



Integrated BBA-MBA

Four-Year, Trimester Based, Full-Time, Integrated Program

MISSION

To develop globally competitive and socially sensitive professional managers.

PROGRAM OBJECTIVES

- PO1:** Equipping the students with a range of analytical, strategic, leadership, and business skills to enable them to take up positions of higher responsibility in challenging corporate environments across the world, in a variety of management settings.
- PO2:** Providing the framework within which the student gains the knowledge and skills needed to explore his/her chosen stream in a practical manner, simultaneously learning complete practical applications, along with theoretical concepts.
- PO3:** Emphasizing practical and activity-based learning giving the students the required skill-sets that will prepare them for the highly competitive and dynamic world of business
- PO4:** Developing leadership skills with improved communication skills, high social sensitivity and competent team players to make them ready for the extremely dynamic and disruptive business environment
- PO5:** Encouraging innovative spirit, openness to change and risk taking ability to prepare the student for the present VUCA environment
- PO6:** Building excellent problem solving, critical thinking skills and rigorously training the students to be successful global citizens.
- PO7:** Providing a strong foundation to the students for attaining the knowledge base required to grasp the concepts and practices of management.

PROGRAM LEARNING OUTCOMES (PLO'S):

By the end of the Integrated-IMBA program, the students will be able to:

- PLO1:** Demonstrate critical and analytical thinking skills by evaluating and synthesizing information across all functional areas of business in both local and global contexts through projects and case studies.
- PLO2:** Exhibit an ability to act as a global citizen incorporating financial, social, and environmental context in organizational and business decisions.

- PLO3:** Exhibit a growth mindset through resilience and adaptability when faced with complexity and challenges.
- PLO4:** Integrate technical, digital, and media literacies through applications of current and emerging technologies.
- PLO5:** Communicate professionally, both orally and in writing
- PLO6:** Apply knowledge of all the functional areas of business using integrated problem-solving skills and strategic analysis
- PLO7:** Apply responsible business practices and ethical principles in analyzing business problems and making informed decisions through case studies, research, and coursework.
- PLO8:** Generate creative, innovative, and entrepreneurial solutions to business problems.
- PLO9:** Collaborate effectively as a business leader and team member in various business and cross-cultural contexts using best practices to achieve common goals.
- PLO10:** Demonstrate abilities in teamwork, and application of MBA subject matter evaluated by self-reflection, assessment, and projects.

PROGRAM STRUCTURE

Total Credit Requirements for award of Integrated BBA-MBA	224	
The structure of Credit requirements is shown below:	Credits	Courses
Total Number of Mandatory CORE COURSES	143	38
Ability Enhancement Courses	7	2
Skill Enhancement Courses	14	4
Social Project (SSP) for a period of 6-8 weeks	04	
Summer Internship Project Student shall under go 6-8 weeks Summer Internship Program after Trimester – IX	03	-
Comprehensive Viva	04	
Dissertation	09	
Discipline Based Specialization (10 x Dual): 1. MARKETING (MRM) 2. HUMAN RESOURCE MANAGEMENT (HRM) 3. FINANCE (FIN) 4. INTERNATIONAL BUSINESS (IBM) 5. OPERATIONS (ORM) 6. BUSINESS ANALYTICS (BAN)	40	10

PROGRAM CURRICULUM

Trimester I

S. No.	Course Code	Course Title	Periods			Credits
			L	T	P	
1	IBM 101	Principles of Management	4	0	0	4
2	IBM 102	Financial Accounting-I	3	0	2	4
3	IBM 103	Principles of Microeconomics	4	0	0	4
4	IBM 104	Communication Skills	2	0	2	3
5	IBM 105	IT For Managers & Data Processing	1	0	4	3
		Total Credits	14	0	8	18
		Contact Hours	22			

*Each contact hour is scheduled for 75 minutes.

Trimester II

S. No.	Course Code	Course Title	Periods			Credits
			L	T	P	
1	IBM 201	Business Statistics-I	3	0	2	4
2	IBM 202	Financial Accounting-II	3	0	2	4
3	IBM 203	Principles of Macroeconomics	4	0	0	4
4	IBM 204	Marketing Management – I	4	0	0	4
5	IBM 205	Business Communication	2	0	2	3
		Total Credits	16	0	6	19
		Contact Hours	22			

Trimester III

S. No.	Course Code	Course Title	Periods			Credits
			L	T	P	
1	IBM 301	Business Statistics-II	3	0	2	4
2	IBM 302	Management Accounting	3	0	2	4
3	IBM 303	Indian Economy	4	0	0	4
4	IBM 304	Marketing Management-II	4	0	0	4
5	IBM 305	Human resource Management	4	0	0	4
		Total Credits	18	0	4	20
		Contact Hours	22			

Trimester IV

S. No.	Course Code	Course Title	Periods			Credits
			L	T	P	
1	IBM 401	Business Mathematics	3	0	2	4
2	IBM 402	Financial Management-I	3	0	2	4
3	IBM 403	Mobile Commerce & Security	4	0	0	4
4	IBM 404	Organizational Behaviour	4	0	0	4
5	IBM 405	Environmental Economics	4	0	0	4
		Total Credits	18	0	4	20
		Contact Hours	22			

Trimester V

S. No.	Course Code	Course Title	Periods			Credits
			L	T	P	
1	IBM 501	Operations Research	3	0	2	4
2	IBM 502	Financial Management-II	3	0	2	4
3	IBM 503	Legal Aspects of Business	4	0	0	4
4	IBM 504	Business Environment	4	0	0	4
5	IBM 505	Organisational Leadership	4	0	0	4
		Total Credits	18	0	4	20
		Contact Hours	22			

Trimester VI

S. No.	Course Code	Course Title	Periods			Credits
			L	T	P	
1	IBM 601	Production & Operations Management	3	0	2	4
2	IBM 602	Start-up Ecosystem in India	3	0	0	3
3	IBM 603	Company Law	4	0	0	4
4	IBM 604	Business Research Methods	4	0	0	4
5	IBM 605 P	Business Research Methods	0	0	2	1
6	IBM 606	Emotional Intelligence & Managerial Effectiveness	4	0	0	4
		Total Credits	18	0	4	20
		Contact Hours	22			

Note: At the end of Trimester VI, every student will undergo a mandatory Social Project (SSP) for a period of 6-8 weeks.

Trimester VII

S.	Course	Course Title	Periods			Credits
No.	Code		L	T	P	
1	IBM 701	International Business	4	0	0	4
2	IBM 702 S	Teamwork and Leadership	1	0	2	2
3	IBM 703	Fundamentals of Business Analytics	4	0	2	5
4	IBM 704	Mutual Funds	2	0	0	2
5	IBM 705	Environmental Studies	3	0	2	4
6	IBM 706 S	Social Project & Viva Voce	-	-	-	4
		Total Credits	18	0	6	21
		Contact Hours	24			

Trimester VIII

S.	Course	Course Title	Periods			Credits
No.	Code		L	T	P	
1	IBM 801	Corporate Governance	2	0	0	2
2	IBM 802	Business Ethics & Corporate Social Responsibility	3	0	2	4
3	IBM 803	Banking Law & Practice	4	0	0	4
	IBM 804	Digital Marketing	3	0	2	4
4		Specialization-I, Core-1	4	0	0	4
5		Specialization-II, Core-1	4	0	0	4
		Total Credits	20	0	4	22
		Contact Hours	24			

Trimester IX

S.	Course	Course Title	Periods			Credits
No.	Code		L	T	P	
	IBM 901	Management Lessons from Bhagavad Gita	4	0	0	4
1		Specialization-I, Core-2	4	0	0	4
2		Specialization-II, Core-2	4	0	0	4
3		Specialization-I, Core-3	4	0	0	4
4		Specialization-II, Core-3	4	0	0	4
		Total Credits	20	0	0	20
		Contact Hours	20			

Note: At the end of Trimester IX, every student will undergo a mandatory Student Internship Program (SIP) for a period of 6-8 weeks.

Trimester X

S. No.	Course Code	Course Name	Periods			Credits
			L	T	P	
1	IBM 1001	Management Information System	4	0	0	4
	IBM 1002	Entrepreneurship	4	0	0	4
2		Specialization-I, Elective-1	4	0	0	4
3		Specialization-II, Elective-1	4	0	0	4
4	IBM 1003 S	Internship Report & Viva Voce	–	–	–	3
		PDP (Value Added Soft-skills course)	4			
		Total Credits	16	0	0	19
		Contact Hours	20			

Trimester XI

S. No.	Course Code	Course Name	Periods			Credits
			L	T	P	
1	IBM 1101	Strategic Management/	4	0	0	4
2		Specialization-I, Elective-2	4	0	0	4
3		Specialization-II, Elective-2	4	0	0	4
4	IBM 1102 S	Dissertation-Phase I	–	–	6	3
5	IBM 1103 S	Comprehensive Viva	–	–	–	4
		PDP (Value Added Soft-skills course)	4			
		Total Credits	12	0	6	19
		Contact Hours	22			

Trimester XII

S. No.	Course Code	Course Name	Periods			Credits
			L	T	P	
1	IBM 1201 S	On the Job Training and Dissertation-Phase II	–	–	–	6
		Total Credits	0	0	0	6
		Contact Hours	0			

SPECIALIZATION AREAS THE PROGRAM OFFERS A DUAL SPECIALIZATION: (STUDENTS WILL CHOOSE TWO SPECIALIZATION AREAS FROM THE LIST BELOW)		
SPECIALIZATIONS OFFERED NAME (ABBREVIATION)		
1.	MARKETING (MRM)	
2.	HUMAN RESOURCE (HRM)	
3.	FINANCE (FIN)	
4.	INTERNATIONAL BUSINESS (IBM)	
5.	OPERATIONS (ORM)	
6.	BUSINESS ANALYTICS (BAN)	

MARKETING		
S. No.	Course Code	Course Name
CORE COURSES		
1	MRM 101 C	Marketing of Services
2	MRM 102 C	Integrated Marketing Communication
3	MRM 103 C	Consumer Behaviour
ELECTIVE COURSES		
1	MRM 104 E	International Marketing
2	MRM 105 E	Marketing Research
3	MRM 106 E	Marketing Analytics
4	MRM 107 E	Product and Brand Management
5	MRM 108 E	Sales and Sales Force Management

HUMAN RESOURCE MANAGEMENT		
S. No.	Course Code	Course Name
CORE COURSES		
1	HRM 101 C	Industrial Relations and Labor Law
2	HRM 102 C	Human Resource Planning & Development
3	HRM 103 C	Performance Management and Appraisal
ELECTIVE COURSES		
1	HRM 104 E	Talent Management
2	HRM 105 E	Human Resource Management in Service Sector
3	HRM 106 E	HR Analytics
4	HRM 107 E	Managing Workforce Diversity

FINANCE		
S. No.	Course Code	Course Name
CORE COURSES		
1	FIN 101 C	Investment Management
2	FIN 102 C	Equity Derivative
3	FIN 103 C	Fixed Income Securities and Money Market
ELECTIVE COURSES		
4	FIN 104 E	Investment Advisor I
5	FIN105 E	Investment Advisor II
6	FIN 106 E	Banking and Insurance
7	FIN 107 E	Behavioural Finance
8	FIN 108 E	Corporate Finance and Risk Management
9	FIN 109 E	Financial Analytics

INTERNATIONAL BUSINESS		
S. No.	Course Code	Course Name
CORE COURSES		
1	IBM 101 C	International Business Environment
2	IBM 102 C	International Trade and Export Management
3	IBM 103 C	International Trade Practices and Documentation
ELECTIVE COURSES		
1	IBM 104 E	Foreign Exchange Management
2	IBM 105 E	International Financial Management
3	IBM 106 E	International Marketing
4	IBM 107 E	International Human Resource Management

OPERATIONS		
S. No.	Course Code	Course Name
CORE COURSES		
1	ORM 101 C	Supply Chain Management
2	ORM 102 C	Services Operations Management
3	ORM 103 C	Materials Management
ELECTIVE COURSES		
1	ORM 104 E	Total Quality Management
2	ORM 105 E	Lean Manufacturing
3	ORM 106 E	Operations Strategy

BUSINESS ANALYTICS		
S. No.	Course Code	Course Name
CORE COURSES		
1	BAN 101 C	Data Analytics with R
2	BAN 102 C	Business Intelligence and Data warehousing
4	BAN 103 C	Business Intelligence Concepts, Tools, and Applications
ELECTIVE COURSES		
1	BAN 104 E	Financial Analytics
2	BAN 105 E	Big Data Analytics
3	BAN 106 E	Marketing Analytics
4	BAN 107 E	HR Analytics

Total Credits (Trimesters I-XII):224

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PROGRAM SYLLABI

Course: PRINCIPLES OF MANAGEMENT			Trimester: I
Course Code: IBM 101	L T P	4 0 0	Credits: 4

OBJECTIVE	Objective: To familiarize the students with the role and functions of a manager, and the principles, concepts and techniques used by managers to excel in the corporate world.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. The student will be able to understand the fundamentals of management and apply the knowledge of business concepts and function in an integrated manner 2. The student will be able to identify and illustrate the functions, skills and roles of management 3. The student will be able to apply knowledge of theory and techniques from multiple functional areas of business disciplines to solve business problems 4. Exhibit leadership and teamwork skills necessary for business decision-making and managing change 5. The students will be able to practically apply the course's knowledge to identify problems in the organization and come up with action plan to address the problems 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction Nature and purpose of management, Management as science or art, Evolution of management thought. An overview of functions of managers: planning, organizing, staffing, leading and controlling, Coordination: essence of managing, systems approach to management, contingency approach to management.	7
	2.	Planning Meaning, need and importance, Types: missions or purposes, objectives or goals, strategies and policies, levels, advantages and limitations, procedures and rules, programmes and budgets, Steps in planning, Management by Objectives, Policies and planning premises, Strategic planning process, Forecasting: need and techniques, Decision Making: types, process of rational decision making, and techniques of decision making.	8

