to human resources from the traditional functional approach

Course Content:

Strategic HRM: Concept and Importance of Strategic HRM in the Modern Business World ; Understanding the success and failure of strategies adopted by organizations in India and other countries through case analysis with particular reference to HRM. Planning and Implementing Strategic HR policies, HR Strategies to increase firm performance, Establishing Strategic pay plans, Pricing Managerial and professional jobs, Compensation trends. Managing Strategic Organizational renewal - Change, Restructuring and SHRM; Competencies of HR Professional in a SHRM Scenario, Emerging issues in SHRM – Multisource feedback & competency development, HR strategy in workforce diversity, HR scorecard, Case studies. Balanced Score Card.

Reference Books:

- Gary Dessler, Human Resource Management, PHI, New Delhi, 2003.
- Charles R. Greer, Strategic Human Resource Management, Pearson Education, 2003.
- Luis R. Gomez-Mejia, David B. Balkin, Robert L. Cardy, Managing Human Resources, PHI, Latest Edition.
- Srinivas R Kaudula, Strategic Human Resource Development –, PHI, Latest Edition

Course Objectives:

The primary objectives of this course are to provide an opportunity to become familiar with the basic theories of “change management.”. This helps in Developing awareness and fundamental knowledge of the need for change, why organizations change or fail to change, and how to plan for, manage and measure change.

Course Content:

Organizational Change: Concept and Significance; Managing Change; Concept of Analyzing the Environment; Perspectives on Change: Contingency; Resource Dependence; Population Ecology; Implications of Change. Types of Change: Continuous or Incremental Change; Discontinuous or Radial Change; Participate Change and Directive Change; Change Levers; Levels of Change: Knowledge Changes; Attitudinal Changes; Individual Behaviour Changes and Organizational Performance Changes. Implementing Change : Steps-Assembling a Change; Management in Establishing a New Direction for the Organization; Setting up of Change Teams; Aligning Structure; Systems and Resources; Removing road Blocks; Absorbing Changes into Organization. HR and Technological change: Introduction special features of new technology; organizational implications of technological change; Emerging profile HR; Employee Empowerment, Emotional Intelligence and employee productivity; Managing work stress. Organizational Development (OD): Concept and Evolution; OD Interventions: Diagnostic Activities; Team Building; Sensitivity Training; Third Party and Inter Group Interventions; Educational and Structural Interventions; Indian Experiences of OD in Public and Private Enterprises.

Reference Books:

- Nilakant, V. and Ramnaryan, S., Managing Organisational Change, Response Books, New Delhi .
- Beckhanrd, Richard and Harris, Reuben T., Organisational Transitions : Managing Complex Change, Addison, - Wesley, Mass
- Kanter, R.M., Stein, B.A and Jick, T.D., The Challenge of Organisational Change, Free Press, New York .
- Hammer, Michael and Champy, James, Reengineering the Corporation : A Manifesto for Business Revolution, Harper Business, New York .
- Hurst , David K., Crisis and Renewal : Meeting the Challenge of Organisational Change, Harvard University Press, Mass
- Pattanayak, Biswajeet and Kumar Pravash, Change for Growth, Wheeler Publications, New Delhi .

Course Objectives:

This course is designed to understand the concept of Human Resource Information Systems. The course aims to familiarize students with the applications of HRIS in Organizations.

Course Content:

Data & Information needs for HR Manager - Sources of Data - Role of IT in HRM - IT for HR Managers - Concept, Structure, & Mechanisms of HRIS - Programming Dimensions & HR Manager - Survey of Software Packages for Human Resource Information System including ERP Software such as SAP, Oracles Financials and Ramco's Marshal [only data input, output & screens] - EHRM - Objectives - Advantages & Disadvantages. Data Management for HRIS - Data Formats - Entry Procedure & Process - Data Storage & Retrieval - Transaction Processing - Office Automation - Information Processing & Control Functions - Design of HRIS - Relevance of Decision Making Concepts for Information System Design - HRM Needs Analysis – Concept & Mechanisms - Standard Software and Customized Software - HRIS : An Investment. HR Management Process & HRIS - Modules on HR Planning, Recruitment, Selection, Placement - Module on Performance Appraisal System - Training & Development Module - Module on Pay & other Related Dimensions - Information System's support for Planning & Control.

Reference Book:

- Michael Armstrong, A Handbook of Human Resource Management Practice, Kogan Page
- Monk & Wagner, CONCEPTS IN ENTERPRISE RESOURCE PLANNING, Thomson
Organizational change and development

FINANCE

SEMESTER- VII

IM4144 SECURITY ANALYSIS & PORTFOLIO MANAGEMENT [3 0 0 3]

Course Objectives:

At the end of this course, students would be able to set financial goals and develop a financial plan by applying discounting techniques and other principles for making financial decisions.

Course Content:

Investment Scenario & Security Markets: concept of investment-investment objectives and constraints-security and non-security forms of investment. Contemporary issues in investment management- Socially responsible investing (SRI), Ethical investing etc. Risk and Return Types and sources of risks. Risk Aversion. Diversification and Hedging, Analysis of Fixed Income Securities - Bond fundamentals; Types of bonds; valuation of bonds; bond yields; bond price- yield relationship; analysis of risks in bonds-duration and convexity, Equity Analysis: Measurement of return and risk of equity shares. Approaches to equity analysis. Fundamental Analysis- Economy, Industry, Company Analysis, Equity Valuation Models (DDM, P/E Ratio model and Free Cash Flow Valuation approach).Forecasting P/E ratio. Technical Analysis – Market indicators and specific stock indicators including Bollinger bands. Efficient market hypothesis, Introduction to portfolio management: The investment process-definition of investments, investment categories. Capital market theory: CAPM, CML-application of the security market line, APT. Portfolio analysis: diversification, portfolio risk and return-Markowitz risk return optimization-single index model-the Sharpe index model-portfolio beta.

Reference Books:

- Fischer, D. E., & Jordan, R. J. (Latest Edition). Security analysis and portfolio management. Prentice Hall
- Ranganatham, M., Madhumati R. (Latest Edition), Investment Analysis & Portfolio Management, TMH Publishing House, New Delhi.
- Punithavathy, P. (Latest Edition). Security analysis and portfolio management. Vikas publication.
- Pandian, P. Security Analysis & Portfolio Management, 2007. Portfolio Markowitz Model, page,(329-349).

Course Objectives:

This course deals with the analysis of three important and related macroeconomics issues in open economies: exchange rates, capital flows and financial crises. The objectives of the course are two-fold: to introduce and critically evaluate the main relevant economic theories, models and empirical works in these three key areas of International Finance; and to apply these analytical tools to build an understanding of relevant economic developments and policy issues in the global markets.

Course Content:

International Finance: An Overview, Definition, features, scope, importance of international finance, issues involved in international business and finance, methods of payment in international business; International monetary system (meaning & evolution). International Financial Institutions: An Overview, IMF, World Bank (structural framework, objectives, functions and criticisms). Balance of Payments: Theory and Policy, Foreign Exchange Market, Forex derivatives, Exchange Rate Forecasting and Determination, Forex risk, measurement and management, Offshore Financing (International equity, debt and Euro-currency markets), International Trade Financing (International framework and Policies in this regard), Current and capital account convertibility & its implications. Components of balance of payments- disequilibrium in the balance of payments, methods of correcting disequilibrium. International Financial markets: Meaning, Role of Financial markets in International finance, components of international financial markets, instruments of international financial markets, sources of finance in international markets. Foreign Direct & Portfolio Investments : Recent development in foreign capital flows; Foreign Institutional Investors, regulations governing FII in India; FDI- Growth of FDI, advantages and disadvantages of FDI to host and home country, differences between FDI & FII; Foreign portfolio management- Meaning, objectives, benefits and risks, ADR & GDR.

Reference Books:

- Desai, M. A., International Finance: A Case Book, Wiley, 2017
- Levi, M., International Finance, Routledge, 2011
- Brigham, E.F., and Houston, J.F., Fundamentals of International Finance, South Western College Publishers, 2013
- Rajwade, A.V., Foreign Exchange, International Finance and Risk Management, Academy of Business Studies, 2016
- Grabbe, O., International Financial Markets, Prentice Hall Englewood Cliffs New Jersey Latest Edition.
- Apte, P.G., International Financial Management, Tata McGraw Hill, 2017
- Seth, A.K. and Panwar, S., International Finance: Theory and Practice, Galgotia Publishing Company, Daryaganj, Delhi, 2015
- Shapiro, A.C., Multinational Financial Management, 10th ed., November 2013.
- Jain, P.K., Yadav, S.S., and Peyrard, J., International Financial Management, Macmillan India Ltd., 2017

Course Objectives:

The course is aimed at evolving clear understanding of role of Microfinance and rural credit in addressing the problem of poverty and income generating activities to the poor people. The students will be equipped with Microfinance concepts, functions, products, and strategies that will help in pertinent policy making in their respective departments/organizations.