	3.	Organizing Nature of organizing, Formal and informal organizations, Organizational levels and span of management, Structure and process of organizing, Line and staff authority, Decentralization of authority, Delegation of authority, Organization Charts.	7
	4.	Staffing Meaning and functions of staffing, Recruitment, Selection, Placement, Promotion, Separation, Performance appraisal, The Peter Principle.	6
	5.	Leading a) Motivation: McGregor’s Theory X and Theory Y, Maslow’s Hierarchy of Needs Theory, Herzberg’s Theory, Vroom’s Expectancy Theory. b) Leadership: Meaning, styles, qualities and functions of leader, committees and group decision making. c) Communication: purpose, process, barriers and break downs, making communication effective.	7
	6.	Controlling Nature, importance and process of controlling, Requirements of effective control, Major controlling techniques: Budgetary and non-budgetary control devices.	5
		Total hours	40
TEXT BOOK	1.	Heinz Weihrich and Harold Koontz.; <i>Essentials of Management</i> ; McGraw-Hill.	
REFERENCE BOOK/ SUGGESTED READING	1	Stephen .P. Robbins, Mary Coulterand Neharika Vohra; <i>Management</i> ; Pearson Education	
	2	Stephens P. Robbins, David. A. DeCenzo, Sanghamitra Bhattacharyya and Madhushree Nanda Agrawal,; <i>Fundamentals of Management</i> ; Pearson Education	
	3	Ricky W Griffin.; <i>Management: Principles and Application</i> ; Cengage Learning.	
	4	William. H. Newman and Charles. E. Summer.; <i>The Process of Management Concepts, Behavior, and Practice</i> ; Prentice Hall	

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

OBJECTIVE	To familiarize students with the mechanics of preparation of Journal entry, Ledger, Subsidiary books, Trial Balance and understanding of principles and concepts of Accounting.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Student will be able to explain the meaning, importance and basic concept and, convention of Financial Accounting 2. Student will be familiar the basic rules of accounting and will be able to explain the types of account 3. Student will be able to outline the GAAP, AS and IFRS. Further they will be able to explain the concept of harmonization and convergence. 4. Student will be able to understand the process of accounting and will be able to outline the subsidiary books. 5. Student will be able to explain the concept of Trial balance and method of Trial Balance. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction & Accounting Process Introduction to Financial Accounting. Accounting as an Information System. Importance, Scope, and Limitations. Users of Accounting Information. Generally Accepted Accounting Principles. The Accounting Equation. Nature of Accounts and Rules of Debit and Credit.	10
	2.	Accounting Standards (AS) Indian Accounting Standards: Concept, Benefits, Procedure for Issuing Indian Accounting Standard in India, Salient Features of Indian AS issued by ICAI. International Financial Reporting Standards (IFRS): Features, Uses and Objective of IFRS, IFRS Issued by IASB and Concept of Harmonisation and Convergence, Obstacle in Convergence	10
	3.	Preparation of Journal and Ledger Recording Transactions in General Journal. Recording Transactions in Three Column Cash Book. An Overview of Subsidiary books – Purchase Book, Purchase Returns Book, Sales Book, and Sales Returns Book. Opening and Closing Entries. Preparation of Ledger Accounts.	12
	4.	Preparation Trial Balance Concept, Usages, Preparation, Error and Balancing.	08
		Total hours	40

TEXT BOOK	1. S. N. Maheshwari and Suneel K Maheshwari.; <i>Financial Accounting</i> ; Vikas Publishing House
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Robert N Anthony, David Hawkins, Kenneth A. Merchant.; <i>Accounting Text and Cases</i>; McGraw Gill. 2. T. S. Grewal.; <i>Double Entry Book Keeping</i>; Sultan Chand and Sons 3. R.L Gupta and M. Radhaswamy.; <i>Advanced Accountancy: Theory, Method and Application</i>; Sultan Chand & Sons. 4. Ashish. K. Bhattacharyya, A.; <i>Essentials of Financial Accounting</i>; Pearson Education 5. Charles T Horngren, Gary L. Sundem, John A. Elliott, and Donna Philbrick; <i>Introduction to Financial Accounting</i>; Prentice Hall.

Course: PRINCIPLES OF MICROECONOMICS			Trimester: I
Course Code: IBM 103	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize students with a fundamental understanding of microeconomic concepts and theories that can be applied to analyse real life situations.		
LEARNING OUTCOME	1. To define the fundamental concepts of microeconomics theory. 2. To analyse consumer equilibrium with the help of cardinal and ordinal utility. 3. To examine producer equilibrium in the short run as well as in the long run. 4. To elaborate cost functions in the short run as well as in the long run. 5. To evaluate categories of different competitive markets in an economy.		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction Nature and scope of microeconomics, Demand: law of demand, demand curve, determinants of demand, and elasticity of demand, Supply: law of supply, supply curve, and determinants of supply. Market Equilibrium and Government intervention.	6
	2.	Theory of Consumer Behavior Utility: cardinal and ordinal utility, Diminishing marginal utility, Indifference curve analysis, Consumer's equilibrium, Price-consumption curve, Income-consumption curve and Engel curve, Price, Income and substitution effects, Consumer surplus, Revealed preference theory.	9
	3.	Theory of Production and Cost Production function, Factors of production, Law of variable proportion, Returns to scale, Revenue curves, Total revenue, Average revenue and marginal revenue, Cost: classification of cost, Long run and short run cost curves.	9
	4.	Market Structure and Firm's Equilibrium Price and output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly; Price Discrimination; Kinked demand model; Price – leadership models; sales maximisation	9
	5.	Theory of Distribution Theory of distribution, Determination of rent, Wages, Interest and profit.	7
		Total hours	40
TEXT BOOK	1. Robert Pindyck and Daniel Rubinfeld.; <i>Microeconomics</i> ; Pearson Education; 8e		

REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Paul A Samuelson and William Nordhaus.; <i>Economics</i>; McGraw Hill 2. Edgar K Browning, Mark A. Zupan and John Lunnl; <i>Microeconomic theory and applications</i>. Wiley. 3. Salvatore Dominick.; <i>Schaum's Outlines of Theory and Problems of Microeconomic Theory</i>. McGraw Hill 4. N Gregory Mankiw.; <i>Principles of Microeconomics</i>; Cengage Learning. 5. Anna Koutsoyiannis.; <i>Modern Microeconomics</i>; Springer.
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Course: COMMUNICATION SKILLS			Trimester: I
Course Code: IBM 104	L T P	2 0 2	Credits: 3

OBJECTIVE	To promote efficiency in English communication with the development of reading, writing and speaking skills.		
LEARNING OUTCOME	<ol style="list-style-type: none"> Students will develop basic understanding of communication eg. Its exact meaning, how it works, what barriers it faces, how to overcome those barriers etc. Students will learn basic reading skills and develop their understanding of reading different types of texts, how different types of paragraphs and texts are formed etc. The course also helps students to improve their writing skills (paragraph of different orders) and other forms of writing texts) by developing their vocabulary and other related skills. Fourth unit provides the students with a basic knowledge of phonetics and the various roles played by different mouth organs to produce different sounds. Students will develop and improve their soft skills through this course, which will make them competent for MNCs. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Communication Communication – Definition. Process of communication, Types of communication—Verbal and Non-Verbal communication; Formal and Informal communication (grapevine) and their significance. Barriers to Communication—Semantic barriers, Physical barriers, Psychological barriers, Interpersonal barriers and Organizational barriers. Language as a tool of communication. Importance of communication with reference to students, professionals, business, organization, etc.	5
	2.	Reading Skills Importance of Reading Skills, Types of Reading Skills, Methods of Improving Reading Skills, Objectives of Improving Reading Skills. Vocabulary Building: Antonyms, Synonyms, Homophones, Word formation (Prefixes and Suffixes). One Word substitution. Paragraph: Definition. Requirements of a paragraph -- Understanding, Unity, Coherence and Emphasis in a paragraph. Identifying the Topic Sentence. Development of a Paragraph using Deductive order, Inductive order, Chronological Order (Time Order), Spatial Order (Space Order), Expository Order, Question and Answer Order, Comparison and Contrast Order.	6

		Devices used to impart Coherence and Emphasis in a Paragraph. Analysis of a given Paragraph in terms of Unity, Coherence and Emphasis.	
	3.	Writing Skills Importance of Writing Skills, Types of Writing Skills, Methods for Improving Writing Skills, Objectives of Improving Writing Skills Functional Grammar- Parts of Speech. Common Grammatical Errors: Errors of Syntax, Concord etc. Sentence and Paragraph construction. Writing Expository, Argumentative, Deductive etc. Paragraphs. Précis Writing. Letter writing: Formal and Informal Letters.	9
	4.	Speaking Skills Importance of Speaking Skills, Types of Speaking, Methods for Improving Speaking Skills, Objectives of Improving Speaking Skills. Organs of Speech, Mechanism of Speech. Phonetics: Classification of English Sounds, Vowel (short vowels and long vowels), Consonants, Diphthongs, Phonemes, Allophones, Phonetic transcription. Syllable: Definition, Types of Syllable. Monosyllabic, Polysyllabic words etc. Stress, Rhythm, Intonation: Rising Tone, Falling Tone and Rising-Falling Tone. Everyday Conversation: Tips and characteristics of a good conversation. Common manners and etiquette. Debate, Making a speech, Role play, Extempore, JAM Session (just a minute session).	10
		Total hours	30
TEXT BOOK	1. John V Thill and Courtland L Bovee. <i>Business communication Today</i> . Prentice Hall.		
REFERENCE BOOK/ SUGGESTED READING	1 M. Ashraf Rizvi.; <i>Effective Technical Communication</i> ; McGraw-Hill. 2 Shirley Taylor.; <i>Communication for business: A practical approach</i> ; Pearson Education. 3 Kitty O Locker and Stephen Kyo Kaczmarek.; <i>Business communication: Building critical skills</i> ; McGraw-Hill. 4 T.N. Chhabra.; <i>Business Communication</i> , Sun India Publications. 5 Arora & Chandra; <i>Improve your Writing</i> , OUP, New Delhi 6 Hornby A.S: <i>Guide to Patterns & Usage in English</i> ; OUP, New Delhi. 7 Suresh Kumar & Sreehari A <i>Handbook for English Language</i> , Cambridge 8 Norman Lewis: <i>Word Power Made Easy</i> , W.R Goyal Pub. & Distributors 9 Ruther Ford A: <i>Basic Communication Skills</i> ; Person Education, N. Delhi 10 Michael Swan: <i>Practical English Usage</i> ; OUP, New Delhi 11 Joans Daniel: <i>English Pronouncing Dictionary</i> , Cambridge		

Course: IT FOR MANAGERS & DATA PROCESSING			Trimester: I
Course Code: IBM 105	L T P	1 0 4	Credits: 3

OBJECTIVE	To impart knowledge about the basics of computer fundamentals and different types of information technology roles which facilitate the managers in their office works.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. The students are clearly able to understand the basics of computer fundamentals such as characteristics and limitations of computers and evolution and are able to understand the concepts of different number systems used in computers and their peripheral devices and made distinction between different types of software such application and custom software. 2. They will be able to create any office documents and are also capable of formatting it. 3. Students are able to create charts and graphs, merging of the documents through mail merge features etc. 4. Students are also expected to create and work on excel software which helps them to analyse the numerical data. 5. Students are also expected to use all the commonly used excel functions such as mathematical, character, statistics and financial functions which helps them to analyse different business problems and able to represent those data in various forms of charts and graphs which helps them to prepare reports, students are also expected to create macros in excel as well as in word software. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction Basics of computers, Characteristics of computers, Limitations of computers, Components of computers, Generation of computers, Classification of computers, Computer system, Applications of computers, flow charts, Number systems, Conversion between number bases.	6
	2.	Peripheral Devices, Memory and Computer Software's Memory hierarchy, primary memory and its types, auxiliary memory and its types, different peripheral devices, Audio output, Projectors, Terminals, Computer programming languages: Machine language, Assembly language, High level language. Software: System software, Application software, Utility Program, Assembler, Compiler and interpreter, Introduction of operating system, Types of operating system, Functions of an operating system, Modern operating systems	8
	3.	Text processing and Data processing <i>Excel:</i> Basic functions, Conditional Formatting, Conditional	10

		<p>functions, Financial Functions (NPV, IRR, PMT, FV, PV, etc.), Statistical Functions (HLOOKUP, VLOOKUP, etc.). Analysis Tools (Goal Seek, Scenario, Solver, What if, etc.) Graphs and Charts, Pivot Table, Filtering, Sorting, Sub Totaling etc. Workbook Protection and Sheet Protection</p> <p>Word: Basic introduction of MS-Word, Creating and managing the documents, Formatting text and paragraphs, Create table and list, Formatting of tables, Create and manage references: Mail merge, Hyperlinks, Macros, Insert and create graphics.</p> <p>MS-Power Point: Basic introduction, Order objects, Align objects, Group objects, Charts, Table, Transition and animation,</p>	
	4.	<p>Introduction to Microsoft office and Internet</p> <p>Internet: Introduction and uses of the Internet, e-mail, Configure mail settings, Create and manage rules, Manage Schedules: Create and manage calendars, Create appointments, Meetings and events, www, Google drive, Google forms and Google sheets, Search Engines, FTP, TELNET, security threats of internet, cybercrime, IT Act 2000.</p>	6
		Total hours	30
TEXT BOOK	1. Norton, Peter; <i>Introduction to Computers</i> ; McGraw-Hill		
REFERENCE BOOK/ SUGGESTED READING	1. Walkenbach, John; <i>Microsoft Excel 2016 BIBLE</i> ; WILEY 2. Balagurusamy, E.; <i>Fundamentals of Computers</i> ; McGraw-Hill 3. Williams, Brian. and Sawyer, Stacey; <i>Using Information Technology</i> ; McGraw-Hill 4. Microsoft.; <i>Microsoft Office 2016 Step by Step</i> ; Microsoft Press		

Course: BUSINESS STATISTICS-I			Trimester: II
Course Code: IBM 201	L T P	3 0 2	Credits: 4