Course Content:

Overview of Microfinance: Indian Rural financial system, introduction to Microfinance, Microfinance concepts, products, (savings, credit, insurance, pension, equity, leasing, hire-purchase service, Microfinance in kind, Micro-remittances, Micro-Securitization, franchising etc.), Microfinance models (Generic models viz. SHG, Grameen, and Co-operative, variants SHG NABARD model, SIDBI model, SGSY model, Grameen Bangladesh model, NMDFC model, credit unions etc. unbranded primitive models) Emerging practices of Microfinance in India state wise cases, Emerging Global Microfinance practices. Need of Microfinance. Microfinance, Development, Income generating activities and Micro Enterprise Market (demand) analysis, financial analysis. Role of NGOs Educating and formation of SHGs, Linkages with Banks & Markets, Commercial Microfinance, Evaluating of MFI's. Concept of Rural Credit, Evolution and Growth of Rural Credit System in India. .

Reference Books:

- Beatriz Armendariz and Jonathan Morduch, "The Economics of Microfinance", Prentice-Hall of India Pvt. Ltd. Delhi, Latest Edition.
- Joanna Ledgerwood, "Microfinance Handbook" : an institutional and financial perspective, The World Bank, Washington, D.C.
- Malcolm Harper, "Practical Microfinance" A training Guide for South Asia, Vistaar Publication, New Delhi, Latest Edition.
- C.K. Prahalad, "The Market at the Bottom of the Pyramid," The Fortune at the Bottom of the Pyramid, Wharton School Publishing
- Jorritt De Jong, et al Edited "Microfinance in Access to Government" Cambridge, Latest Edition
- Prest, A.R. and Barr, N.A.: Public Finance in Theory and Practice: London: Weidenfeld and Nicolson, Latest Edition

Course Objectives:

To enable the students to acquaint with the knowledge of GST mechanism by understanding and analyzing the process of supply of goods and services.

Course Content:

Good and Service Tax- Introduction, Supply: Schedule I, Schedule II, Schedule III, Composite supply & Mixed Supply, Charge of GST: Inter State Transfer, Intra State Transfer, Composition scheme, concessional Rate Scheme, Reverse Charge Mechanism, E commerce Operator, Place of Supply, Time of Supply, Value of Supply, Input Tax Credit: eligibility, conditions, Apportionment of Credit and Blocked Credit, Registration: Person liable for registration, Person not liable for registration, Compulsory Registration and Procedure for Registration, Tax Invoice, Debit Note, Credit Note, bill of supply, receipt voucher, payment voucher, refund voucher; Return under GST.

Reference Books:

- Anandaday Mishra, GST Law & Procedure, Taxman Publication
- Goods and Service Tax Acts.
- Relevant Goods and Services Tax Rules.
- Publication on GST by the Institute of Chartered Accountants of India (www.icai.org)
- Publication on GST by the Central Board of Excise and Customs (www.cbec.org).
- Compendium of Statements and Standards of Accounting, ICAI, New Delhi
- Dr. Vinod Singhanian, Taxman Publication, New Delhi
- Girish Ahuja & Ravi Gupta, Bharat Law House, New Delhi

Course Objectives:

To enable the students to acquire the advanced level of corporate accounting. To help them to understand the accounting of various types of companies like, Electricity Company, Banking Company, and Insurance Company.

Course Content:

Introduction to IFRS and Ind AS ,Accounting for non-profit organizations and professionals: Income and Expenditure Account, Receipt and payment Account, Amalgamation and reconstruction of companies, valuation of shares and Goodwill , Forms of amalgamation and its motive, Types of Amalgamation, Methods Of amalgamation, Internal reconstruction and its accounting treatment, Difference between internal and external reconstruction, accounting of banking companies, accounting of insurance companies and accounting of electricity companies, Alteration of share capital, accounting of holding companies.

Reference Books:

- P. C. Tulsian and B. Tulsian, Corporate Accounting, S Chand.
- A Mukherjee and M Hanif, Corporate Accounting, McGraw Hill Education.
- A Sehgal, Fundamentals of Corporate Accounting, Taxman Publication.
- Compendium of Statements and Standards of Accounting, ICAI, New Delhi

Course Objectives:

To predict the price movement in the stock market and to provide commitments to prices for future dates to give protection against adverse movements in future prices. 2) To understand the basics of the various instruments operating in the stock market along with their trading mechanism and regulations

Course Content:

Introduction: Types, Participants and functions, Development of exchange traded derivatives, Global derivatives markets, Exchange traded vs. OTC derivatives markets, Derivatives trading in India Understanding Forwards and Futures Markets: Introduction, Key features of futures contracts, Futures vs. Forwards, Trading, Clearing and Settlement Systems, Determination of futures and forward prices, Hedging Strategies using Futures, Interest rate, Commodity and Currency Futures Introduction to Options: Options terminology, Types of Options, Options pay off, Properties of Stock Options, Trading Strategies involving options Pricing of Options: Greeks and Factors affecting options pricing, Option pricing models including Binomial Option Pricing Model and Black Scholes Option Pricing Model, Pricing of index options Swaps and Forward Rate Agreements: Interest Rate Swaps, Cross Currency Swaps, FRA, Pricing of Swaps, Flavoured Swaps, Equity and Commodity Swaps Advanced Derivatives: Overview, Exotic Options, Swaptions, Credit Derivatives including Credit Linked Notes; Credit Default Swaps; Total Return Swaps, HJM and LMM model of Interest Rate Derivatives, Real Options

Reference Books:

- Hull, John C., Options, Futures and Other Derivatives, Prentice Hall, 2016
- Dubofsky, D.A. and Miller, T.W., Jr., Derivatives: Valuation and Risk Management, Oxford, 2016
- Broyles, J., Financial Management and Real Options, Wiley, 2015
- Bhalla, V.K., Financial Derivatives: Risk Management, New Delhi: S. Chand, 2017
- Bittman, J.B., Trading and Hedging with Agricultural Futures and Options, New York: McGraw Hill, 2008
- Briys, E., Bellalah, M., Mai, H.M., & Varenne, F.D., Options, Futures and Exotic Derivatives, New Delhi: John Wiley, 2016
- Chance, D.M., An Introduction to Derivatives, Dryden Press, Latest Edition.
- Marshall, J. and Bansal, V., Financial Engineering, Prentice Hall Inc., 2015
- Johnson, R.S., & Giaccotto, C. Options and Futures - Concepts, Strategies and Applications, New York: West Publishing Company, Latest Edition.
- Chew, L., Managing Derivative Risk, John Wiley, Latest Edition.
- Report of Prof. L.C. Gupta, Committee on Derivatives Trading.
- Kolb, R.W., and Overdahl, J.A., Financial Derivatives, New York Institute of Finance,

Latest Edition.

- Kolb, R.W., Options Primer, Published by John Wiley and Sons, Latest Edition.
- Das, S., Swap & Derivative Financing, Probus, Latest Edition, 2016
- Shapiro, A.C., Multinational Financial Management, New Delhi: John Wiley, Latest Edition.
- Teall, J.L., & Hasan, I., Quantitative Methods for Finance and Investments, London: Blackwell Publishing Ltd., Latest Edition
- Vij M., Multinational Financial Management, New Delhi: Excel Books, Latest Edition.

Course Objectives:

This study helps the students to create a summary of a company's expenses and earnings in the form of a spreadsheet that can be used to calculate the impact of a future event or decision.

Course Content:

Regression Analysis and Econometric Model Building The basic regression model, simple and multiple regression, relaxing the assumptions of OLS estimation, models of qualitative choice, econometric model building, panel data regression, non- linear and maximum likelihood estimation. Time-Series Econometrics Stochastic processes, Tests of stationarity, Co-integration; Error Correction Models and Causality Tests, Moving average and exponential smoothing methods, ARIMA and VAR models, ARCH and GARCH models, Estimating time varying correlations, Panel Data Estimation: Fixed ad Random Effects Methods, Dynamic Panel Estimation Models, Application of Financial Econometrics Models- An overview. Equity Research Analysis Elements of equity research report, macro-economic analysis, industry analysis, business analysis, financial analysis and projection, valuation framework - free cash flow valuation approach, economic profit method, adjusted present value and capital cash flow model, relative valuation approach, assessing risk factors, preparing an equity research report.

Reference Books:

- Wang, P., *Financial Econometrics (Methods and Models)*, Routledge, 2014
- Ruey S. Tsay , *Analysis of Financial Time Series*, Wiley, 3rd Edition, 2010
- Campbell, J.Y., Lo, A. and Mackinlay A.C., *The Econometrics of Financial Markets*, Princeton, 2015
- Koller, T., Goedhart, M. and Wessels. D, *Valuation: Measuring and Managing the Value of Companies*, Mckinsey& Company, 5th Edition, 2010
- Damadaran, A., *Investment Valuation*, John Wiley & Sons, 2017
- Damodaran, A. *Dark Side of Valuation*, Prentice Hall, 2016

Course Objectives:

This course will provide the framework to price and value both securitised and non-securitised entities (whether that be specific assets or whole companies). This involves the utilisation of both accounting and financial analysis of the entity to determine value. The course will approach the subject from an applied viewpoint to enable participants to practise valuation methods. The course will also incorporate basic capital raising issues, from both the fixed income and equity perspectives.

Course Content:

Foundations of value and fundamental principles of value creation, Expectations and return on invested capital, Overview of Financial Statement Analysis, Growth, and core valuation frameworks, performance evaluation, forecasting performance, estimating continuing value and the cost of capital, Enterprise value, interpreting results. Introduction to Valuation, DCF, Relative Valuation, Bond Valuation, Estimating Discount Rates, Measuring Cash Flows, Forecasting Cash Flows, Equity Valuation Models, Firm Valuation Models, Relative Valuation: First Principles Relative Valuation: Equity Multiples, Relative Valuation: Value Multiples, Introduction to Fixed Income Securities, Spot/Forward Interest Rates, Bond Valuation Using No Arbitrage Pricing, Term Structure Theories.

Reference Books:

- Foster, George Financial Statement Analysis, Pearson Education Pvt Ltd
- John F Marshall and Vipul K. Bansal: Financial Engineering: PHI New Delhi
- Damodaran on Valuation, 2nd edition, 2006, John Wiley & Sons

Course Objectives:

This course provides an overview of valuation and management of various fixed income securities such as bonds, interest rate derivatives, interest rate swaps and credit default swaps. This course introduces the basic feature of various fixed income securities and markets. It presents the various methods used for valuation of bonds, theories related to interest rate determination, measure the alternative risk associated with fixed income securities.

Course Content:

Analysis of Fixed Income Securities: Bond Valuation & Interest rate Models; Yield Curve and Term Structure Analysis, Determinants of bond yields; Fixed income derivatives: T-bill, t-note, t-bond derivatives, Euro-bond and municipal bond derivatives, Pricing fixed income derivatives: cost of Carry model – under perfect & imperfect market conditions.

Bond Risk analysis, management & bond portfolio strategies: Measuring & managing Interest rate risk, currency risk & credit risk; Micro hedging & Macro Hedging; Concept of yield curve risk – passive & active portfolio strategies Fixed Income Structured Products: Introduction to structured finance products; Concept of Securitization; Fixed income structured finance products; Mortgage backed and asset backed securities; collateralized bond obligations (CBO); Application of structured products in various financial areas Treasury and Asset Liability Management: Introduction to ALM and techniques, management of interest rate risk, interest sensitive gap and bank's duration gap, managing currency exposures, earnings sensitivity analysis and market value of equity sensitivity analysis, managing operational risk, liquidity risk, regulatory risk and reputation, bank treasury ALM, ALM trading principles, structured finance products including asset-backed commercial paper, mortgage-backed securities, collateralised debt obligations and structured investment vehicles, and their role in ALM, securitisation and balance sheet management Management of Bank Investments Banking Theory: Objectives, credit creation, investment policies; Overview of a typical bank portfolio, investment options for banks in India, objectives of investment portfolio management in banks, composition of investment portfolio, establishing investment policy guidelines, regulatory capital, treasury operations and group transfer pricing, compliance with Basel norms, Corporate Restructuring in Banks, Treasury operations, Repo instruments, Financial innovation and information technology, cyber threats

Reference Books:

- Hull, John C., *Options, Futures and Other Derivatives*, Prentice Hall, 2011
- Suresh M. Sundaresan. *Fixed Income Markets and Their Derivatives*, International Thomson Publishing, 2014
- Frank A Fabozzi. *The handbook of Mortgage backed Securities*. Probus Publishers, Latest

Course Objectives:

1. To understand the fundamentals of Strategic Cost Management.
2. To study the application of various techniques of Strategic Cost Management in the modern business environment.

Course Content:

Introduction to Strategic Management, Environmental Scanning – PESTEL (ETOP) Analysis; Strategy: Meaning, Types and Techniques of Strategy Formulation, Strategic Management: Meaning, Characteristics and Process, Limitation traditional cost management; SCM: Meaning, Definition and Features; Techniques of Strategic Costing: Introduction, Meaning and Definition Activity Based Costing, Objectives of ABC, Cost Pools and Cost Drivers, Steps in ABC, Illustrations and Case Studies, ABC Vs. ABCM; Meaning and Definition of Target Costing, Steps in Target Costing , Integration of Target Costing and ABC, Illustrations and Case Studies; Life Cycle Costing: Meaning, Features, Stages included in PLCC, Costs covered in PLCC Illustrations and Case Studies; Balanced Scorecard: Meaning, Four perspectives of a Balanced Scorecard, Key Performance Indicators (KPI), Advantages and Disadvantages of BSC, Case Studies; Kaizen Costing: Meaning and Definition, Principles, Operating Procedure, Reasons for Failure, Case Studies; Cost Benchmarking: Historical Background, Meaning and Definition, Types of Benchmarking, Process of Benchmarking, Benchmarking and Other Cost Management Techniques, Case Studies; Customer Profitability analysis.

Reference Books:

- Management and Cost Accounting by Colin Drury.
- Advanced Management Accounting by Robert S. Kaplan, Anthony A. Atkinson.
- Strategic Management by Azhar Kazmi.
- Competitive Advantage by Michael Porter.

Course Objectives:

The objective is to develop required skills in students to become an informed investor by providing essential concepts for managing money globally.

Course Content:

Introduction & Review of Elementary Financial Tools- investment management process, basic finance concepts. Global Financial system & financial assets: Structure of financial system, fixed income securities - Global bonds, financial markets and instruments, Global Equity Markets-Functions and features of equity markets, Equity market participants, Trading and settlement procedures, Order types, Market for depositary receipts equity securities and its valuation, Derivatives- Forward , future and options, Currency and interest rate derivatives, Swaps, FRA's, Organization of financial markets and securities trading - different trading venues and the mechanics of securities trading, terminology ,trading venues, trading mechanisms, different types of orders, transactions .

Reference Books:

- Sukumar Nandi- Economics of the International Financial System, Routledge
- Meir Kohn: Financial Institutions and Markets, Tata McGraw Hil
- Stephen Valdez & Philip Molyneux- Macmillan International Higher Education,
- Vasantha Desai: The Indian Financial System, HPH
- John C. Hull, "Fundamentals of Futures and Options Markets," Eighth Edition, Prentice Hall
- Janaki Sundaraman - Derivatives and Risk management, Ist Edition, Pearson

Course Objectives:

This course is designed to provide an overview of an exciting new and fast-growing area in finance, which takes as its premise that investment decision-making and investor behavior are not necessarily driven by 'rational' considerations but by aspects of personal and market psychology.

Course Content:

Introduction: Behavioral Finance & Non-Behavioral Finance, the foundations of Behavioral Finance and Important Contributors, Behavioral Corporate Finance and Managerial Decision Making, Behavioral Investing and Neuro finance, Anomalies in Financial Markets, Behavioral Explanations for Anomalies, Unrealistic assumptions about people, Heuristic and Biased Behavior, Behavioural Biases, Prospect Theory. Frame dependency: Understanding of Frame Dependence, Frame and Accessibility, Framing outcomes, Framing and weighting of events, Framing consequences: decision-making under risk, Narrow framing, Framing and Mental Accounting, Framing and Insurance Decisions Inefficient Markets: Efficient Markets Hypothesis (EMH), Evidence against EMH, Theoretical foundations of efficient markets, Limits to Arbitrage, Hampering of arbitrage exploitation, Behavioural Finance model of an asset market: DeLong, Shleifer, Summers, Waldmann Model (DSSW Model), Current Behavioural Finance, Research on Financial Markets. Behavioral finance and investors' Behaviour: Individual Investor's Behaviour in the Financial Market, Implication of Heuristics and Biases on Financial Decision-Making, Implications of Overconfidence on Financial Decision-Making, Individual Investors and the Force of Emotion, Social Forces: Selfishness or Altruism.

Reference Books:

- Ackert, Lucy, Richard Deaves, Behavioral Finance: Psychology, Decision- Making, and Markets, Cengage Learning, 2010
- Forbes, William, Behavioural Finance, Wiley, 2009
- Kahneman, D. and Tversky, A.. Choices, values and frames. New York: Cambridge Univ. Press, 2000
- Shefrin, H. Beyond Greed and Fear: Understanding Behavioral Finance and Psychology of investing. New York: Oxford University Press, 2002
- Shleifer, A. Inefficient markets: An introduction to Behavioral Finance. Oxford: Oxford Univ. Press, 2000
- Thaler, R., Advances in Behavioral Finance. Vol. II. New York: Princeton University Press, 2005

Course Objectives:

The objective of the course is to enable the students to acquire multidimensional skills as to equip them to comprehend the process of strategy formulation and thereby helping them to take financial and investment decisions.

Course Content:

Introduction to Financial Strategy and Planning: Meaning of Strategy and Planning, Definition of Strategic Financial Management, Financial Forecasting, and their techniques. Financial Planning Process, Decision making and Problem-solving Process. Risk evaluation in Capital Budgeting Decision making in risk and uncertainty, Profitability Analysis, Value of Financial Information, Sensitivity Analysis, Risk Adjusted Discount rate, certainty Equivalent Valuation of Business Value of Share and Company, Asset based Valuation, Valuation relative to Industry Averages, DCF valuation Models, Valuation based on Company fundamentals Sources of International Long term Finance Risks associated with International Projects Financing, Issue of ADR's/ GDR's, FCCBs and FCEBs, ECBs and FDIs, Foreign Capital Markets and Instruments. International Trade Finance Forms of Export Finance, Documentary Credit, Export Credit and Insurance, Bilateral Credit, Special Economic Zones, Disinvestment, and their strategies. Latest Development, Trends & Practices in strategic financial management - Corporate Governance, Fintech strategies, Management Buyouts

Reference Books:

- Khan, M.Y. & Jain, P.K., Basic Financial Management, Tata McGraw Hill, ND, 2009
- Khan, M.Y., India Financial Services, Tata McGraw Hill, ND, 2008
- Ravi M, Kishore, Strategic Financial Management Taxman's 2011 Edition.
- Damodaran, A. 2004, Corporate Finance: Theory and Practice, 2nd Ed., Wiley & Sons.
- Van Horne, J.C. 2006, Financial Management and Policy, 12th Ed., Prentice Hall of India.
- Brearly, R. A. and Myers, S. C. 2006, Principles of Corporate Finance, 8th Ed., Tata McGraw Hill.