OBJECTIVE	To familiarize the students with the concepts of Statistics and their Applications in Business Scenario.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Portray and examine the key terminology, concept tools and techniques used in business statistical analysis 2. To develop basic skills for quantitative application in business situations. 3. Discuss critically and conduct basic statistical analysis of data and its uses and limitations 4. Critically estimate the underlying assumptions of analysis tools 5. Choose a statistical method for solving practical problems 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction Meaning, Characteristics, Importance of Statistics, its Limitations and types of Statistics, Application of Statistics in Management Decision Making. Measuring and Scaling concepts; Frequency Distribution: Discrete and Continuous Frequency Distribution; Graphical Representation: Line, Bar, Rectangle and Pie diagram; Graphs: Histograms, Frequency Polygon, Ogives; Advantages and Limitations of Diagrams and Graphs; Tabulation: Types of tables.	10
	2.	Measures of Central Tendency Concepts of Central Tendency, Measures of Central Tendency: Definitions, Properties and Applications of Mathematical Averages including Arithmetic Mean, Geometric Mean and Harmonic Mean, Positional Averages: Mode, Median and other Partition Values including Quartiles, Deciles, and Percentiles.	08
	3.	Measures of Variation Measures of Dispersion/Variation: Absolute and Relative: Range, Quartile Deviation, Mean Deviation, Standard Deviation and Co-Efficient of Variation; Properties of Standard Deviation, Comparison of various Measures of Dispersion; Skewness, and Kurtosis; Moments: Sheppard's Corrections and Significance. Business Applications, Case Studies and Application of SPSS Software in Analysis of Measures.	08

	4.	Probability Meaning and Need. Basic terminology in Probability, Types of Probability, Probabilities under conditions of Statistical Independence, Probabilities under conditions of Statistical Dependence, Revising prior estimates of Probability; Bayes' Theorem.	08
	5.	Distribution Meaning and Need, Binomial, Poisson, Negative Binomial Distribution, Normal Distribution and their properties	06
		Total hours	40
TEXT BOOK	1. Andrew Siegal.; <i>Practical Business Statistics</i> ; Academic Press.		
REFERENCE BOOK/ SUGGESTED READING	Suggested Readings <ol style="list-style-type: none"> 1. Ken Black.; <i>Business Statistics: For Contemporary Decision Making</i>; John Wiley & Sons 2. N.D. Vohra.; <i>Quantitative Techniques in Management</i>; McGraw Hill 3. Levin, R. I., Rubin D.S., Rastogi S., Siddiqui, M.H.; <i>Statistics for Management</i>; Pearson Education 4. David R Anderson, Dennis J. Sweeney, Thomas A. Williams, Jeffrey D. Camm, and James J. Cochran.; <i>Essentials of statistics for business and economics</i>; Cengage Learning. 		

Course: FINANCIAL ACCOUNTING-II			Trimester: II
Course Code: IBM 202	L T P	3 0 2	Credits: 4

OBJECTIVE	To familiarize the students with the mechanics of preparation of Financial Statements, understanding Corporate Financial Statements, their Analysis and Interpretation.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Student will be able to understand the process of preparation of Final Account and cash flow. 2. Student will be able to explain the content of Financial statement of a joint stock company. 3. Student will be able to outline the importance of depreciation accounting and do the accounting for depreciation and different method for the same. 4. Student will be able to understand the objective and importance of financial analysis: Vertical and horizontal 5. Student will be able to outline the ratio analysis and its different category 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction to Financial Statements Preparation of Financial Statements: Preparing Trading Account, Profit and Loss Account and Balance Sheet for a Sole Proprietor. Understanding contents of Financial Statements of a Joint Stock Company as per Companies Act 2013. Preparation of Cash Flow Statement as per AS-3 (revised). Understanding the Contents of a Corporate Annual Report	17
	2.	Depreciation Accounting Introduction, Causes, Methods for providing Depreciation	05
	3.	Financial Statements Analysis Analysing Financial Statements: Objectives of Financial Statement Analysis; Sources of Information Standards of Comparison; Techniques of Financial Statement Analysis - Horizontal Analysis, Vertical Analysis.	09
	4.	Ratio Analysis Ratio Analysis. Meaning and Usefulness of Financial Ratios; Analysis of Financial Ratios from the Perspective of Different Stakeholders like Investors, Lenders, and Short-term Creditors; Profitability Ratios, Solvency Ratios, Liquidity Ratios, and Turnover Ratios; Limitations of Ratio Analysis, DuPont Analysis.	09
		Total hours	40

TEXT BOOK	1. Robert N Anthony, David Hawkins, Kenneth A. Merchant.; <i>Accounting Text and Cases</i> ; McGraw Gill.
REFERENCE BOOK/ SUGGESTED READING	Suggested Readings <ol style="list-style-type: none"> 1. S. N. Maheshwari and Suneel K Maheshwari.; <i>Financial Accounting</i>; Vikas Publishing House 2. T. S. Grewal.; <i>Double Entry Book Keeping</i>; Sultan Chand and Sons 3. R.L Gupta and M. Radhaswamy.; <i>Advanced Accountancy: Theory, Method and Application</i>; Sultan Chand & Sons. 4. Ashish. K. Bhattacharyya, A.; <i>Essentials of Financial Accounting</i>; Pearson Education 5. Charles T Horngren, Gary L. Sundem, John A. Elliott, and Donna Philbrick; <i>Introduction to Financial Accounting</i>; Prentice Hall.

Course: PRINCIPLES OF MACROECONOMICS			Trimester: II
Course Code: IBM 203	L T P	4 0 0	Credits: 4

OBJECTIVE	To provide the students with a basic understanding of the macroeconomic theories and tools that can be used in decision-making.		
LEARNING OUTCOME	1. Student will understand fundamentals of macroeconomics. 2. Learn macroeconomic variables and its measurement. 3. Knowledge of current monetary and fiscal policy and its application in economic development. 4. Basic understanding of current situation of inflation, unemployment and how to control it. 5. Basic understanding of business cycle phases like recession, boom, depression etc. and its measures.		
COURSE DETAILS	Module no	Topic	Hours
	1.	Nature and Scope of Macroeconomics Meaning, nature and scope, Circular flow of income in two, three and four sector models, National income: concepts and measurement, difficulties in measuring national income, Stock and flow variables.	8
	2.	Theory of Investment Meaning, Types of investment; MPC, MPS and multiplier; Investment spending; Government spending; Equilibrium in two, three, and four sector models; Expenditure multipliers: Simple multiplier, investment multiplier and foreign trade multiplier	8
	3.	Money, Banking System and Monetary Control Definition of money; Functions of money; Concept of money supply; Demand for money; Money multiplier; Commercial Banks: Function, and their role in economic development; Credit creation by commercial banks; Central Bank: Functions; Monetary policy: Objectives and tools	8
	4.	Fiscal Policy Nature and objectives; Concepts of taxation; Public expenditure, public debt and budget; Fiscal deficit; Role of fiscal policy and stability in economic growth; Business Cycles: Definition; Different phases of business cycles; features of business cycles; effects of business cycle and policy response	8
	5.	Inflation and Unemployment Types of inflation; theories of inflation; causes of inflation;	8

		effects of inflation; measures to control inflation; Unemployment: meaning, kinds of unemployment; measures to control unemployment; Philip's curve.	
		Total hours	40
TEXT BOOK	1. G. S. Gupta.; <i>Macroeconomics: Theory and Applications</i> ; McGraw Hill		
REFERENCE BOOK/ SUGGESTED READING	1. Dornbusch, R. and Fisher, S.; <i>Macroeconomics</i> ; McGraw Hill 2. Melvin, M. and Boyes, W.; <i>Principles of Macroeconomics</i> ; Cengage Publication 3. Samuelson, Nordhos and Sudir Chaudhuri, " <i>Macroeconomics</i> ", 19th Edition, McGraw Hill 4. Richard T. Froyen " <i>Macroeconomics</i> ", 10th Edition, Pearson Education. 5. Sri Rangarajan and B. S. Dholakia " <i>Principles of Macroeconomics</i> ", McGraw Hill		

Course: MARKETING MANAGEMENT -I			Trimester: II
Course Code: IBM 204	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize students with core marketing concepts, marketing planning, understanding buyers and selecting target markets.		
LEARNING OUTCOME	1: The student will be able to understand fundamental marketing concepts, theories and principles in areas of market and consumer behavior; of product, distribution, promotion and pricing decisions. 2: The student will be able to demonstrate knowledge of the individual components of a marketing mix 3: The student will be able to understand the importance of consumer markets and buyer behavior 4: The student will be able to demonstrate knowledge of Market Segmentation and Positioning 5: The student will be able to demonstrate critical thinking with the ability to understand and develop retail strategies to make effective business decision.		
COURSE DETAILS	Module no	Topic	Hours
	1.	Understanding Core Marketing Concepts Nature and scope of marketing, evolution of marketing concept, understanding and approaching the market, Marketing Mix, Competitor analysis and competitive strategies, Scanning the marketing environment.	10
	2.	Marketing Planning Company-wide strategic planning: Defining marketing's role, Designing and managing marketing information system, Marketing research process, Developing marketing plan.	10
	3.	Consumer Markets and Understanding Buyer Behaviour Models of consumer behaviour, characteristics affecting consumer behaviour, business buying behaviour and buyer decision process, Institutional and government markets.	12
	4.	Market Segmentation, Targeting and Positioning Market Segmentation, Market Targeting, Differentiation and Positioning,	08
		Total hours	40
TEXT BOOK	1. Philip Kotler, Kevin Lane Keller; <i>Marketing Management</i> ; Pearson Education		

REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1 Michael J. Etzel, Michale, Bruce J. Walker, William J Stanton and Ajay Pandit; <i>Marketing : Indian Adaptation</i>; McGraw Hill. 2 Philip Kotler, Gary Armstrong, Prafulla Agnihotri, <i>Principles of Marketing</i>; 17th ed.; Pearson Education 3 Al Ries and Jack Trout; <i>Positioning: The Battle of Your Mind</i>; McGraw Hill
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Course: BUSINESS COMMUNICATION			Trimester: III
Course Code: IBM 205	L T P	2 0 2	Credits: 3

OBJECTIVE	The objective of the course is to enhance students' ability to communicate effectively in business world with special focus on writing and speaking skills. Students will develop effective speaking skills and learn to draft formal documents. They will also develop relevant soft skills in order to be effective in the corporate world.		
LEARNING OUTCOME	<ol style="list-style-type: none"> Students will become efficient in representing strong theoretical knowledge of management and its useful areas Students will be able to demonstrate the different sorts of correspondence for effective business communication Students will demonstrate the ability to apply theories and methods to the solution of common types of problems related to their academic field of study. Students will be able to prepare different types of proposals and reports required for the smooth functioning of any business. Students will develop the pre-requisite of their verbal and non-verbal communication. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Business Communication Importance and Features of Business Communication, Business Correspondence – Principles, Features, Types, Formats and layout of Business Letter.	6
	2.	Business Correspondence Types of Business Correspondence – Letters of Enquiry, Quotation, Order, Instructions, Sales, Credit, Complaint, Adjustment, Collection, etc. Some more types of Business Correspondence-- Notice, Agenda, Minutes, Memorandum. Job Application letters -- Covering letter, Resume, Bio-data and C.V.	5
	3.	Business Proposal and Business Report Business Proposal – Introduction, purpose, features, types, format, importance, process of preparation. Writing Business Proposals. Business Report -- Features, Types, Style, Format, Relevance. Writing Business Reports.	5
	4.	Soft Skills Kinesics, Para language, Proxemics. Presentation skills - Features, Types, Structure, Aids and Importance. Group Discussion skills - Features and Importance. Facing Interviews - Interview Tips.	8

	5.	E-Business Communication E-Business Concept- Role, effects and advantages of technology in Business Communication. Strategic importance of e-communication-Email, text messaging, instant messaging. Video conferencing and social networking.	6
		Total hours	30
TEXT BOOK	1. John V Thill and Courtland L Bovee. <i>Business Communication Today</i> . Prentice Hall.		
REFERENCE BOOK/ SUGGESTED READING	1. M.Ashraf Rizvi,; <i>Effective Technical Communication</i> ; McGraw-Hill. 2. T.N. Chhabra.; <i>Business Communication</i> , Sun India Publications New Delhi 3. Ronald E. Duleck and John S. Fielden.; <i>Principles of Business Communication</i> ;. New York, US: Macmillan. 4. Herta A Murphy and Herbert W. Hildebrandt.; <i>Effective Business Communication</i> ; New York: McGraw-Hill, Inc. 5. Bovee Thill: <i>Business communication Today</i> , McGraw Hill 6. Malra Treece.; <i>Successful business writing</i> ; Allyn & Bacon,		

Course: BUSINESS STATISTICS-II			Trimester: III
Course Code: IBM 301	L T P	3 0 2	Credits: 4

OBJECTIVE	The course aims to provide advanced statistical knowledge for Data Analysis and Decision Making with a hands-on experience in two data analysis platforms i.e. SPSS and R.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. To apply advanced statistical techniques in business decision making using SPSS software. 2. To evaluate sampling methodologies and their associated analysis and use of estimation and confidence interval in decision making 3. To formulate hypotheses statement for parametric tests, correctly formulating a decision rule for testing a hypothesis, know how to use test statistics, critical value and p – value approaches to test hypothesis and understanding Type I and Type II errors. 4. To identify the basic properties of non parametric statistical tests, it's types and the criteria for using such tests and hypothesis testing between two categorical variables (Chi – Square test) 5. To understand the concept of correlation, simple and multiple regression, use of qualitative variable in regression and use of regression in forecasting. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Sampling and Estimation Introduction to sampling, Random sampling, Introduction to sampling distributions, Point estimates, Interval estimates and Confidence Intervals, Calculating Interval Estimates of the Mean for large and small sample sizes, determining the sample size in estimation. Lab exercises on MS Excel and SPSS	4
	2.	Hypotheses Testing Introduction, Concepts basic to Hypothesis Testing, Hypothesis testing of Means when the population Standard Deviation is known and not known, Measuring power of Hypothesis Test, Hypothesis Testing for differences between Means for large, small samples and dependent samples, Probability values another way to look at Hypothesis Testing. Lab exercises on MS Excel and SPSS	5
	3.	Chi- Square and Analysis of Variance Introduction, Chi – Square as a Test of Independence, Chi – Square as Test of Goodness of Fit: Testing the Appropriateness of Distribution, Analysis of Variance, The Complete Randomized Design (One Way ANOVA), Multiple	7

		Comparison Tests, Factorial Design (Two Way ANOVA). Lab exercises on SPSS	
	4.	Non Parametric Methods Introduction to Non Parametric Statistics, The Sign Test for Paired Data, Rank Sum Tests: The Mann Whitney U Test and the Kruskal Wallis Test, The One Sample Runs Test, The Kolmogorov – Smirnov Test. Lab exercises on SPSS.	8
	5.	Regression & Correlation Analysis Linear Regression: Statistical Inferences in Linear Regression, Multiple Regression, Going beyond a single Explanatory Variable, Significance Testing and Goodness of Fit, and working with Qualitative Variables. Pearson's and Spearman Rank Correlation. Lab exercises on SPSS	9
	6.	Time Series and Forecasting Introduction, Variation in Time Series, Trend Analysis, Cyclical Variation, Seasonal Variation, Irregular Variation, Problem solving involving All Four Components of a Time Series, Time Series Analysis in Forecasting. Lab exercises on SPSS.	7
		Total hours	40
TEXT BOOK	1. Levin, R. I., Rubin D.S., Rastogi S., Siddiqui, M.H. <i>Statistics for Management</i> . Pearson Education.		
REFERENCE BOOK/ SUGGESTED READING	1. Ken, Black.; Business Statistics For Contemporary Decision Making; Wiley & Sons. 2. Amir D Aczel, Jayavel Sounderpandian and P Saravanan.; Complete Business Statistics; McGraw Hill. 3. Robert H Carver., and Jane Gradwohl Nash.; Doing data analysis with SPSS: version 18.0. Cengage Learning.		

Course MANAGEMENT ACCOUNTING			Trimester: III
Course Code: IBM302	L T P	3 0 2	Credits: 4

OBJECTIVE	To familiarize the students with the Principles of Management Accounting and their applications in business.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. To give students a good understanding about the concepts and techniques of management accounting. 2. To be able to analyse and evaluate information for cost ascertainment, planning, control and decision making with various tools 3. To learn independently and to demonstrate high level personal autonomy and accountability 4. To evaluate complex ideas and tolerate ambiguity in managerial and organisational problem-solving 5. The course covers management accounting fundamentals and introduces a range of management accounting tools, such as Cost-benefit analysis, budgetary control, Variance analysis etc. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction Nature and scope of Management Accounting, Role of Cost in Decision-Making, Management Accounting and Cost Accounting as Internal Control Tools, Difference Between Management Accounting and Financial Accounting, Types of Cost, Cost Concepts, Full Costing and its uses, Overhead Allocations, Preparation of Cost Sheet	08
	2.	Marginal Costing Cost-Volume-Profit Analysis, P/V Ratio: Analysis and Implications, Concept and uses of Contribution, Break-Even Point and its Analysis for the Various Types of Decision-Making Like Single Product Pricing, Multi-Product Pricing, Replacement and Sales; Differential Costing and Incremental Costing: Concept, Uses and Applications, Method of calculation of these Costs and their role in Management Decision Making	11
	3.	Budgeting Concept of Budget, Budgeting and Budgetary Control, Types of Budget: Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Advantages and Limitations of Budgetary Control	08

	4.	Standard Costing Concept of Standard Costs, Establishing various Cost Standards, Calculation of Material Variance, Labour Variance, Overhead Variance, Their Implications and Applications; Transfer Pricing: Multinational Transfer Pricing, Market Based Transfer Pricing, and Cost-Based Transfer Pricing; Cost of Quality and Time	08
	5.	Responsibility Accounting Concepts of Responsibility Centre, Types: Investment Centre, Cost Centre and Profit Centre, Divisional Performance Measurements and their Managerial Implications	05
		Total hours	40
TEXT BOOK	1 Charles T Horngren, Gary L. Sundem, John A. Elliott, and Donna Philbrick; <i>Introduction to Management Accounting</i> ; Pearson Education		
REFERENCE BOOK/ SUGGESTED READING	1. Robert N. Anthony, David F. Hawkins, and Kenneth A. Merchant.; <i>Accounting: text and cases</i> . McGraw-Hill. 2. Eric W Noreen, Peter C. Brewer, and Ray H. Garrison. <i>Managerial accounting for managers</i> . McGraw-Hill . 3. Jain, I.C.; <i>Management Accounting</i> ; Taxmann Publications 4. Ravi M. Kishore; <i>Cost and Management Accounting</i> ; Taxmann Publications; 6 Edition		

Course: INDIAN ECONOMY			Trimester: III
Course Code: IBM 303	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with the main features of the Indian Economy and how it is influencing the business environment.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. To acquaint the students with major trends of economic indicators and policy debates in India in the post-Independence period, with particular emphasis on paradigm shifts and turning points. 2. Students will be able to develop ideas of the basic characteristics of Indian economy, its potential on natural resources. 3. Students are also equipped to deal with debates involved in the industrial development in a cogent and analytical manner, particularly in the Indian context. 4. Students will be able to develop ideas of the basic characteristics of Indian economy, its potential on natural resources. 5. Students are equipped to analyse and critically assess issues, policies and programmes in the agriculture sector. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction Economic Development since Independence; Basic characteristics of Indian economy; Sector-wise growth profile and changes in GDP; Comparison of Indian economy with developed economy; Human Development Index; Annual budget of Govt. of India; Economic Indicators; Competition Commission of India, Directorate General of Foreign Trade (DGFT)	10
	2.	Agricultural Sector Policies and Performance in Agriculture Growth; Agricultural price policy and procurement; Price Control: Minimum Agricultural Price and Public Distribution System; NABARD and agricultural credit; recent policies in agricultural sector in India; Green Revolution in India; Marketable Surplus	6
	3.	Industrial Sector Industrial Policy 1991; Information Technology and Knowledge Economy; public and private sector enterprise; Industrial Sickness: Criteria, Causes and Government Policy; Role of industry and industrial growth in growth and development of India; Special Economic Zones; recent policies in industrial sector in India; MNC in Industrial Sector; Foreign Direct Investment (FDI) in India's industrial sector. Post reform development and Emerging Issues	8

	4.	Service Sector Trends, performance & contribution of service sector in India: trend of growth and contribution of service sector in GDP; Foreign Direct Investment (FDI) in India's services sector; recent policies in service sector in India; Multinational Corporation (MNC) in Service Sector	8
	5.	Economic Planning and Emerging Issues Objectives of economic planning in India, twelfth five year plan; National Institution for Transforming India (NITI) Aayog: structure, functions, objectives; India Index and three year action plan; Latest RBI policies; Bilateral trading in Indian currency; introduction to GST (Goods and Services Tax)	8
		Total hours	40
TEXT BOOK	1. A. Mahajan and G. Datt. <i>Datt & Sundharam's Indian Economy</i> ; S. Chand and Co.		
REFERENCE BOOK/ SUGGESTED READING	1. Mishra, S.K. and Puri, V.K.; <i>Indian Economy</i> ; Himalaya Publishing House 2. Stanley, Brown A.; <i>India Independent</i> ; John Wiley and Sons 3. Jhingan M. L.; <i>Indian Development and Planning</i> ; Vikas Publishing House 4. Todaro, M. P. and Smith, Stephen C.; <i>Economic Development</i> ; Pearson Education 5. Dhingra, I. C.; <i>The Indian Economy; Environment and Policy</i> ; Sultan Chand and Sons 6. Kapila, Uma; <i>Indian Economy: Performance and Policies</i> ; Academic Foundation 7. Annual Economic survey 8. Annual Reports of NITI Aayog 9. Yojana 10. Economic and Political Weekly 11. Kurukshetra		

Course: MARKETING MANAGEMENT-II			Trimester: III
Course Code: IBM 304	L T P	4 0 0	Credits: 4

OBJECTIVE	To impart knowledge and develop skills about the concepts and practices of four decision areas of marketing as used in a wide variety of situations in product and service organisations.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. The student will be able to demonstrate knowledge of the individual components of a marketing mix 2. The student will be able to understand principles in areas of market and consumer behavior; of product, distribution, promotion and pricing decisions. 3. The student will be able to demonstrate critical thinking with the ability to understand and develop retail strategies to make effective business decision. 4. The students will be able to demonstrate knowledge of key business communication strategies within the marketing field. 5. Students will be able to apply the knowledge, concepts, tools necessary to understand challenges and issues of marketing in a growing international and global context. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Product Decisions Concept of product, Classification of products, Product line and product mix, Packaging and labeling, New Product Development Process, Product life-cycle, Diffusion of innovation and Adoption process, Brand Equity.	10
	2.	Pricing Decisions Pricing as a marketing variable: its role and importance, Major pricing strategies, Factors influencing price determination, pricing strategies: new product pricing, product mix pricing, price adjustment, price change.	10
	3.	Distribution Channels and Physical Distribution Decisions Marketing channel functions, Channel behaviour and organization, Channel design decisions, Channel management decisions, Logistics and supply chain, Retailing and Wholesaling.	10
	4.	Promotion Decisions Nature, Objectives and importance of promotion, Communication process, Promotion mix and methods, Advertising, Personal Selling, Public relations, Sales Promotion. Direct Marketing, Online Marketing and Social Media Marketing.	10
		Total hours	40

TEXT BOOK	1. Kotler, Kevin Lane Keller; <i>Marketing Management</i> ; 15 th ed., Pearson Education
REFERENCE BOOK/ SUGGESTED READING	1 Philip Kotler, Kevin Lane Keller; <i>Marketing Management</i> ; 15 th ed., Pearson Education 2 Michael J. Etzel, Michale, Bruce J. Walker, William J Stanton and Ajay Pandit; <i>Marketing : Indian Adaptation</i> ; Mc Graw Hill. 3 Philip Kotler, Gary Armstrong, Prafulla Agnihotri; <i>Principles of Marketing</i> ; 17 th ed.; Pearson Educatio

Course: HUMAN RESOURCE MANAGEMENT			Trimester: III
Course Code: IBM 305	L T P	4 0 0	Credits: 04

OBJECTIVE	To familiarize the students with various facets of managing people and policies, and practices of human resource management.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. To develop the understanding of the concept of human resource management and to understand its relevance in organizations 2. To develop necessary skill set for application of various HR issues 3. To analyse the strategic issues and strategies required to select and develop manpower resources. 4. To integrate the knowledge of HR concepts to take correct business decisions 5. To analyse the role of HRM in Global context. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction to Human Resource Management (HRM) Concept, Evolution of HRM, Objectives and Functions, Scope and Importance of HRM, HRM & Organizational Effectiveness, System Approach to HRM, Strategic HRM, Contemporary Issues in HRM	8
	2.	Acquiring Human Resources Job Analysis: concept, process, methods of data collection; Human Resource planning: Concept, Process, Techniques of Human Resource Demand and Supply Forecasting; Recruitment and Selection: Process & Methods of Recruitment, Selection process, Types of Interviews.	6
	3.	Developing Human Resources Training and Development: Concept, Importance, Process and Methods of Training, Training evaluation: Principles, Criteria and Models; Team-building approach; Career Planning and Development: Concept, Career Planning Stages and Problems in Career Planning, Career Succession Management, Employee Empowerment.	8
	4.	Rewarding Human Resources Performance appraisal: Concept, Process, Techniques of Appraisal, Potential Appraisal; Employer Branding and Competency Mapping; Compensation: Objectives, Components, Compensation Decisions, Methods of Payment, Issues in Compensation Administration, Job Evaluation, Employee Retirement Benefits and Services.	8

	5.	Labor-Management Relations, Collective Bargaining and Promoting Safety and Health Structure and management of Trade Unions, Process of Collective Bargaining, Agreement Failure and its Administration; Managing Employee Discipline: Process and Approaches to Discipline; Promoting Safety and Health: Causes of Job Accidents, Problems of Safety Standards, Organizational Responses to Safety and Health Issues.	5
	6.	International HRM and Contemporary Issues International HRM: Concept, Importance and Models of International HRM; Challenges of International HR Managers; Global HR practices; Emerging Horizons of HRM: e-HRM, HRM Advisor, HR Scorecard.	5
		Total hours	40
TEXT BOOK	1. Gary Dessler, and Biju Varrkey.; <i>Human Resource Management, 15e.</i> Pearson Education India,		
REFERENCE BOOK/ SUGGESTED READING	1. Aswathappa, K. E. M. A. L.; <i>Human resource and personnel management</i> ; Tata McGraw-Hill Education. 2. John M. Ivancevich.; <i>Human Resource Management</i> ; McGraw Hill 3. DeCENZO and Stephen P. Robbins.; <i>Human Resource Management: concepts and applications.</i> New York: John Wiley & Sons 4. S.S.Khanka.; <i>Human Resource Management</i> ; Sultan Chand 5. Raymond A. Noe., John R. Hollenbeck, Barry Gerhart, and Patrick M. Wright.; <i>Human resource management: Gaining a competitive advantage.</i> ; New York, NY: McGraw-Hill Education. 6. V.S.P. Rao.; <i>Human Resource Management</i> ; Excel Books		

Course: BUSINESS MATHEMATICS			Trimester: IV
Course Code: IBM 401	L T P	3 0 2	Credits: 4

OBJECTIVE	To familiarize the students with basic mathematics and its applications in businesses.		
LEARNING OUTCOME	<ol style="list-style-type: none"> Students will familiarize with basic mathematical tools with emphasis on application to business situations. Able to use various formulas for interest to solve problems involving simple and compound interest, present value, future value and discounts. Students will able to understand various methods of representing large quantities of data in matrix form Able to understand the concept of marginal analysis, determine price and quantities for max. revenue and min. cost, level of output for min. average cost. Able to evaluate marginal analysis, maximum profit and consumer surplus. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Basics of Business Mathematics Rates of interest: nominal, effective and their inter-relationships in different compounding situations, Compounding and discounting of a sum using different types of rates, Types of annuities like ordinary, due, deferred, continuous, and perpetual, and their future and present values using different types of rates of interest.	8
	2.	Matrices and Determinants Algebra of matrices, Inverse of a matrix, Solution of system of linear equations (having unique solution and involving not more than three variables) using matrices, Input output analysis.	9
	3.	Logarithm and Set Theory Definition of set, Methods of describing a set, Types of sets, subsets and their properties, Compliment of a set, Operations of sets, Fundamental law of algebra of sets, Logarithms: definition, and fundamental properties of logarithm, Base changing formula, Problem solving without using log tables.	8
	4.	Calculus I Mathematical functions and their types: linear, quadratic, polynomial, exponential, logarithmic and logistic functions, Concepts of limit and continuity of a function, Concept and rules of differentiation, Maxima and minima involving second or higher order derivatives.	7

	5.	Calculus II Partial differentiation, Partial derivatives up to second order, Homogeneity of functions and Euler's theorem, Total differentials, Differentiation of implicit functions with the help of total differentials, Maxima and minima in cases of two variables involving not more than one constraint including the use of the LaGrange multiplier, Integration, Standard forms, Methods of integration: by substitution, by parts and by use of partial fractions, Basic idea of definite integration.	8
		Total hours	40
TEXT BOOK	1. Dowling, E.T. <i>Applied Mathematics</i> . McGraw Hill.		
REFERENCE BOOK/ SUGGESTED READING	1. Ayres, F. Jr. <i>Mathematics for Economics and Finance</i> . McGraw Hill. 2. Budnick, P. <i>Theory and Problems of Mathematics of Finance</i> . McGraw Hill. 3. Dowling, E.T. <i>Mathematics for Economics Schaum's Outlines Series</i> . McGraw Hill. 4. Mizrahi and Sullivan, J. <i>Mathematics for Business Finance and Economics</i> . Wiley.		