Course Objectives:

At the end of this course, students would be able to set financial goals and develop a financial plan by applying discounting techniques and other principles for making financial decisions.

Course Content:

Financial Planning: Need for Personal Financial Planning, Misconceptions, Planning for a Lifetime, Financial Planning Process, Macro Economic Factors that have Influence on Personal Financial Planning, Personal Financial Statements: Income and Expenditure Statement, Balance Sheet, Budget. Principles of Good Financial Planning, Investor Profiling: Investor's Life Cycle, Financial Goals of Investors: Short Term, Medium Term & Long Term, Risk Appetite, Risk Profiling, Aggressive, Moderate & Conservative, Investment Planning: The concept of Time Value of Money and its application in financial planning. Banking Products, Equity Shares, Debt Market, Real Estate, Mutual Funds etc, Risk management and Insurance: Personal Financial Planning: Various Insurance Policies and Strategies for General Insurance, Life Insurance, Motor Insurance, Medical Insurance, Personal tax planning: basics of tax assessment for an individual, deductions and reliefs available to an individual, avenues for tax savings for an individual, Retirement Planning: Retirement need analysis techniques, Development of retirement plan, Various retirement schemes such as Employees Provident Fund (EPF), Public Provident Fund (PPF), Superannuation Fund, Gratuity, Other Pension Plan and Post- retirement counselling,

Reference Books:

- Murali, S. & Subbakrishna, K.R. (2018), Personal Financial Planning (Wealth Management), Himalaya Publishing House.
- Mitra, S. (2015), Financial Planning: Theory & Practice, Sage Publications.
- Madura, J., & Gill, H. S. (2015). Personal finance. Pearson
- Canada.Kapoor, J. R., Dlabay, L. R., & Hughes, R. J. (2009). Personal finance. Boston, MA: McGraw-Hill Irwin.

Course Objectives:

At the end of this course, students would be able to understand the latest developments of FinTech and evaluate and apply FinTech from different perspectives.

Course Content:

Introduction to Financial System, Financial Services and Macroeconomic Variables: Financial System, Financial Services, Payment Mechanism and Money, Introduction to FinTech: Insights into the financial technology revolution and disruption. Understand the innovation and opportunities therein, How FinTech has disrupted the Banking System, Insurance Services, and Insures: Fundamentals of insurance policy creation, underwriting, and claims management, Insures as a disruptor to the industry, Alternative Lending- P2p Lending and Crowd Sourcing. FinTech Startups, Crypto-Currencies and Block chain: Understanding of Block chain technology, its potential and application – overview of crypto currency, Cyber Security: Understand issues of using technology in providing services and the strategies to overcome those issues. Legal Issues related to FinTech.

Reference Books:

- Gupta, P., & Tham, T. M. (2018). Fintech: The New DNA of Financial Services. De-G Press.
- Jutla, S., & Sundararajan, N. (2016). India's FinTech ecosystem. The FinTech Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries, 56-57.
- Chishti, S., & Barberis, J. (2016). The FinTech book: the financial technology handbook for investors, entrepreneurs and visionaries. John Wiley & Sons.'

Course Objectives:

The objective of this paper is to know the different aspects of Investment banking and financial services such as Issue Management, Leasing, Hire Purchase, Factoring and Forfeiting, Insurance, Credit Rating, Securitization and Venture Capital Financing, Mergers and acquisition and the detailed SEBI guidelines on issue management.

Course Content:

Introduction: An Overview of Indian Financial System, Investment Banking in India, Recent Developments and Challenges ahead, Institutional structure and Functions of Investment / Merchant Banking; SEBI guidelines for Merchant Bankers, Registration, obligations and responsibilities of Lead Managers, Regulations regarding Continuance of association of lead manager with an issue
Issue Management: Public Issue: classification of companies, eligibility, issue pricing, promoter's contribution, minimum public offer, prospectus, allotment, preferential allotment, private placement, Book Building process, designing and pricing, Green Shoe Option; Right Issue: promoter's contribution, minimum subscription, advertisements, contents of offer document, Bought out Deals, Post issue work & obligations, Investor protection, Broker, sub broker and underwriters.
Leasing and Hire Purchase :Concepts of leasing, types of leasing – financial & operating lease, direct lease and sales & lease back, advantages and limitations of leasing, Lease rental determination; Finance lease evaluation problems Lessee's angle (NPV (L). PV and IRR methods) and Lessor's perspective, Hire Purchase interest & Installment, difference between Hire Purchase & Leasing, Choice criteria between Leasing and Hire Purchase, mathematics of HP, Factoring, Forfeiting and its arrangement, Housing Finance : Meaning and rise of housing finance in India, floating vs. fixed rate.
Venture Capital: Concept, history and evolution of VC, the venture investment process, various steps in venture financing, incubation financing. Insurance: concept, classification, principles of insurance, IRDA and different regulatory norms, operation of General Insurance, Health Insurance, Life Insurance. Credit Ratings: Introduction, types of credit rating, advantages and disadvantages of credit ratings, Credit rating agencies and their methodology, International credit rating practices. Securitization: Concept and Process, Credit Enhancement parties to a Securitization Transaction, Instruments of Securitization, Types of Securities, Securitization in India.
Mergers and Acquisitions – Introduction of mergers and acquisitions, benefits of mergers, the procedure and theories of mergers, acquisitions and takeovers in India and anti-takeover strategies.

Reference Books

- Machiraju, H. R. (2019) Indian financial system New Delhi, S.Chand Publishing House, 5th ed

MARKETING
SEMESTER-VII

IM4148

PRODUCT AND BRAND MANAGEMENT

[3 0 0 3]

Course Objectives:

The objective of this course is to impart in-depth knowledge to the students regarding the theory and practice of product and brand management.

Course Content:

Introduction to Product: Concept and Classification, Product levels and mix, Product life cycle, New Product development, Introduction to Brand Management: Concept, Significance, Types of brands, Creating a Brand Identity: Introduction, Strategic Planning for Creating a Brand, Designing brand identity - Kapferer's Brand Identity Prism, Understanding & Measuring Brand Equity: Introduction to Brand Equity, Need for Building Brand Equity and Steps, Factors Affecting Brand Equity, Methods to Measure Brand Equity, Managing Brands: Brand Personality (Concept & Elements of Brand Personality), Brand Loyalty (Concept & determinants of Brand Loyalty), Brand Positioning (Concept, Crafting the Brand Positioning Strategies, Principles for Positioning), Branding Strategy: Designing and implementing Branding Strategies- Name, symbol, slogan. Brand Extension- Meaning, Types, Need, Advantages & Disadvantages, Branding Strategies.

Reference Books:

- Tapan K. Panda , Product and Brand Management, Oxford Publication, 2016.
- Kirti Dutta , Brand Management Principles & Practices, Oxford (latest) Moore William L., Pessemier, Product Planning & Management, McGraw Hill International.
- S.A. Chunawalla, Brand Management, Himalaya Publishing House, Latest Edition. · A. K. Chitale and Ravi Gupta, Product Policy and Brand Management Text and Cases, PHI Learning, 2016

Course Objectives:

- To familiarize students with the untapped potential market in Rural India & the growing market driven strategies to explore it.
- To acquaint the students to the rising economy, the changing consumption habits & preferences of rural consumers.

Course Content:

Introduction : Concept, Nature & scope, Importance of rural marketing, evolution of rural marketing, rural vs urban markets, rural marketing environment and its impact on marketing strategies, challenges of rural marketing, Rural Consumer : Characteristics of rural buyer; factors affecting rural buying behavior, buying pattern of rural consumers, rural market segmentation; targeting & positioning, Rural Marketing Mix: Product planning, quality strategy, packaging strategy, branding strategy, promotional strategy, pricing strategy, distribution and logistics in rural markets, Financial Institutions in Rural Market : NABARD, State Co-operative Banks, Commercial Bank, Kisan Credit Card Scheme.

Reference Books:

- Krishnamacharyulu, Rural Marketing: Text and Cases, Pearson Education; Second edition, Latest Edition
- Kashyap Pradeep, The Rural Marketing Book, Pearson Education Publications, 2012.
- Shipra Chawla, A textbook on Rural Marketing, Dominant Publishers and Distributors, Latest Edition
- T P Gopaldaswamy, Rural Marketing Environment, Problems and Strategies, S. Chand (G/L) & Company Ltd, Latest Edition

Course Objectives:

The aim of the course is to acquaint the students with knowledge of different concepts, techniques of advertising to develop an effective advertising program.