Course: FINANCIAL MANAGEMENT-I			Trimester: IV
Course Code: IBM 402	L T P	3 0 2	Credits: 4

OBJECTIVE	The objective of this course is to help students to understand the conceptual framework of financial management and its applications under various environmental constraints.		
LEARNING OUTCOME	After completing the course, the student shall be able to: 1. Explain the nature and scope of financial management 2. Explain the concept of time value of money 3. Critically examine the risk return trade-off 4. Analyse capital budgeting process 5. Calculate discounted and non-discounted capital budgeting techniques.		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction Core theories of financial management, Objectives of the firm, Agency problem, Time value of money, Present and future value of cash flows, Use of time value of money in financial decisions, financial analysis and planning.	12
	2.	Investment Decisions Criteria of capital budgeting decision, Cash flow estimation, Risk analysis in capital budgeting, Theories of capital budgeting, NPV, IRR, PI, Techniques of capital budgeting.	12
	3.	Financing Decisions Leverages: concept and structure, Types of leverages and implications, Cost of capital, Capital structure: theories of capital structure, EBIT: EPS analysis, and equity v/s debt financing.	16
		Total hours	40
TEXT BOOK	1. Chandra, P. <i>Financial Management: Theory and Practice</i> . McGraw Hill. 2. Pandey, I.M. <i>Financial Management</i> . Vikas Publishing.		
REFERENCE BOOK/ SUGGESTED READING	1. Horne, J.C. V. <i>Financial Management and Policy</i> . Pearson Education. 2. Damodaran, A. <i>Corporate Finance: Theory and Practice</i> . Wiley. 3. Khan, M. Y. and Jain, P.K. <i>Financial Management</i> . McGraw Hill. 4. Rastogi, R.P. <i>Financial Management</i> . Taxmann Publications		

Course: MOBILE COMMERCE & SECURITY			Trimester: IV
Course Code: IBM 403	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students about Mobile Commerce- Ecosystem & Technologies and Business applications of Mobile Commerce		
LEARNING OUTCOME	1. Demonstrate an understanding of the foundations and importance of M-commerce. 2. Analyse the impact of M-commerce on business models and strategy 3. Describe the key features of Internet, Intranets and Extranets and explain how they relate to each other. 4. Discuss legal issues and privacy in M-Commerce 5. Assess electronic payment systems		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction M-Commerce: an overview, History of M-commerce, M-commerce concepts: An information systems perspective, The impact of mobility on E-commerce, The features of M-Commerce, M-commerce business models, The M-commerce value chain, M-commerce information system functional model, Advantages and challenges of M-commerce, and case study on Effectiveness of Mobile Electronic Commerce Strategy: A Customer-Oriented Approach	7
	2.	Mobile Commerce: Technology Framework The technological framework of M-commerce, Mobile clients, Types: mobile phones, PDAs, laptop computers, vehicle-mounted devices, hybrid devices, Device limitations: considerations for user interface and application design, Device location technology: GPS, triangulation, Mobile client software, Mobile device operating systems, Micro browsers, Mobile device communications protocols: WAP, i-Mode, Mobile device page description languages, Mobile device application software, Wireless communications technology, Wireless wide area network (WWAN) technology: cellular systems, 2G: CDMA, TDMA, GSM, 2.5G: GPRS, EDGE, 3G: WCDMA/UMTS, CDMA2000, 4G, Future scenario: The fifth generation(5G), Wireless local area network (WLAN) technology: Wi-Fi, Wireless metropolitan area network (WMAN) technology: Wi-max, Wireless personal area network (WPAN) technology: Bluetooth.	10

	3.	Mobile Electronic Commerce Applications and Mobile Business Overview of mobile applications: Mobile financial services, Mobile Advertising: The Indian Perspective, Mobile marketing: Technology, Marketing tools, Marketing strategies, Marketing policies, Mobile-CRM, ICTs Adoption in the M-Tourism Industries, Mobile inventory management, Mobile product location and shopping, Mobile proactive service management, Mobile entertainment, Mobile office, Mobile information access, Vehicular mobile commerce, Telematics, Location-based applications, Automated Teller Machine (ATM) and Mobile phone interface in a developing banking system, The wireless application: client side, server side, WAP, Mobile application and user analytics, and M-commerce cases.	10
	4.	M-commerce payment systems and security Mobi Cash: Smart Mobile Payment System, Positioning of Mobile Payment Services, M-payment security challenges, Security and reliability issues on mobile ad hoc network, Security of wireless ad-hoc network, Security threats: Kinds of threats & crimes, Client threat, Server Threat, Frauds, SWOT analysis of M-commerce, M-commerce security solution, Basic cryptography for enabling security in M-commerce: Public and private key encryption, Authentication and trust using digital signature and digital certificates, Trust in M-commerce: Authentication, confidentiality, integrity, and non-repudiation.	7
	5.	M-commerce issues Ethnicity in Mobile Commerce Acceptance, M-commerce technology issues, Mobile client issues, Communications infrastructure issues, Application issues, Global m-commerce issues, and Future of Mobile Commerce and Case studies.	6
		Total hours	40
TEXT BOOK	1. Sadeh, N. <i>M-Commerce: Technologies, Services, and Business Models</i> . Wiley. 2. Wei, J. <i>Mobile Electronic Commerce Foundations, Development, and Applications</i> . CRC Press.		
REFERENCE BOOK/ SUGGESTED READING	1. Bandyopadhyay, K. <i>Mobile Commerce</i> . Prentice Hall India. 2. Mennecke, Brian, E., Strader, & Troy, J. <i>Mobile Commerce: Technology, Theory, and Application</i> . Idea Group Inc. 3. May, P. <i>Mobile Commerce: Opportunities, Applications, and Technologies of Wireless Business</i> . Cambridge University Press.		

Course: ORGANISATIONAL BEHAVIOUR			Trimester: IV
Course Code: IBM 404	L T P	4 0 0	Credits: 4

OBJECTIVE	This course is intended to provide the students with cutting edge thinking on a variety of Organisational Behaviour aspects that will equip them to understand self, groups and Organisational dynamics in order to be a successful manager.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. To define basic organizational behavior principles, and analyse how these influence behavior in the workplace 2. To analyse individual human behavior in the workplace as influenced by personality, values, perceptions, and motivations. 3. To outline the elements of group behavior including group dynamics, communication, leadership, power & politics and conflict & negotiation 4. To understand your own management style as it relates to influencing and managing behavior in the organization systems. 5. To enhance critical thinking and analysis skills through the use of management case studies, personal application papers and small group exercises. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction to Organisational Behaviour Organisational Behaviour (OB): Definition, Importance, Disciplines and Models of OB, Characteristics & Limitations of OB, Hawthorne Experiments, Challenges & Opportunities of OB.	5
	2.	Individual Behaviour in Organization Perception: Meaning, Perceptual Process, Perceptual Errors, Managing Perceptions, Attribution Theory; Personality: Meaning, Determinants, Types and Theories; Learning: Concept, Principles, Theories, Behaviour Modification; Motivation: Meaning, Importance, Theories - content and process theories; Attitude: Meaning, Type, Formation, Cognitive dissonance, Emotional Intelligence; Organization citizenship Behaviour, Workplace Deviance.	12
	3.	Group Behaviour in Organizations Groups: Meaning, Nature and Classifications of Groups, Stages of Group Development; Group Decision Making Techniques, Group Cohesiveness; Work Teams–Teams vs. Groups; Impact of Group on Individual Behaviour; Managing Interpersonal Relationship: Transactional Analysis, Johari Window; Conflict: Concept, Sources, Types, Stages of conflict, Management of conflict; Leadership: Meaning, Types, Theories- Trait, Behavioural, Contingency, Transformational & Transactional, Leadership Development;	15

		Power and Politics: Concept, Distinction between Power and Authority, Sources of Power, Power tactics, Determinants of Political Behaviour, Managing Political Behaviour; Workplace Stress: Concept, Causes, Relation between Stress & Performance Level, Managing Stress.	
	4.	Organisational System Organisational Culture: Definitions, Characteristics, Types, Strong versus Weak Culture, Creating, Sustaining and Changing Organisational Culture; Organisational Change: Meaning, Nature, Forces, Process, Resistance to change: Causes, Overcoming resistance to change, Implementing Change, Kurt Lewin Theory of Change; Organisational Development (OD): Definitions, Nature, Characteristics, Action Research Model of OD, Types of OD Intervention Strategies, OD Failure.	8
		Total hours	40
TEXT BOOK	1. Robbins, S. P. and Judge, T.A. <i>Organizational Behavior</i> Pearson Education. 2. Luthans, F. <i>Organizational Behavior</i> . McGraw Hill.		
REFERENCE BOOK/ SUGGESTED READING	1. Robbins, S. P., & Judge, T.A. <i>Organizational Behavior</i> . Pearson Education. 2. Luthans, F. <i>Organizational Behavior</i> . McGraw Hill. 3. Davis, K., & Newstrom, J. <i>Human Behavior at Work</i> . McGraw Hill. 4. Pareek, U. N. <i>Understanding Organizational Behavior</i> . Oxford University Press. 5. Mullins, L. J. <i>Management and Organizational Behavior</i> . Pearson Education. 6. Griffin, R. W., & Moorhead, G. <i>Organizational Behavior</i> . Cengage Learning. 7. Saiyyadin, M. <i>Organizational Behavior</i> . McGraw Hill. 8. Singh, K. <i>Organizational Behavior</i> . Vikas Publication. 9. Singh, C., & Khatri, A. <i>Principles and Practices of Management and Organizational Behavior</i> . Sage Publications. 10. Nahavandi, A., Denhardt, R.B., Denhardt, J.V., & Aristigueta, M.P. <i>Organizational Behavior</i> . Sage Publications.		

Course Code: IBM 405	L T P	4 0 0	Credits: 4
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OBJECTIVE	To familiarize the students on economic causes and assessments of environmental problems.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. To enable the students to have deep knowledge of environmental and resource problems with the perspective of an economist. 2. To comprehend environmental and natural resource problems, and critically assess environmental policy proposals. 3. Have a detailed understanding of the discipline of environmental economics, including its key principles and methods. 4. Be able to use economic techniques to analyse environmental problems and to assess environmental policies. 5. Have developed research skills in the field of environmental economics. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction Concepts of Environment, Economics and Ecology. Relation between Environment and Economy (inter linkages), the natural environment and the human economy-the neoclassical economics (introductory). Economics of Exhaustible Resources, Economics of Renewable Resources, Pricing of Resources; Energy and Economic Development.	12
	2.	Economics of Pollution and Environmental Regulation Damage and abatement cost functions; Marginal decision; Optimum level of pollution; Property Rights or Coasian Theorem; role of state in environment preservation-review of environment legislation in India. Pigovian Taxes, Command and Control versus Market Based Instruments, Standards, Quotas, Tradable Permits; Environmental Regulation System in India- Design, Monitoring and Enforcement	12
	3.	Cost-Benefit Analysis and Environment Measuring the costs and benefits of environment protection. Environment regulations and legislations- Air, Water, Land, chemicals and pesticides; understanding Environment Impact Assessment (EIA), Green national accounts and environmental accounting.	8
	4.	Global Environmental Pollution: Acid rain, ozone depletion and global warming (causes, consequences and solutions or international responses); Recent Earth summits. Environmental Kuznets Curve, Economics of sustainable development: Trade, Development	8

		and Environment under WTO regime.	
		Total hours	40
TEXT BOOK	<ol style="list-style-type: none"> 1. Ahmed, H. <i>Principles of Environmental Economics</i>. II Edition. London & New York: Routledge, Taylore & Francis Group. 2. Eugene, T. <i>Environmental Economics</i>. Delhi: Varinda Publications.. 3. Goodstein, E.S. <i>Economics and the Environment</i>. III Edition. US: John Wiley & Sons Inc. 4. Kolstad. C.D. <i>Intermediate Environmental Economics</i>. II Edition. Oxford University Press Inc. 5. Nandimath, O.V. <i>Handbook of Environmental Decision Making in India</i>. Oxford University Press Inc. 		
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Goodstein, E.S. <i>Economics and the Environment</i> (third edition). John Wiley & Sons. Inc. 2. Bhattacharya, R. N. (Ed). <i>Environmental Economics: An Indian Perspective</i>. Oxford University Press, New Delhi. 3. Baumol, W.J., & Oates, W. E. <i>The Theory of Environmental Policy</i>. Cambridge University Press, Cambridge. 4. Hanley, N., Shogren, J. F., & White, B. <i>Environmental Economics</i>. Macmillan, New Delhi. 5. World Bank. World Development Report. <i>Environment and Development</i>. Oxford University Press, New Delhi. 		

Course: OPERATIONS RESEARCH			Trimester: V
Course Code: IBM 501	L T P	3 0 2	Credits: 4

OBJECTIVE	To impart knowledge about major Operations Research Techniques to aid managerial decision making.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Identify and develop operational research models from the verbal description of the real system 2. Understand the mathematical tools that are needed to solve optimisation problems. 3. Develop a report that describes the model and the solving technique. 4. Analyse the results and propose recommendations in language understandable to the decision-making processes in Management. 5. Apply OR techniques constructively to make effective business decisions. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction and Linear Programming Evolution of operations research, Nature and scope of operations research, Linear programming: formulation of problem, Graphical method for solving LP, Simplex method, Sensitivity analysis, Duality, Special cases: degeneracy, unboundedness, infeasibility, multiple alternative solution.	10
	2.	Transportation and Assignment Transportation: formulation, method of finding feasible solution- north-west corner method, least-cost method, VAM; Optimal methods- Stepping-Stone method and MODI method, Assignment formulation, Solution of assignment problem -algorithm.	8
	3.	Queuing Theory and Game Theory Queuing Theory: structure of various queuing systems and characteristics of queuing systems, Game theory: concept of game, two-person zero-sum game and pure and mixed strategy, Algebraic and graphical method to solve game problem.	12
	4.	Project Management PERT Network, CPM, Time-Cost Trade-off.	10
		Total hours	40
TEXT BOOK	<ol style="list-style-type: none"> 1. Vohra N. D.; <i>Quantitative Techniques in Management</i>; McGraw Hill 2. Anderson, D. R., Sweeney, D., J. and Williams, T. A.; <i>Quantitative Method for Business</i>, South-Western Publishing Company 		

REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none">1. Hiller, F. S. and Liberman, G. J., Nag, B and Basu, P; <i>Introduction to Operations Research</i>; McGraw-Hill2. Taha, H.A., Natrajan, A.M., Balasubramanie, P. and Tamilarasi, A; <i>Operations Research</i>; Pearson Education3. Winston, Wayne L.; <i>Operations Research Applications and Algorithms</i>; Cengage Learning4. Levin, R. I., Rubin, D. S., Stinson, J. P. and Gardner, E. S.; <i>Quantitative Approaches to Management</i>; McGraw Hill5. Taha, H. A.; <i>Operations Research: An Introduction</i>; Pearson Education
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Course: FINANCIAL MANAGEMENT- II			Trimester: V
Course Code: IBM 502	L T P	3 0 2	Credits: 4

OBJECTIVE	To familiarize the students with principles and practices of financial management with respect to dividend, management of working capital and long term financing decisions .		
LEARNING OUTCOME	After completing the course, the student shall be able to: 1. Estimate various capital structure theories. 2. Possess detailed understanding of factors affecting capital structure decisions in a firm. 3. Critically examine various theories of dividend decision 4. Possess detailed understanding of factors affecting dividend policy 4. Evaluate working capital requirement of a firm.		
COURSE DETAILS	Module no	Topic	Hours
	1.	Dividend Policy Introduction, Walter and Gordon model, MM irrelevance theory, Dividend policy formulation, Repurchase of stock, Bonus shares and stock splits.	12
	2.	Working Capital Management Principles of working capital management, Working capital requirement, Working capital Management Strategies, Operating cycle, Receivables management, Inventory management, Cash management, Working capital finance.	14
	3.	Long Term Financing Equity capital, Term loans, Debentures, Hybrid debt instruments, IPO and venture capital, Lease and hire purchase financing, Role of finance manager.	14
		Total hours	40
TEXT BOOK	1. Horne, V. J.C.; <i>Financial Management and Policy</i> ; Pearson Education. 2. Pandey, I. M; <i>Financial Management</i> ; Vikas Publishing		
REFERENCE BOOK/ SUGGESTED READING	1. Chandra, P.; <i>Financial Management: Theory and Practice</i> ; McGraw Hill 2. Damodaran, A.; <i>Corporate Finance: Theory and Practice</i> ; Wiley 3. Khan, M. Y. and Jain, P. K.; <i>Financial Management</i> ; McGraw Hill		

Course: LEGAL ASPECTS OF BUSINESS			Trimester: V
Course Code: IBM 503	L T P	4 0 0	Credits: 4

OBJECTIVE	To impart knowledge about business laws governing contracts, partnerships and authenticity of electronic transactions etc. relating to business.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Student will be able to explain types, characteristics and mode of a contract and remedies in case of breach. Student will also able to give the outline the Sale of goods act 2. Student will be able to outline the provision regarding partnership and LLP inducing difference between them. 3. Student will be able to explain the meaning, types and parties of negotiable instrument. 4. Student will be able to explain the concept of intellectual property right (Trade marl, copy right, Patent etc.) 5. Student will be able to explain meaning, scope of the Act. Concept of Digital signature, Electronic governance, and related regulatory issues. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	The Indian Contract Act, 1872 Contract: Meaning, Characteristics and kinds, Essentials of valid contract: Offer and acceptance, contractual capacity, free consent, Void agreements, Discharge of contract: modes of discharge including breach and its remedies, Contingent contracts, Quasi-contracts, Contract of indemnity and guarantee, General provisions of Contract of bailment and Contract of agency.	10
	2.	Partnership Law a) Partnership Act, 1932 Definition and nature of partnership, rights and duties of a partner, Registration of Partnership, Status of a minor partner, Effect of non-registration, Dissolution of a partnership b) Limited Liability Partnership (Overview): Major provisions Introduction to LLP and major difference between Partnership and LLP.	5
	3.	The Sale of Goods Act, 1930 Contract of sale: meaning and difference between sale and agreement to sell, Conditions and warranties, Transfer of property in goods including sale by non-owners, Performance of contract of sale, Unpaid seller: meaning and rights of an unpaid seller against the goods and the buyer.	5

	4.	The Negotiable Instruments Act, 1881 Definition of negotiable instrument, Promissory note, bill of exchange and Cheque, Parties to negotiable instrument, Endorsement, Types of Crossing of Cheque, Dishonor of a negotiable instrument: Liabilities of Banker and drawer for dishonor of a Cheque,	7
	5.	Intellectual Property Rights (Overview) Concept of Intellectual Property, Contents, and Copyright: rights granted, duration of protection, Trade Marks: Forms and importance, Geographical Indication: rights granted, Patentable and Non-patentable inventions, Infringements, Process of filing patent, Emerging issues in IPR.	8
	6.	The Information Technology Act, 2000 Meaning and scope of the Act, Digital signature, Electronic governance, Regulation of certifying authority, Digital signature, Penalties and adjudication, Offences.	5
		Total hours	40
TEXT BOOK	1. Kuchhal, M.C. and Kuchhal, V.; <i>Business Law</i> ; Vikas Publishing 2. Kumar, R.; <i>Legal Aspects of Business</i> ; Cengage Learning		
REFERENCE BOOK/ SUGGESTED READING	1. Gulshan, S.S.; <i>Mercantile Law</i> ; Excel Book House 2. Maheshwari and Maheshwari; <i>Business Law</i> ; National Publishing House 3. Gogna, P. P. S.; <i>Business Law</i> ; Vikas Publications 4. <i>The Information Technology Rules, 2000 and Cyber Regulations Appellate Tribunal Rules, 2000 with Information Technology Act, 2000</i> , Taxmann Publication		

Course: BUSINESS ENVIRONMENT			Trimester: V
Course Code: IBM 504	L T P	4 0 0	Credits: 4

OBJECTIVE	The objective is to sensitize the students towards the environment within which organization has to function and to provide insight to students of its implications for decision making in business organizations.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. To understand the basic concepts of Business Environment 2. To analyse the factors that influence business and its environment 3. To identify the different laws and regulations influencing business 4. To analyse the applications of concept of business environment in assessing the situation 5. To analyze the responsiveness of different companies towards business environment 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction Introduction, Concept, Significance and nature of business environment, Types of environment, Interaction between internal and external environments, Nature and structure of economy, Techniques for environment analysis, Approaches and significance of environment forecasting.	9
	2.	Economic Environment of Business Economic environment, History of economic systems, Market, Planned and mixed economy, Planning in India: emergence and objective, Planning monetary policy, Fiscal policy, Union budget as instrument of growth and its impact on business, Industrial policy: meaning, objective and recent developments in economic policy and its impact on business.	9
	3.	Political and Legal Environment of Business Politico-legal environment, Relationship between business and government, Economic planning, Regulatory, Promotional and entrepreneurial roles of government, Constitutional provisions affecting business, Competition Act, 2002, Consumer Protection Act, 1986, SEBI Act.	9
	4.	Technological Environment of Business Factors influencing technological environment, Role and impact of technology on business, Transfer of technology-channels, Methods and limitations.	8

	5.	Demographic and Socio-Cultural Environment of Business Population size, Falling birth rate, Changing age structure and its impact on business, Business and society, Social responsibility of business, Business and culture, Culture and organizational Behavior.	5
		Total hours	40
TEXT BOOK	1. Cherunilam, F.; <i>Business Environment; Text and Cases</i> , Himalaya Publishing House 2. Saleem, S.; <i>Business Environment</i> ; Pearson Education		
REFERENCE BOOK/ SUGGESTED READING	1. Ashwathappa, K.; <i>Business Environment for Strategic Management</i> ; Himalaya Publishing House 2. Dhingra, I.C.; <i>Indian Economics: Environment and Policy</i> ; Sultan Chand and Sons 3. Mishra, S.K., and Puri, V.K.; <i>Economic Environment of Business</i> ; Himalaya Publishing House 4. Paul, J.; <i>Business Environment Text and Cases</i> ; McGraw Hill		

Course: ORGANISATIONAL LEADERSHIP			Trimester: V
Course Code: IBM 505	L T P	4 0 0	Credits: 4

OBJECTIVE	To know and understand critical underlying theories and concepts that guide the formation, and development of effective leadership.		
LEARNING OUTCOME	Students will be able to: 1. Understand how ethics, morals, and values relate to their leadership dilemmas.; 2. Integrate their lived experiences into their leadership development process; 3. Enhance the impact of team leadership through active group participation. Engage in conflict productively and work toward conflict resolution. 4. Explore their own competence with regards to the dimensions of difference, especially as it relates to others in their communities.		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction Concept of leadership, Leadership skills, Managerial leadership roles, Leadership theory paradigm: Trait Theory, Behavioral Theory, Contingency theory, Situational Leadership, Path-goal Theory, Charismatic leadership theory, Transformational and transactional leadership theory, McGregor Theory.	10
	2.	Assessing Leadership and Measuring its Effects Managerial incompetence, Leadership talent management, Assessing leadership potential, Measuring effects of leadership, Methodologies used to study leadership: qualitative and quantitative.	8
	3.	Leadership Traits and Ethics Personality traits and leadership, Intelligence and leadership, Emotional intelligence and leadership, Cross-cultural leadership, Ethics and leadership, Case studies of Indian and international leaders.	8
	4.	Influencing: Power, Politics, Negotiation and Networking Sources of leader's power, Leader motives, Types of influence tactics and power, Organizational politics, Networking, Negotiation.	6
	5.	Contemporary Issues in Leadership Change management and strategic leadership, Role of leaders in creating a learning organization culture, Crisis leadership, Team leadership, Inspiring leadership, Spiritual leadership.	8
		Total hours	40

TEXT BOOK	<ol style="list-style-type: none"> 1. Achua, Christopher F. and Lussier, Robert N.; <i>Effective Leadership</i>; Cengage Learning. 2. Yukl G.; <i>Leadership in Organization</i>; Pearson Education
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Hughes, Richard L., Ginnett, Robert C. and Curphy, Gordon; <i>Leadership: Enhancing the Lesson of Experience</i>; McGraw Hill 2. Rowe, W. Glenn; <i>Cases in Leadership</i>; Sage Publications 3. Charan, Ram; <i>Leaders at all Levels</i>; Wiley 4. Sadler Philip; <i>Leadership</i>; Crest Publishing House 5. <i>Harvard Business Review on Leadership</i>, Harvard Business School Press 6. Neidert, David; <i>Four Seasons of Leadership</i>; Executive Excellence Publishing 7. Spitzer, Robert J; <i>The Spirit of Leadership</i>; Executive Excellence Publishing

Course: PRODUCTION AND OPERATIONS MANGEMENT			Trimester: VI
Course Code: IBM 601	LTP	3 0 2	Credits: 4

OBJECTIVE	To familiarize the students with various production processes and service systems, and the role that production and operations management plays in business and analysis of issues arising in the management of operations.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Understand the core features of the operations and production management function at the operational levels. 2. Develop strategy for production system and product design. 3. Understand and apply analytical tools to production activities. 4. Develop inventory management strategy 5. Understand and apply the principles of Quality Management System. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction Nature and scope of production and operations management, Relationship with other systems in the organization, Factors affecting system and concept of production and operations management, Facility location, Layout planning and analysis.	6
	2.	Production System and Related Concepts Types of production systems: continuous production, mass production, Batch production, Job order production, Capacity planning, Aggregate planning, Production planning and control, Product design and development.	9
	3.	Scheduling and Measuring Production Activities Scheduling, Maintenance: breakdown maintenance, preventive maintenance, Productivity, Productivity measurement, Work study (Time and motion study), Method study, Work measurement. Ergonomics.	9
	4.	Material and Inventory Management An overview of material management, Material planning and inventory control, Inventory model (Classical EOQ), Just-in-time (JIT), Lean manufacturing, Purchase management, Store management, Safety management.	9
	5.	Quality in Production and Operations Management Quality assurance, Quality control, Quality control charts.	7
		Total hours	40