Course Content:

Introduction to Advertising Management: Introduction, Importance, Functions, Legal, Ethical and social Aspects of Advertising. Advertising Classification, Theories of Advertising (AIDA model & DAGMAR model), Media Planning: Types of Medias, Medias Characteristics, Preparing a Media Plan, Media Planning & Buying Functions, Building of Advertising Program-Message, Headlines, Copy, Logo, Illustration, Appeal, layout Campaign Planning, Advertising Agency: Introduction, Types of Advertising Agencies, Structure and Functions of Advertising Agency, Measuring Advertising Effectiveness: Introduction, Methods of Measurements (pre-testing & post testing methods).

Reference Books:

- Jaishri Jethwaney & Shruti Jain, *Advertising Management*, Oxford University Press, New Delhi, 2012.
- Rajeev Batra, John H. Myers and David A. Aaker, *Advertising Management*, Pearson Education, 2002.
- George E. Belch, Michael A. Belch and Keyoor Purani, *Advertising and Promotion: An integrated marketing communications perspective*, McGraw Hill Education, 2017.
- K. C. Sethia & S. A. Chunawala, *Foundations of Advertising Theory & Practice*, Himalaya Publishing House, Mumbai, Latest Edition.
- George E. Belch & Michael A. Belch, *Advertising and Promotion*, Tata McGraw Hill Publishing Ltd, Latest Edition

Course Objectives:

This program will offer marketing concepts and tools for segmentation, targeting, positioning, market entry, branding, marketing communication, and managing alliances in a B2B context. Additionally, the program will offer insights into contemporary issues like social network management, handling downturn, and managing change.

Course Content:

Introduction to B2B Marketing: Business marketing and Business market customers, Market structure, Environment and Characteristics of Business Marketing, Strategic role of marketing, Commercial enterprises, Commercial and institutional customers. Organizational Buying and Buyer Behavior: Organizational buyers' decision process - A Stepwise Model and A Process Flow Model, Organizational and business markets - Government as a customer - Commercial enterprises - Commercial and institutional customers. B2B Marketing Strategy: Strategy making and strategy management process, Industrial product strategy- Managing Products for Business Markets-Managing Services for Business Markets-Managing Business Market Channels The Growth-Share Matrix, Multifactor Portfolio Matrix, The Balanced Scorecard. B2B Marketing STP: Market Segmentation, basic framework of segmentation, choosing target segments and positioning-Pricing strategies for Business Markets, B2B Advertising, Competitive bidding, Relationship marketing and CRM.

Reference Books:

- Michael D. Hutt, Dheeraj Sharma, Thomas W. Speh, B2B Marketing: A South Asian Perspective Cengage 2014, 11th ed.
- Sharad Sarin, Business Marketing: Concepts and Cases McGraw Hill 2013, 1st ed.
- James C. Anderson, Das Narayandas, James A. Narus and D.V.R. Seshadri, Business Market Management (B2B): Understanding, Creating, and Delivering Value, Pearson 2010, 3rd ed.
- Robert Vitale, Waldemar Pfoertsch, Joseph Giglierano, Business to Business, Marketing, Pearson 2011

SEMESTER- VIII

IM4248

MARKETING RESEARCH

[3 0 0 3]

Course Objectives:

- To provide an exposure to the students pertaining to the nature and scope of marketing research, which they are expected to possess when they enter the industry as practitioners.
- To give them an understanding of the basic techniques and tools of marketing research.
- To provide a foundation to pursue a professional career in Marketing Research domain.

Course Content:

Marketing Research: Nature and Scope of Marketing Research – Role of Marketing Research in Decision Making. The Research process – Steps in the Research Process- Basic and Applied Research, Sampling Process in Marketing Research– Sampling Design and Procedure – Sampling Methods – Non probabilistic sampling Techniques – Probabilistic sampling Techniques - Sample Size determination - Sampling Errors, Measurement and scaling - Concept of measurement and scaling – Types of Scales – Nominal Ordinal, Interval and Ratio Scales - Attitude scales Thurstone, Likert, Semantic differential scales, Reliability and Validity of a scale, Sources of data, Primary data and Secondary data, Survey method of data collection, Observation method – Types of observation, Interview, Depth interview , Focus group interview, Questionnaire, Method, Steps in design of a questionnaire, Secondary sources of data in Indian Context, Report Writing - Presentation of Data.

Reference Books:

- Donald R. Cooper & Schindler, Marketing Research Concept & Cases, Tata McGraw-Hill Publishing Company Limited, new Delhi, Latest Edition
- S.C. Gupta, Marketing Research, Excel Books India, Latest Edition
- Tull and Hawckins, Marketing Research, 4th Ed. Tata McGraw Hill. Latest Edition
- Cooper & Schindler, Business Research Methods, McGraw-Hill Education, Latest Edition.
- Martin callingam, Market intelligence, Kogan Page Publishers, Latest Edition
- Malhotra, K. Naresh, Marketing Research and applied orientation, Pearson Publication, 2014.

Course Objectives:

This course aims at enabling students to apply service marketing concepts and principles to the unique challenges and opportunities of services to create customer value.

Course Content:

Introduction to Services Marketing: Understanding Services, Differences in Goods versus Services, Characteristics of Services, Emerging Service Environment, Classification of Services (Based on process based and Level of Contact), Service Marketing Mix- 7Ps, SERVUCTION Model, Service Market Segmentation, Targeting & Positioning: Process of market segmentation, Targeting and Positioning service (Competitive advantage through focus strategies) value addition to the service product. Consumer Behavior in Services context: The three-stage model of service consumption and The Consumer Decision Process. Designing and Managing Service Processes: Flowcharting Customer service process, Employees' role in service delivery, Service Triangle, Consumers' role in service delivery, Managing Relationships and building Loyalty: Relationship Marketing, The Wheel of Loyalty, Building foundation for Loyalty, Service Marketing Communications: Challenges of service communications, Marketing communication Planning, Communication Mix, Focus on Consumer: Service Expectations: Types and Factors influencing Expectations and The Zone of Tolerance. Customer Perceptions: Defining and Measuring Service Quality (Servqual) GAPs Model of service quality, Defining and Measuring Customer Satisfaction, Service Encounters and Complaint Handling and Service Recovery.

Reference Books:

- Valarie A. Zeithaml & Mary Jo Bitner et.al.- Services Marketing: Integrating Customer Focus across the Firm, Tata McGraw-Hill Publishing Company Ltd, 6th Edition, 2017.
- Rampal and Gupta, Service Marketing: Concepts, Applications, Cases, Galgotia Publication company, 2012 edition.
- Christopher H. Lovelock, Jochen Wirtz, Jayanta Chatterjee, Services Marketing: People, Technology, Strategy (A South Asian Perspective) 7th Edition; Pearson Education, Latest
- K. Douglas Hoffman and John E.G. Bateson, Services Marketing Concepts, Strategies and Cases, 5th Edition, Cengage, 2016.

Course Objectives:

The course objective to make students familiar with the basic concept, determinants of consumer behaviour, consumer decision making process.

Course Content:

Consumer Behavior: Consumer Behavior: Scope, Consumer Decision Making process, Consumer Behaviour and its Applications in Marketing, Models of Consumer Behaviour: The Howard Sheth model of Buying Behaviour., The Nicosia model., The Engel - Kollat - Blackwell Model., Engel, Blackwell and Miniard (EBM) model, Individual Determinants of Consumer Behavior: Motivation, Personality, Perception, Concept and Elements of Perception, Consumer Learning, Consumer Attitude and Life Style, External Influences on Consumer Behavior: Introduction and Nature of Social Class, Social Class Categories, Types of Reference Groups, Nature and Influences of Reference Groups, Opinion Leadership, Cultural Influences on Consumer Behavior.

Reference Books:

- [Leon G. Schiffman](#) and [Joseph L. Wisenblit](#), Consumer behaviour , Pearson Publication, 2019.
- S. Ramesh Kumar, Consumer Behaviour: The Indian Context (Concepts and Cases), Pearson Education, 2nd Edition, 2017.
- Leon G. Schiffman, Joseph Wisenblit, S. Ramesh Kumar, Consumer Behavior, Pearson Publication, Eleventh Edition, 2016.
- [J. Paul Peter](#) and [Jerry Olson](#), Consumer Behavior & Marketing Strategy, McGraw Hill Education; 7 edition, Latest Edition.

Course Objectives:

This course helps to understand the role and importance of marketing communications in the overall marketing strategy. Further this course will Develop a comprehensive understanding of the different components of marketing communications and help students to analyze target audiences and develop effective communication strategies.

Course Content:

Introduction to Marketing Communications: Definition and scope of marketing communications, Evolution and trends in marketing communications, Role and importance of marketing communications in the marketing mix. **Marketing communication process, and how communication works:** Source, Message and channel factors, Communication response hierarchy- AIDA model, Hierarchy of effect model, Innovation adoption model, information processing model, The standard learning Hierarchy, Attribution Hierarchy, and low involvement hierarchy Consumer involvement- The Elaboration Likelihood (ELM) model, The Foote, Cone and Belding (FCB) Model. **Marketing communications planning (TG, objectives, budgets):** Establishing marcom Objectives and Budgeting for Promotional Programmes-Setting communication objectives, Sales as marcom objective, DAGMAR approach for setting ad objectives. Budgeting for marcom- Factors influencing budget, Theoretical approach to budgeting viz. Marginal analysis and Sales response curve, Method to determine marcom budget. **Developing the Integrated Marketing Communication Programme:** Planning and development of creative marcom. Creative strategies in advertising, sales promotion, publicity, event sponsorships etc. Creative strategy in implementation and evaluation of marcom- Types of appeals and execution styles. Media planning and selection decisions- steps involved and information needed for media planning. Measuring the effectiveness of all Promotional tools and IMC. **Digital media:** Digital Media, Evolution of Technology, Convergence of Digital Media, E- Commerce and Digital Media, Advertising on Digital Media, Social Media, Mobile Adverting, E-PR. **Direct Marketing and Database Management:** Direct marketing channels and tactics, Database management and customer relationship management (CRM), Measuring and evaluating direct marketing effectiveness. **Ethical and Legal Considerations in Marketing Communications:** Ethical issues in marketing communications, Advertising regulations and industry codes of conduct, Privacy, and data protection considerations.

Reference Books:

- Advertising Management, Jaishri Jethwaney & Shruti Jain, Oxford University Press.
- Advertising & Promotions: An IMC perspective, Kruti Shah and Alan D'Souza, Tata McGraw Hill.
- Advertising Management, Aakar, Batra and Myers, Prentice.
- Advertising & Promotions, S H Kazmi and Satish K Batra, Excel.
- Advertising; Principles and Practice, Wells, Moriarty and Burnett, Pearson.
- Advertising & Promotion: An IMC approach, Terence A. Shimp Pub., Cengage Learning.

SEMESTER IX

IM5148

SALES AND DISTRIBUTION MANAGEMENT

[3 0 0 3]

Course Objectives:

- The purpose of this paper is to acquaint the student with the concepts which are helpful in developing a sound distribution policy in organizing and managing marketing channels.
- To make the students understand the meaning and importance of Salesmanship in day-to-day life and the process of undergoing professional Salesmanship in the Business environment.

Course Content:

Channels of Distribution and Strategy: Marketing Channel, Types of Intermediaries, And Contemporary Channel Scenario in India, Objective of Marketing Intermediaries, Function of Marketing Channel, Channel Design: Steps in Channel Design, Selection of Appropriate Channel, Channel Management, Transportation, Warehousing, Salesmanship: Definition, Introduction, Characteristics, Psychology in Selling, Understanding mind of customers, Creativity in selling, Competitive Selling, Fundamentals of successful selling: Personality, Physical Traits, Mental Traits, Social Traits, Character Traits, Study of Buying Motives, Needs, Wants and Desire Level, Understanding motives and utilizing them in the selling process, Different Types of Customers, Gender wise, Attitude wise, Habit wise, Understanding and handling. , Training of Salesman: Purpose, Types, Advantages, Plan, Methods, Implementation, Review, Continuity and Duration.

Reference Books:

- Tapan K. Panda & Sunil Sahadev, Sales and distribution management, Oxford university press, 2011.
- S. L. Gupta, Sales and distribution Management, Excel Publication, Latest Edition.
- Jobber & Lancaster, Selling & Sales Management, Pearson Education, 2018.
- Pingali Venugopal, Sales and Distribution Management: An Indian Perspective, SAGE, 2008.
- Cundiff, Still & Govani , Sales Management – Decisions, strategies and cases , PHI Learning, Latest Edition
- Cundiff, Still & Govani , Sales Management – Decisions, strategies and cases , PHI Learning, Latest Edition

Course Objectives:

- The objective of this course is make the students familiar with the usage of internet as a marketing tool
- To make the students understand the major digital marketing channels - online advertising: Digital display, video, mobile, search engine, and social media.
- To provide learning for developing, evaluating, and executing a comprehensive digital marketing strategy and plan

Course Content:

Marketing in the Digital Era: E- Marketing- Introduction, Internet and Business, Changing Marketing Landscape, Strengths & Applications, E-marketing and CRM, Online Marketing Mix: E-product, E-price, E-place, E-promotion, Types of digital marketing. Digital Eco-System, Digital Paradigm, The Web and The Consumer Decision Making Process, Business Drivers in the Virtual World- social media: the Social Media Model by McKinsey, Social Media Analytics and social media Tools, Viral Marketing and InboundMarketing and Co-creation. Online Branding: Concept, Cyber Branding, Digital Brand Ecosystem, Brand Consumer centricity, Brands and Emotions and Consumer Brand Emotion. E-Commerce: Online Marketplaces, E-procurement, E-commerce Applications, Online tools for Marketing: Introduction, Consumer Engagement, Engagement Marketing, Building Consumer Engagement through Content Management, Online Campaign Management (Facebook, Twitter, Corporate Blogs).

Reference Books:

- Puneet Singh Bhatia, *Fundamentals of Digital Marketing*, Pearson Publication, 2017.
- Vandana Ahuja, *Digital Marketing*, Oxford university press, 2015.
- Patukale, Vinayak, *Digital Marketing*, Tech Some; First Edition, 2015.
- Ryan, Damian. *Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation*. Kogan Page, 3rd Edition, 2014.

Course Objectives:

The course is structured to empower students by the right kind of confidence that the industry demands in the Global Retail business operations. To enlighten the students with the comprehend knowledge on all areas of Retail business operations.

Course Content:

Introduction: —Retailing concept, characteristics, scope, and functions, retailing scenario in India and its prospects. Types of Retail Outlets. The global Retail market: Issues and challenges, Retail in India:Challenges to Retail development in India, Retail Location & Site Selection: Factors affecting location decision, importance of location to a retailer, types of retail location, Location based retail Strategies & Site Selection, Store Design: Interior & Exteriors, Store layout, Types of layouts, Factors affecting store layout & Display. Store Administration: Space management, managing store inventories and display, Merchandise Management: Concept, Importance, devising merchandise plans & implementation of these plans Pricing in Retailing: Factors affecting retail price, retail pricing objectives & developing retail price strategy. Retail Communication Mix: elements of retail promotional mix, Planning retail promotional strategy & significance of retail image, Information system in retailing: Acquiring and using information strategies, technology in retail, information sources and retail information system.

Reference Books:

- Bajaj, C., Tow, R. & Srivatsava, N. V. Retail Management. New Delhi: Oxford University Press.
- Nair, S. Retail Management. New Delhi: Himalaya Publishing House Pvt. Ltd.
- Newman, A. J. and Cullen, P. Retailing: Environment and Operations.
- Chetan Bajaj, Rajnish tuli, Nidi Varma Srivastava, Retail Management, Oxford University Press, 2010.
- Swapna Pradhan, “Retailing Management Text and Cases”, McGrawHill, Latest Edition.
- Michael Levy, Barton A Weitz & Ajay Pandit, “Retail Management”, Tata McGraw Hill, Latest Edition.
- Berman, B. and Evans, J. R. Retail Management. New Delhi: Pearson Education

Course Objectives:

This course will help students to understand how brands deliver value to a range of stakeholders be it in functional, financial or emotional terms.

Course Content:

Brand –Meaning, Definition, Evolution of Brands, Functions of Brand to consumer, Role of Brand- Advantages of Brand, Product Vs Brand, Branding- Meaning, Creation of Brands through goods, services, people, Organisation, Retail stores, places, online, entertainment, ideas, challenges to Brand builders Brand Management-Meaning & Definition. Strategic Brand Management Process-Meaning, Steps in Brand Management Process Strong Indian Brands. **Customer Based Brand Equity:** Customer Based Brand Equity-Meaning, Model of CBBE Brand Equity: Meaning, Sources, Steps in Building Brands, Brand building blocks Resonance, Judgments, Feelings, performance, imagery, salience-Brand Building Implications, David Aaker's Brand Equity Mo del. Brand Identity & Positioning: Meaning of Brand identity, Need for Identity & Positioning, Dimensions of brand identity, Brand identity prism, Brand positioning – Meaning, Point of parity & Point of difference, positioning guidelines Brand Value: Definition, Core Brand values, Brand mantras, Internal branding, **Choosing Brand Elements to Build Brand Equity:** Criteria for choosing brand elements, options & tactics for brand elements-Brand name, Naming guidelines, Naming procedure, Awareness, Brand Associations, Logos & Symbols & their benefits, Characters & Benefits, Slogans & Benefits, Packaging. Leveraging Brand Knowledge: Meaning of Brand Knowledge,Dimensions of Brand Knowledge, Meaning of Leveraging Secondary Brand Knowledge & Conceptualizing the leverage process. **Brand Value chain-** Designing Brand Tracking studies, Establishing brand Equity Management Systems. 58 Methods for measuring Brand Equity- Quantitative Techniques & Quantitative Techniques, Comparative methods- Brand based comparisons, marketing based comparisons Conjoint Analysis, Holistic methods. Managing Brand Equity: Brand Reinforcement, Brand Revitalization, Brand Crisis. **Designing and sustaining branding strategies:** Brand hierarchy, Branding strategy, Brand extension and brand transfer, Managing Brands overtime. Brand Architecture and brand consolidation. Brand Imitations: Meaning of Brand Imitation, Kinds of imitations, Factors affecting Brand Imitation, Imitation Vs Later market entry, First movers advantages, Free rider effects, Benefits for later entrants, Imitation Strategies.