TEXT BOOK	<ol style="list-style-type: none"> 1. Charry, S.N.; <i>Production and Operations Management-Concepts Methods and Strategy</i>; Pearson Education 2. Sarin, R. K. and Buffa, E. S.; <i>Modern Production Operations Management</i>; Wiley
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Joseph, S. Martinich; <i>Production and Operations Management: An Applied Modern Approach</i>; McGraw Hill 2. Stvenson, William J.; <i>Operations Management</i>; McGraw Hill 3. Adam, E.; <i>Production and Operations Management: Concepts, Models and Behavior</i>; Pearson Education 4. Lee, J. K., Lerry, P. R. and Malhotra, K. M. <i>Operations Management: Processes and Supply Chains</i>. Pearson Education. 5. Chase, R. B., Shankar, R. and Jacobs, R. F.; <i>Operations and Supply Management</i>; McGraw-Hill

Course: START-UP ECOSYSTEM IN INDIA			Trimester: VI
Course Code: IBM 602	L T P	3 0 0	Credits: 3

OBJECTIVE	To familiarise the students with the basic concepts of start-up ecosystem in India that facilitate entrepreneurship opportunities for prospective entrants in the ecosystem.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. After studying this course, the student will be able to 2. Understand the Start-up ecosystem and its constituents in India 3. Identify the sources of funding for the Start-ups. 4. Analyze the environmental challenges and how institutional and government support can help in incubation of promising ideas. 5. Assess the requirements of the Start-ups and the research and institutional infrastructure in India. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Startup Landscape in India Meaning of Start-up, Start-up Ecosystem and its constituents, Characteristics of a Good Start-up Ecosystem, Growth of Start-Ups in India, Gazelles and Unicorns – Meaning, importance and growth, Start-up Communities: Building an Entrepreneurial Ecosystem. Women Entrepreneurs: The Startup Legends.	4
	2.	Start-up funding and investment Bootstrapping vis-à-vis external financing: Advantages and Disadvantages, Role of Central Government and State Government in financing entrepreneurial start-ups with Various Incentives, Subsidies, Grants, Programmed Schemes, GST reforms and Challenges, Government Initiatives for Self-Reliant India (Aatm Nirbhar Bharat), MUDRA, STANDUP and STARTUP Promotional Schemes of Government of India. Angel Investors, Venture Capitalists and Private Equity. Role of global companies in financing start-ups in India. Role of Unicorns in financing new start-ups.	10
	3.	Idea Generation and Incubation Environmental Challenges for Start-ups in India, Opportunity Identification, Innovation, Role of technology in idea generation, Atal Incubation centers and Established incubation centers under Atal Innovation Mission, Incubation Centers and accelerators established by government and private sector. Establishment of Innovation hubs and Idea Labs across India.	6

	4.	Institutional Support for Start-ups in India Role of Ministry for Micro Small and Medium Enterprises and promoting Start-ups, National Innovation Council, National Policy for Skill Development and Entrepreneurship. Entrepreneurship Development Institute of India, National Institute for Entrepreneurship and Small Business Development (NIESBUD).	6
	5.	Promotion of Global Start-ups in India Major provisions in EXIM policy supporting global start-ups in India, Micro Exporters Policy, Indian Institute of Foreign Trade and its incubation cell for export start-ups.	4
		Total hours	30
TEXT BOOK	1. Joshi, Savita; Entrepreneurship Innovations and Startups in India, New Century Publications. 2. Menon, K.S.V and Garima Malik; Funding Options for Startups: A conceptual Framework and Practical Guide, Notion Press.		
REFERENCE BOOK/ SUGGESTED READING	1. Timmons, Jeffery A., New Venture Creation, Mc Graw Hill. 2. Vaidyanathan, Nandini; Start up Stand up, Jaico Publishing.		

Course: COMPANY LAW			Trimester: VI
Course Code: IBM 603	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarise the students with the provisions of Company Law including those governing formation of companies, corporate management practices, possible abuses of power by executives, remedial measures and government regulations on corporate businesses.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Student will be able to outline the various basic concept of company law and different types of company. 2. Student will be able to explain different types of meeting. 3. Student will be able to explain different types of shares and debenture. 4. Student will be able to explain the power and duties of director and auditor. 5. Student will be able to explain the concept of winding up, oppression and mismanagement 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction Meaning and nature of companies, One person Company, Kinds of companies, Formation and Incorporation of a company; Memorandum of Association, Articles of Association, Effects of memorandum and articles of association; Doctrine of Indoor Management; Meaning and definition of Prospectus, Abridged form of prospectus, Major changes incorporated in Companies Act 2013.	12
	2.	Shares and Debentures Shares and types of shares, Transfer of shares; Debentures and kinds of debentures; Meetings and their types, Kinds of general body meetings; Meaning of dividend, Sources of divided payments; Powers, duties, and obligations of auditors.	10
	3.	Directors Meaning, Qualification, Appointment and Removal of directors, Duties and Liabilities of directors, Remuneration of directors, Types of directors, Distinction between Managing Director and Whole time Director, Meetings of board of directors.	10
	4.	Meaning and Prevention of Oppression Prevention of Mis-management; Meaning and modes of winding up, Grounds for winding up by the tribunals, Types of voluntary winding up, Consequences of voluntary winding up; Appointment, Power and duties of a liquidator in winding up.	8
		Total hours	40

TEXT BOOK	1. Dhamija, Sanjay and Kapoor, G.K.; <i>Company Law</i> ; Taxmann Publications – 21 st Edition (2018)
REFERENCE BOOK/ SUGGESTED READING	1. Kuchhal, M.C. and Kucchal Alok; <i>Modern Indian Company Law</i> ; Mahavir Publication – 30 th Edition (2018) 2. Singh, Avtar; <i>Company Law</i> ; Eastern Book Company 3. Gogna P.P.S.; <i>A Text Book of Company Law</i> ; S. Chand Publication 4. Anil Kumar; <i>Company Law</i> ; India Book House; Delhi

Course: BUSINESS RESEARCH METHODS			Trimester: VI
Course Code: IBM 604	L T P	4 0 0	Credits: 4

OBJECTIVE	To impart basic knowledge about research methods, and develop skills to use statistical tools necessary in management research.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. To understand the purpose of research, identify a business problem/ need, translate it into a research question and design an appropriate way to answer it 2. To identify and understand the main qualitative and quantitative methods of business research, their merits and demerits and appropriate application areas. 3. To develop skills in choosing suitable sampling technique, measurement scales, questionnaire design, conducting interviews, surveys and leading focus groups. 4. To formulate testable hypotheses and choose the most appropriate tools for testing them, develop skills of quantitative data analysis and interpretation of its results 5. To communicate research findings and their implications in a clear and well organized way, both orally and in writing. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction to Research Methods Definition and objectives of research, Various steps in scientific research, Types of research, Research purposes, Research design, Survey research, Case study research etc., Ethics in research.	8
	2.	Data Collection and Sampling Design Sources of data: primary data, secondary data, sources of collecting primary data, and sources of collecting secondary data, Sampling procedures, Merits and demerits of sampling, sampling errors.	10
	3.	Descriptive Statistics Data preparation: editing, coding, classification and tabulation of data, Measures of central tendency, Probability concepts, Theoretical distributions: Binomial distributions, Poisson distribution and Normal distribution.	10
	4.	Statistical Modeling and Analysis Fundamentals of statistical analysis and inferences, Multivariate methods, Concepts of correlation and regression, Analysis of data, Hypothesis testing, procedure of testing hypothesis.	8

	5.	Research Reports Structure and components of research report, Types of reports, Layout of research report, Mechanism of writing a research report.	4
		Total hours	40
TEXT BOOK	1. Cooper, D. R. and Schindler, P. S.; <i>Business Research Methods</i> ; McGraw Hill 2. Sekaran, Uma and Bougie, Roger; <i>Research Methods for Business: A Skill Building Approach</i> ; Wiley 3. Zikmund, William G., Babin, Barry J., Carr, John C., Adhikari, Atanu and Griffin, Mitch; <i>Business Research Methods</i> ; Cengage Learning		
REFERENCE BOOK/ SUGGESTED READING	1. Jenkins, G.M. and Watts, D.G; <i>Spectral Analysis and its Applications</i> ; Holden Day 2. Saunders, M., Thornhill, A. and Lewis, P.; <i>Research Method for Business Methods</i> ; Pearson Education 3. Kerlinger, F. N., and Lee, H. B.; <i>Foundations of Behavioural Research</i> ; Cengage Learning		

Course: BUSINESS RESEARCH METHODS			Trimester: VI
Course Code: IBM 605 P	L T P	0 0 2	Credits: 1

OBJECTIVE	To impart knowledge about research methods, and develop skills to use statistical tools necessary in management research.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. To understand the purpose of research, identify a business problem/ need, translate it into a research question and design an appropriate way to answer it 2. To identify and understand the main qualitative and quantitative methods of business research, their merits and demerits and appropriate application areas. 3. To develop skills in choosing suitable sampling technique, measurement scales, questionnaire design, conducting interviews, surveys and leading focus groups. 4. To formulate testable hypotheses and choose the most appropriate tools for testing them, develop skills of quantitative data analysis and interpretation of its results <p>To communicate research findings and their implications in a clear and well organized way, both orally and in writing.</p>		
COURSE DETAILS	Module no	Topic	Hours
	1.	Basics of Data Analysis Analysis of data; Coding, editing and tabulation of data; Charts and diagrams used in data analysis; Data processing, analysis and estimation; Uses of data analysis tools like SPSS and Excel;	2
	2.	Preliminaries of MS Excel in Business Research Introduction; Using Excel lists; Creating a list; Sorting; Performing simple sorts; Sorting by multiple columns; Data forms; Adding data using the data form; Finding records using the criteria; Filtering data; Auto filter; Special features for filtered lists; Totals and subtotals; Managing windows; Multiple windows; Splitting windows; Freezing panes; Linking data; Analysis tool pack; Analysis by goals seek; Analysis by pivot tables.	3
	3.	Introduction to SPSS Advantages and disadvantages, Data files, syntax files, output files, Entering data, Merging files, Descriptive statistics; t test for independent means; t test for dependent means; ANOVA; chi square test	3
	4.	Preparation of Research Reports Report preparation; Types and layout of research report; Precautions in preparing research report; Bibliography and annexure in report.	2
		Total hours	10

TEXT BOOK	<ol style="list-style-type: none"> 1. Cooper, D. R. and Schindler, P. S.; <i>Business Research Methods</i>; McGraw Hill 2. Sekaran, U. and Bougie, R.; <i>Research Methods for Business: A Skill Building Approach</i>; Wiley 3. Zikmund, W. G., Babin, B. J., Carr, J. C., Adhikari, Atanu and Griffin, Mitch; <i>Business Research Methods</i>; Cengage Learning
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Jenkins, G.M., and Watts, D.G; <i>Spectral Analysis and its Applications</i>; Holden Day 2. Saunders, M., Thornhill, A. and Lewis, P.; <i>Research Method for Business Methods</i>; Pearson Education 3. Kerlinger, Fred N., and Lee, H. B.; <i>Foundations of Behavioural Research</i>; Cengage Learning.

Course: EMOTIONAL INTELLIGENCE AND MANAGERIAL	Trimester: VI
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EFFECTIVENESS			
Course Code: IBM 606	L T P	4 0 0	Credits: 4

OBJECTIVE	To make the students adept with managing emotions as it leads to building stronger relationships, succeeding at work and achieving career and personal goals.		
LEARNING OUTCOME	Students will be able to: 1. Use the concept of Emotional Intelligence (EI) at their workplace 2. Apply the concept of Self-Awareness, Self-Regulation and Self-Motivation to be an effective manager; 3. Use empathy and Social Skills for being an effective manager; 4. Assess the potential effects of emotional intelligence on various stakeholders; 5. Use EI for increasing their effectiveness as a manager.		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction to Emotional Intelligence Introduction to Emotional Intelligence, Understanding difference between Emotional Intelligence and Intelligence Quotient, Understanding emotions and its kinds, Nature of Emotional Intelligence, Daniel Goleman's Emotional Intelligence Model	12
	2.	Self-Awareness, Self-Regulation and Self-Motivation Self-Awareness, Life Positions, Soothing Anxiety, Power of positive thinking, Emotional literacy	4
	3.	Empathy and Social Skills Empathy, Barriers to empathy, creating a powerful first impression, assessing a situation	6
	4.	Effect of Emotional Intelligence Effect of EI for manager, Staff, Customers and Self	8
	5.	Applications of Emotional Intelligence Work Life Balance, Stress Management, Conflict Resolution, Management of Change, Managing Diversity	10
		Total hours	40
TEXT BOOK	1. Goleman, Daniel; <i>Emotional Intelligence : Why it can matter more than IQ</i> , Bloomsbury 2. Dann, Jill; <i>Emotional Intelligence</i> , Hodder Education		
REFERENCE BOOK/ SUGGESTED	1. Lencioni, Patrick M. and Bradberry, Travis and Greaves, Jean; <i>Emotional Intelligence 2.0</i> ; Talent Smart		

READING	<ol style="list-style-type: none"> 2. Walton, David; <i>Introducing Emotional Intelligence: A Practical Guide</i>; Icon 3. Goleman, Daniel; <i>Working with Emotional Intelligence</i>; Bloomsbury Publishing India Private Limited 4. Dann, Jill; <i>Emotional Intelligence In A Week: Raise Your EQ In Seven Simple Steps</i>; Teach Yourself 5. Gilbert, Michele; <i>Emotional Intelligence: Learn Better Communication and Raise Your Interpersonal and Leadership Skills</i>; Manifest Ebook Publishing, Inc.
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Course: INTERNATIONAL BUSINESS	Trimester: VII
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Course Code: IBM 701	L T P	4 0 0	Credits: 4
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OBJECTIVE	To enable the students to learn about nature, scope and structure of international business and understand the influence of various environmental factors on international business operations.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Student will be able to understand the international business and the different components of international business environment 2. Students will be clear about the recent trends and developments of global trading environment 3. Students will be familiar with the different international economic institutions and international agreements 4. Students will be to know about the concept of regional economic groupings and famous regional trade agreements across the world 5. Students will be able to understand the role of multinational corporations and their involvement in international business 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction Nature, scope and importance of international business, Modes of entry into international business, Internationalization process and managerial implications, Framework for analyzing international business environment: domestic, foreign and global environments, and their impact on international business decisions.	10
	2.	Global Trading Environment World trade in goods and services, Major trends and developments, World trade and protectionism, Tariff and non-tariff barriers, Counter trade and Commodity trading.	8
	3.	International Economic Institutions and Agreements WTO, IMF, World Bank, UNCTAD, International Commodity Agreements.	8
	4.	Regional Economic Groupings Regionalism vs. multilateralism, Structure and functioning of EU and NAFTA, Regional economic cooperation.	7
	5.	Multinational Corporations and their Involvement in International Business Role of MNCs in development, Issues in foreign investment, Technology transfer, Pricing and regulations, International collaborative arrangements and strategic alliances.	7
		Total hours	40