Reference Books:

- Compendium Brand Management – Chunnawalla, 1/e, HPH, 2003.
- Strategic Brand Management- Richard Elliott & Larry Perclu, 1/e, Oxford Press.
- Creating powerful brands – Chernatony, 1/e, Elsevier Publication.

SEMESTER X

IM5248

INTERNATIONAL MARKETING

[3 0 0 3]

Course Objectives:

To familiarize the students with the marketing strategies to be undertaken for success in overseas markets.

Course Content:

Introduction to International Marketing: Introduction, Meaning of International Marketing, Domestic Marketing vs. International Marketing, Multinational Corporations and Global Corporations, Benefits of International Marketing, Barriers, International environment: Cultural Environment: Meaning and Characteristics of Culture, Beliefs and customs, Implication of culture, Culture as barrier. Political and Legal Environment: Political environment, Legal environment, Legal systems and laws, Political risk, Implication of political and legal environment on International marketing, Market Entry Strategies: Market Entry strategies, Foreign Direct Investment, Exporting and Importing, Licensing, Joint Venture, Mergers, Acquisitions, Strategic Alliances, Turnkey operations, Franchising, Global marketing mix – International product decision, what is product development, product positioning, theory of IPLC, Product standardization and product adaptation, branding and packaging, International pricing decision – role of price supply and demand, Price standardization, Pricing decision, Alternative pricing strategies, Dumping, Transfer pricing, International channel decisions – importance and scope of channel decision, direct and indirect selling channels sales and promotion, advertising.

Reference Books:

- Rakesh Mohan Joshi, International Marketing, Oxford University Press, 2014.
- Philip Cateora, Graham Jones and Salwan Prashant, International Marketing, McGraw Hill Education, Latest Edition.
- R. Srinivasan, International Marketing, PHI Learning, 2016.
- J. Keegan Warren and C. Green Mark, Global Marketing, Prentice Hall, 2018.

Course Objectives:

To acquaint the students with the different aspects of managing public relations and events

Course Content:

Introduction to Public Relations: Concept and definitions of public relations, Process of public relations, Need and scope of public relations, Growth and development of PR with special reference to India, Various Forms of Public relations: public relations-advertising-propaganda-publicity, PR setup in public and private sector, PR in globalized world, P.R. Tools: PR agency- structure and functions, Tools of public relations, House journal, Press Conferences, Press Brief. Public Relations officer's (PRO'S) role, responsibilities, press relation, preparation of material for the media, news and news reporting, editorial reviews, articles, public relations department, P.R for Development: Internal and external public relations, Public relations campaigns, Careers in PR, PR for Development, Managing events: types of events, managing process, strategies, brief introduction to event management organizations in India.

Reference Books:

- Sailesh Sengupta, Management of Public Relations, Vikas Publishing House, Latest Edition
- Iqbal Sachdeva, Public Relations: Principles and Practices, Oxford university press, Latest Edition
- Frason P. Seital , The Practice of Public Relations, Prentice Hall, 2013.
- Wagen, Event Management, Pearson education, 1st edition, Latest Edition

Course Objectives:

To make the students understand the importance, challenges, and strategies for effective customer relationship management.

Course Content:

The concept of customer relationship management (CRM): Introduction, growth of CRM in marketing, importance of customer relationships, adoption and implementation of CRM, conceptual foundations of CRM, building customer relationship and economics of CRM., CRM in service industries: Banking, insurance, telecom, hospitality, healthcare, airlines etc., CRM in b2b markets. Tools for CRM- Components of ECRM solutions- introduction, data ware housing, data mining, campaign management, sales force automation, customer service and support, role of interactive technologies, product offerings in the CRM market space, CRM implementation: Implementation road map, developing a relationship orientation, customer centric marketing and processes, building organizational capabilities through internal marketing-issues in implementing a technology solution for CRM., Operational issues in implementing CRM: Process view of CRM, learning from customer defections, customer retention plans, evaluating retention programs.

Reference Books:

- Francis Buttle and Stan Maklan , Customer Relationship Management: Concepts and Technologies, Routledge, Publication, 2015.
- Rai A. K., Customer Relationship Management: Concepts and Cases, Prentice Hall India Learning Private Limited, Latest Edition,
- Jagdish N Sheth, Atul Parvathiyar and G.Shainesh, Customer Relationship Management: Emerging concepts,Tools and applications by Publisher: Tata McGraw Hill, 2017
- G. Shainesh and Jagdish N. Sheth, Customer Relationship Management: A strategic perspective, Laxmi Publications, 2016.

Course Objectives:

- To understand the concept of social marketing and its function in influencing consumer behavior • To comprehend the social marketing environment and relevant consumer behavior models
- Develop and implement the social marketing planning and evaluation procedure in a variety of real-world scenarios.

Course Content:

Introduction to Social marketing - Defining Social marketing, social marketing Vs Commercial marketing: key differences, social marketing environment – 5-forces model, micro and macro environment variables that influence a social marketing program. Social marketing strategy - Segmentation and targeting – psychographics, motives, and benefits segmentation, Sheth's and Frazier's attitude-behavior segmentation – Stage approach to segmentation; Selecting target audiences – cross-cultural targeting, cultural tailoring, individual tailoring; Positioning – behavior focused and competition-focused positioning, Developing a Social marketing plan. Social Marketing Mix – Components of social product, cost considerations, managing distribution channels, creative media and methods, Cialdini's six principles of persuasion, Types of appeals. Consumer behavior models - Models of attitude and behavior change – health belief model, protection motivation theory, social learning theory, theory of reasoned action, theory of trying, cognitive dissonance, theory of interpersonal behavior, Rossiter-Percy motivation model, morality and legitimacy, diffusion theory. Ethics in Social Marketing - ethical principles and codes of behavior.

Reference Books:

- Alan R. Andreasen (2005), Social Marketing in the 21st Century, Sage Publications
- Rob Donovan, Nadine Henley (2010), Principles and Practice of Social Marketing, Cambridge University Press
- Nancy Lee and Philip Kotler (2015), Social Marketing: Changing Behaviors for Good, Sage Publications

BUSINESS ANALYTICS

SEMESTER-VII

IM4161

BIG DATA ANALYTICS

[2 0 2 3]

Course Objectives:

To make better and faster decisions using data that was previously inaccessible or unusable.

Course Content:

Introduction to Big Data Fundamental Terminologies and Concepts, A Brief History of Big Data, Business Drivers that have led to Big Data Innovations, Characteristics of Big Data, Benefits of adopting Big Data, Challenges and Limitations of Big Data. Fundamentals of Big Data Analytics Basic Big Data Analytics, “Big Data” in the Enterprise, Big Data and Traditional Business Intelligence and Data Warehouses, Big Data Visualization, Common Adoption Issues, Planning for Big Data Initiatives, New Roles Introduced by Big Data Projects, Emerging Trends. Big Data Storage and Processing Big Data Storage (Query Workload, Sharding, Replication, CAP, ACID, BASE), Big Data Processing (Parallel Data Processing, Distributed Data Processing, Shared-Everything/Nothing Architecture, SCV). Application Architectures for Big Data and Analytics, Data Modeling Approaches for Big Data and Analytics Solutions, Big Data Analytics Methodology, Extracting Value from Big Data: In-Memory Solutions, Real Time Analytics and Recommendation Systems. The Big Data Analysis Lifecycle (From Dataset Identification to Integration, Analysis and Visualization) Common Analysis and Analytics Techniques, A/B testing, Regression, Correlation, Text Analytics, Sentiment Analysis, Time Series Analysis, Network Analysis, Spatial Analysis, Automated Recommendation, Classification, Clustering, Foundational Big Data Technology Mechanisms, Big Data & Cloud Computing.

Reference Books:

- Foster Provost and Tom Fawcett, Data Science for Business, Shroff Publisher, 2018.
- Seema Acharya & Subhashini Chellappan: Big Data and Analytics, Wiley Publications, New Delhi, 2015.

Course Objective:

To Understand business processes and how they should be designed to support competitive priorities in both manufacturing and service environments.

Course Content:

Introduction Introduction to Process data analytics and Statistical learning – Review of Linear Algebra Concepts – Review of Probability and Statistics – Design of experiments – Industrial case studies on factorial experiments. Linear Model Selection and Regularization Subset Selection: – Best Subset Selection, Stepwise Selection and Choosing the Optimal Model – Shrinkage Methods: – LASSO, Ridge regression, Elastic nets – Dimension reduction Methods: - Principal Components Regression, Partial Least Squares. Applications Process data analysis for system identification (under open and closed loops) – Controller Performance Monitoring – Principal components analysis (PCA) for Process Monitoring and Partial Least Squares (PLS) for soft-sensor design – Data-based causality analysis for identification of process topology.

Reference Books:

- Gareth James, Daniela Witten, Trevor Hastie, Robert Tibshirani, An Introduction to Statistical Learning with Applications in R, Springer Texts in Statistics,2013.
- Ethem Alpaydin, Introduction to Machine Learning, MIT Press,2013
- Runkler, Data Analytics: Models and Algorithms for Intelligent Data Analysis, Springer Vieweg, 2nd Edition,2016.

SEMESTER-VIII

IM4261

OPERATIONS ANALYTICS

[2 0 2 3]

Course Objectives:

This course helps data analysts to describe, predict, and inform business decisions in the specific areas of marketing, human resources, finance, and operations, and you'll develop basic data literacy and an analytic mindset that will help you make strategic decisions based on data.

Course Content:

Overview of Simulation Modeling; Monte-Carlo Simulation of Static Systems; Monte-Carlo Simulation of Dynamic Systems; Dynamic Models and Process Physics; Fundamentals of Discrete Event Simulation; Introduction to Simio and Developing First Simio Models, Modeling Business Systems with Simio, Simulation Output Analysis, Data Collection, Visualization & Analysis (Input Modeling), Conducting Simulation Studies, Animation and more advanced modeling, More on advanced modeling and simulation projects, System dynamics models

Reference Books:

- Simio and Simulation: Modeling, Analysis, Applications (4th Edition) - Kelton, Smith and Sturrock
- Geoffrey Gordon, System Simulation, Prentice Hall publication, 2nd Edition, 1978, ISBN: 81-203-0140-4.
- Averill M Law, W David Kelton, Simulation Modelling & Analysis, McGraw Hill International Editions – Industrial Engineering series, 4th Edition, ISBN: 0-07-100803-9.
- Narsingh Deo, Systems Simulation with Digital Computer, PHI Publication (EEE), 3rd Edition, 2004, ISBN : 0-87692-028-8

Course Objectives:

To provide a strong foundation in financial analytics in order to handle complex financial data, build advanced analytical models and deliver effective visualization product and comprehensive reports.

Course Content:

Introduction to Financial Analytics: Definition, relevance and scope financial Analytics, recent trends in financial analytics. Financial Time Series and Their Characteristics: Asset Returns, Distributional Properties of Returns, Review of Statistical Distributions and properties of financial time series. Asset Portfolio Models: Basics of portfolio construction, Markowitz Theorem, Capital Asset Pricing Model, Diversification and Portfolio Optimization. Modeling Volatility and Risk: Characteristics of volatility. Modeling volatility using ARCH/GARCH models. Measuring and modeling risk. Application of Value at Risk (VaR). High-Frequency Data Analysis: Non synchronous Trading, Bid–Ask Spread of trading Prices, Empirical Characteristics of Trading Data, Models for Price Changes, Duration Models. Modeling Credit Risk: Corporate Liabilities as contingent claims, Endogenous default boundaries and optional Capital Structure, Intensity Modeling, Rating based term-structure models, Credit risk and interest-rate Swaps, Modeling dependent defaults. Derivative Pricing: Issues regarding derivative markets. Brownian motion, Black - Scholes model. Modeling derivative prices.

Reference Books:

- Argimiro Arratia (2014), “Computational Finance An Introductory Course with R”, Atlantis Press, ISBN 978-94-6239-069-0
- Bernhard Pfaff (2013), “Financial risk modelling and portfolio optimization with R”, Wiley, ISBN 978-0-470-97870-2
- Cairns, A.J. G (2004), “Interest Rate Models: An Introduction”, Princeton University Press, ISBN: 9780691118949
- Christian Gourieroux & Joann Jasiak (2002), “Financial Econometrics: Problems, Models, and Methods”, Princeton University Press , ISBN: 9780691088723
- David Ruppert (2011), “Statistics and Data Analysis for Financial Engineering”, Springer, ISBN 978-1-4419-7786-1
- Duffie, D. and Singleton, K.J (2003), “Credit Risk: Pricing, Measurement, and Management”, Princeton University Press, ISBN: 9780691090467

SEMESTER IX

IM5161

SUPPLY CHAIN ANALYTICS

[2 0 2 3]

Course Objectives:

To provide a strong foundation in supply chain analytics to handle complex data bases, build advanced analytical models and deliver effective visualization product and comprehensive reports.

Course Content:

Basics of Supply Chain Management Supply Chain Management – An Overview Supply Chain Analysis Types of Supply Chains Advanced Planning, Concepts of Advanced Planning Systems, Structure of Advanced Planning Systems, Strategic Network Planning, Demand Planning, Master Planning, Demand Fulfilment and ATP Production Planning and Scheduling Purchasing and Material Requirements Planning, Distribution and Transport Planning Coordination and Integration Collaborative Planning, Implementing Advanced Planning Systems, The Definition of a Supply Chain Project, The Implementation Process

Reference Books:

- Stadler Hartmut and Kilger Christoph (2005),“Supply Chain Management and Advanced Planning: Concepts, Models, Software and Case Studies”, Third Edition, Springer, ISBN-3- 540-22065-8
- Supply Chain Management: Strategy, Planning, and Operation, 6th Edition, Chopra and Meindl, Prentice Hall, 2015.
- Supply Chain and Logistics Management Made Easy: Methods and Applications for Planning, Operations, Integration, Control and Improvement, and Network Design, by Paul A. Myerson (Author), Pearson FT Press; 1 Edition (May 10, 2015).

Course Objectives:

To Understand the fundamentals of people analytics and its relevance in strategic decision-making.

Course Content:

Introduction to People Analytics: Definition, scope, and benefits of people analytics, Ethical considerations in people analytics; **Data Collection and Management:** HR metrics and key performance indicators (KPIs), Data sources and data quality, Data privacy and security; **Descriptive Analytics:** Data visualization techniques for HR data, Exploratory data analysis, Identifying trends and patterns in employee data; **Predictive Analytics:** Regression analysis and forecasting, Predictive modeling for employee performance and attrition, Talent acquisition and workforce planning; **Prescriptive Analytics:** Optimization models for workforce allocation, Recommender systems for personalized employee development, Decision-making under uncertainty; **Employee Engagement and Retention Analytics:** Measuring and improving employee engagement, Predicting and reducing turnover.

Reference Books:

- "People Analytics: HR Transformation Through Data" by Ben Waber
- "Data-Driven HR: How to Use Analytics and Metrics to Drive Performance" by Bernard Marr
- "The Power of People: Learn How Successful Organizations Use Workforce Analytics To Improve Business Performance" by Nigel Guenole, Jonathan Ferrar, and Sheri Feinzig
- "Predictive HR Analytics: Mastering the HR Metric" by Martin Edwards and Kirsten Edwards

SEMESTER X

IM5261

MARKETING AND RETAIL ANALYTICS

[2 0 2 3]

Course Objectives:

To provide a strong foundation in marketing and retail analytics to handle diversified marketing data, build advanced analytical models and deliver effective visualization product and comprehensive reports.

Course Content:

Introduction, basic marketing models, Analytical framework for marketing models, Product Analytics, Price and Promotion, Price recommendation (own and cross price elasticity). Modelling segmentation and Pricing, Marketing-Mix Analytics Measuring ROI, MROI, advertisement elasticity, search engine marketing and mobile marketing, Analyzing customer lifetime value. Predicting customer retention and profit, Choice modelling, Retail Marketplace Overview & Intro; Merchandising Planning & Assortment: Market Basket Analysis, Digital Analytics Planning, Resource Allocation Planning, and modelling, resource allocation in the organization. Overview of retailing, Retailers' entry decision, Promotion strategy, Different type of retail channels, Omni & Supply Chain: Operations Analytics, Customer Analytics Survival Analysis. What is Machine Learning & AI? Understanding modern retailing marketplace & technological aspects. Specialty and the Future of Retail

Reference Books:

- Brea Cesar, "Marketing and Sales Analytics: Proven Techniques and Powerful Applications from Industry Leaders", FT Press, ISBN-0133761711
- Chapman Christopher N, Feit Elea McDonnell, "R for Marketing Research and Analytics", Springer, ISBN-3319144367
- Emmett Cox, "Retail Analytics: The Secret Weapon" Wiley, ISBN- 978-1-118-09984-1
- Fok Dennis "Advanced Econometric Marketing Models"ERIM, ISBN 90-5892-049-6
- Grigsby Mike (2015), "Marketing Analytics: A Practical Guide to Real Marketing Science", Kogan Page Publishers, ISBN- 0749474181
- Lilien Gary L, Kotler Philip, Moorthy K. Sridhar, "Marketing Models", Prentice-Hall, ISBN0135446449
- Mireles Carlos Hern'andez, "Marketing Modelling for New Products", ERIM, ISBN 978-90- 5892-237-3
- Rackley Jerry, "Marketing Analytics Roadmap: Methods, Metrics, and Tools", Press, ISBN-1484202597

Course Objectives:

To understand the role of web analytics within the digital marketing landscape. And, to identify, define and interpret commonly used web metrics and KPIs. To enable the students how to effectively use insights to support website design decisions, campaign optimization, search analytics, etc.

Course Content:

Introduction to the course, the concept of Purchasing funnel in Marketing in Offline and Online world, technical concepts about web medium. Definition and History of Web Analytics, Overview in different mediums of Web analytics. Data collection methods in Web Analytics. Google Analytics, Outcome data analysis and Web survey analysis, Metrics used in Web analysis, Pyramid Model of Web Analytics. Fundamentals of Social Networks, Website Goals, Website Optimization, Email analytics, Facebook analytics, Sentimental analysis on social media data, Attribution modelling, modelling on Twitter data.

Reference Books:

- Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity by Avinash Kaushik
- Social Media Analytics: Techniques and Insights for Extracting Business Value Out of social media, Matthew Ganis, Avinash Kohirkar
- Social Media Metrics: How to Measure and Optimize Your Marketing Investment, Jim Sterne