TEXT BOOK	<ol style="list-style-type: none"> 1. Hill, C. W.L. and Jain, A. K.; <i>International Business</i>; McGraw Hill 2. Daniels, J. H. and Lee, H. R.; <i>International Business: Environments and Operations</i>; Pearson Education
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Cherunilam, F.; <i>International Business: Text and Cases</i>; Pearson Education 2. Czinkota, M.R, Ronkainen, I.A. and Moffet, M.H., <i>International Business</i>; Cengage Learning

Course: TEAM WORK AND LEADERSHIP	Trimester: VII
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Course Code: IBM 702 S	L T P	1 0 2	Credits: 2
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OBJECTIVE	To impart knowledge to the students with the concept of group and team, and develop basic understanding about impact of leadership skills in organizations.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. The students will learn and understand the significance of group dynamism and will learn the practical approach of it 2. Able to learn the importance of team efforts and understand how to manage different types of Teams and team work which is essence of a organisation's success 3. Will understand the concept and application of various styles of leadership and their application in various situations 4. Students will understand the practical orientations and applications of leadership behaviour required for managing corporations. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction to Group Dynamics Concept, Characteristics and types of Groups, Theories of Group Formation, Stages of Group Development, Group Dynamics. Exercise: <ol style="list-style-type: none"> a. Role Play on Group Decision making- Benefits and Pitfalls b. Role Plays on Positive and Negative Impact of Group on Individual Behavior 	2
	2.	Team Building Meaning of Team, Difference between groups and teams, Types of Teams, Team Building Process, Characteristics of effective team. Exercise: <ol style="list-style-type: none"> a. Case Studies on team- Why teams fail or succeed? b. Role Play on Group Behavior- Norms and Cohesiveness 	2
	3.	Leadership in Organizations Functions and Styles of Leadership, Theories of Leadership: Trait Theory, Behavioral Theory, and Situational Theory. Exercise: <ol style="list-style-type: none"> a. Case Studies on Famous Leaders in various arenas- Political, Business, Women Entrepreneur 	6
	4.	Effective Leadership Behavior Meaning and major types of Leadership Behavior, Leadership	6

		Skills: Development Planning, Coaching, Delegation and Empowerment.	
	5.	Exercise: a. Measuring Leadership through Questionnaire- Blake and Mouton Model. b. Empirically establishing relationship between leadership and various personality dimensions.	4
		Total hours	20
TEXT BOOK	1. Yulk, G.; <i>Leadership in Organizations</i> ; Pearson Education 2. Greenberg, G. and Robert, A. B.: <i>Behavior in Organizations</i> ; Pearson Education		
REFERENCE BOOK/ SUGGESTED READING	1. Hughes, G. and Curphy; <i>Leadership: Enhancing the Lesson Of Experience</i> ; McGraw Hill 2. Aswathappa, K.; <i>Organizational Behavior</i> ; Himalaya Publishing House 3. West, Michael; <i>Effective Team Work</i> ; Excel Books 4. Robbins, S. P, Judge, T.A., and Vohra , N.; <i>Organizational Behavior</i> : Pearson Education 5. Sadler, P.; <i>Leadership</i> ; Crest Publishing House		

Course: FUNDAMENTALS OF BUSINESS ANALYTICS	Trimester: VII
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Course Code: IBM 703	L T P	4 0 2	Credits: 5
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OBJECTIVE	To familiarize students with the essential tools, techniques and skills through a combination of theory and hands-on experience to various business issues in unravelling meaningful patterns from data for improving prediction, forecasting, decreasing business costs and improving operational efficiency.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. To enable students to recognize, understand and apply the theory and models in the field of business analytics and Data Mining in business decision making. 2. To design a solution to a business dilemma, incorporating management practices and theories with principles of marketing, economics, accounting, operations management, and finance. 3. To apply descriptive, predictive, and prescriptive analytics to business problems for input into management decision-making processes. 4. To translate results of business analytic projects into effective courses of action. 5. To be able to critically evaluate consequences of business decisions from a responsibility perspective 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction to Business Analytics Concept; Decision making process through data analysis; Decision making models; Areas of Analytics: Descriptive Analytics, Prescriptive Analytics and Predictive Analytics.	6
	2.	Data Mining Introduction; Motivation; Importance; Knowledge Discovery Process; Knowledge Discovery and Data Mining (KDD); Classification of Data Mining Systems; Major Issues: from Data Warehousing to Data Mining; Data Integration and Transformation; Data Reduction; Data Warehouse and On – Line Analytical Processing (OLAP); Technology for Data Mining; Data Warehouse; Architecture; Implementation; Data Warehouse Usage.	8
	3.	Concept of Data Types of data; Presentation of data; Concept of primary scales of measurement.	4
	4.	Descriptive Analytics Central Tendency: Arithmetic Mean; Weighted Mean; Median and Mode. Dispersion; Range; Variance; Standard Deviation; Coefficient of Variation, Inter - quartile Range, Two Variable Descriptive Statistics: Comparing Dispersion with Coefficient of Variation; Analysis of Variance: Comparing Three or More Means; One – Factor Independent	15

		Measures of ANOVA; One – Factor Repeated Measures of ANOVA and Two Factor Independent Measures of ANOVA.	
	5.	Predictive Analytics Measures of Association: Pearson's and, Spearman's Rank correlation coefficient; Cross – tabulation and contingency tables (Chi –Square Test); Linear Regression: Statistical Inferences in Linear Regression; Time Series Forecasting; Multiple Regression: Going beyond a single Explanatory Variable; Significance Testing and Goodness of Fit and working with Qualitative Variable;. Multivariate Methods; Case Studies in Business Analytics. Financial Arithmetic: Simple Interest; Compound Interest; Continuous Compounding; Annuities; Sinking Funds; Debt Repayments; Investment Appraisal: Present Value; Discounting Multiple Amounts; Net Present Value; Internal Rate of Return	17
		Total hours	50
TEXT BOOK	1. Rao, H.P; <i>Business Analytics An Application Approach</i> , P H I Learning Pvt. Ltd 2. Prasad, R. N. and Acharya, S.; <i>Business Analytics</i> , Wiley		
REFERENCE BOOK/ SUGGESTED READING	1. Jiawei, H., Micheline, K. and Jian, P.L.; <i>Data Mining Concepts and Techniques</i> , Elsevier 2. Tan, P. N., Steinbach, M. and Kumar, V.; <i>Introduction to Data Mining</i> , Pearson Education 3. Shawkat , A., Wasimi, A. B. M. and Saleh, A.; <i>Data Mining: Methods and Techniques</i> , Cengage Learning 4. Whigam, D.; <i>Business Data Analysis Using EXCEL</i> , Oxford University Press 5. Carver, R. H. and Nash, G. N.; <i>Data Analysis With SPSS</i> , Cengage Learning		

Course: MUTUAL FUNDS	Trimester: VII
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Course Code: IBM 704	L T P	2 0 0	Credits: 2
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OBJECTIVE	To Know the basics of mutual funds, their role and structure, different kinds of mutual fund schemes and their features and also to get oriented to the legalities, accounting, valuation and taxation aspects underlying mutual funds and their distribution		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. To understand the basics of mutual funds, their role and structure, different kinds of mutual fund schemes and their features. 2. To understand accounting, valuation and taxation aspects underlying mutual funds and their distribution. 3. To do financial planning as an approach to investing in mutual funds, 4. An aid for advisors to develop long term relationships with their clients. 5. To understand the concept of scheme evaluation, recommendation of suitable products and services to investors and prospective investors. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction, Regulation & Documents Introduction, Types of funds, key developments over the years, Legal structure of Mutual funds in India, key Constituents of Mutual fund, other service providers, Role of Regulators in India, Investors' Rights & Obligations, AMFI code of Ethics, SEBI Norms. Offer Document: NFO, SID, SAI, KIM.	4
	2.	Distribution, Valuation & Investor Services Fund Distribution and Channel Management Practices: Distribution Channel and Practices of Channel Management. Accounting, Valuation and Taxation: Valuation of Equities & Debt, Calculation of NAV, Taxes of AMC and investors. Investor Services: KYC Requirements for Mutual Fund Investors, KYC Form for Individuals, KYC for non-individuals, Transaction with mutual funds.	5
	3.	Return, Risk and Performance of Funds Measure of return, drivers of return and risk in a scheme, Drivers of risk in a scheme, measure of risk, benchmark and performance, quantitative measure of fund manager performance.	4
	4.	Scheme Selection & Investment Products for Investors Selecting scheme categories, selecting schemes within a Scheme category, selecting options within a scheme. Financial and physical assets: Gold, Real estate, mutual fund, NPS and others.	4

	5.	Financial Planning & Model Portfolios: Introduction to Financial Planning, Life cycle and wealth cycle in financial planning, Risk profiling, Asset allocation & Model portfolio.	3
		Total hours	20
TEXT BOOK	1. Mutual Fund Distributor Module Level I: NISM Series VA by Taxmann publisher.		
REFERENCE BOOK/ SUGGESTED READING	1. Mutual fund Hand Book for IFAs: Author- Brijesh Dalmia. 2. Bogle on Mutual Funds: Author- John C. Bogle		

Course: ENVIRONMENTAL STUDIES	Trimester: VII
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Course Code: IBM 705	L T P	3 0 2	Credits: 4
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OBJECTIVE	The course aims to familiarize the students with the vulnerabilities of the environment and help them work in a manner which is environment friendly and also prepare them for managing disastrous situations.		
LEARNING OUTCOME	1. Understanding the bond between humans and the Environment 2. Appreciating and valuing bio diversity and various forms of resources 3. Combating Pollution and its ill effect And Mitigating disasters 4. Applying sustainability , appreciating and accepting the bylaws formulated for the protection of environment and mankind 5. The importance of sound awareness towards a healthy and prosperous nation.		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction to Environmental Studies Definition, scope and importance of environmental studies, Need for public awareness, Institutes in environment, Multidisciplinary nature of environmental studies, Ecosystem, Balanced ecosystem, Sustainable development, Material cycles: Carbon, Nitrogen and Sulphur cycles.	8
	2.	Natural Resources Water Resources: Use and over- exploitation of surface and ground water, floods, droughts, conflicts over water. Deforestation: Causes and impacts due to mining, dam building on environment, forests. Mineral Resources. Food Resources. Land Resources: Land degradation and soil erosion. Energy Resources: Renewable and Non renewable energy sources.	6
	3.	Environmental Pollution Definition, Types, Causes, Effects and Control measures of pollution: Air Pollution, Water Pollution, Noise Pollution, Soil Pollution and Nuclear Pollution. Solid Waste Management, Current issues: Population growth, climate change, urbanization, global warming and carbon foot print, Legal aspects of environment protection.	8
	4.	Introduction to Disaster Management Concept and definitions: Disaster, Hazard, Vulnerability, Emergency and Risk. Disasters cycle and its analysis. Phases of Disaster Management, prevention, mitigation and preparedness. Global trends in disaster. Approaches to Disaster Risk Reduction. Institutional Framework for Disaster Management.	8

	5.	Safety Management Social issues of safety: Fire crackers, home appliances and other potential safety hazards. Hazards in the work place: Biological, Chemical, Electricity, Fire, Heat and Cold, Indoor Air Quality, Lighting, Noise, Ergonomics, Radiation. Safety Management, Awareness of First Aid, Preventive Measures.	6
	6.	Project Work and Presentation The project work is meant for students to understand pollution, vulnerabilities and disaster management concepts and to work on reducing disaster risk and to build a culture of safety. The project must be conceived creatively based on the geographic location and hazard profile of the region where the college is located.	4
		Total hours	40
TEXT BOOK	1. Bharucha, E.; <i>Environmental Studies</i> ; University Press 2. Rajagopalan, R.; <i>Environmental Studies</i> ; Oxford University Press 3. Bhattacharya, T; <i>Disaster Science and Management</i> ; McGraw Hill 4. Kapoor, M.; <i>Disaster Management</i> ; Sourabh Publishing House		
REFERENCE BOOK/ SUGGESTED READING	1. Blaikie, P., Cannon, T., Davis, I. and Wisner, B.; <i>At Risk: Natural Hazards, People's Vulnerability and Disasters</i> ; Routledge 2. Reddy, M. Anji; <i>Text book of Environmental Science and Technology</i> ; BS Publications 3. Joseph, B.; <i>Environmental Studies</i> ; McGraw Hill 4. Coppola, P. D.; <i>Introduction to International Disaster Management</i> ; Butterworth-Heinemann 5. Manjunath, D.L.; <i>Environmental Studies</i> ; Pearson Education 6. Cuny, F.; <i>Development and Disasters</i> ; Oxford University Press		

Course: SOCIAL PROJECT AND VIVA VOCE			Trimester: VII
Course Code: IBM 706 S	L T P	- - -	Credits: 4

Objective: To assess the performance and learning of the student during the Social Sensitization Project

SYLLABUS

The student will undergo a Social Project after Trimester – VII. A Report has to be submitted. This will be followed by a Presentation and Viva-Voce.

Social sensitivity describes the proficiency with which an individual can identify, perceive, and understand cues and contexts in social interactions, along with being socially respectful to others. This is an important social skill and having high levels of social sensitivity can make one better liked and successful in social and business relations.

Some of the social issues that are important to be addressed and be sensitive towards are: a) feminism (b) crime against women (c) Crime against men (d) values

To engender social sensitivity in students, a social sensitization project is planned during summer break for a period of six to eight weeks. The student would get attached to an NGO, a social enterprise, an orphanage or an old age home or the CSR wing of a corporate, or a social development agency either private or in the public sector, and attend the organization every day during the project period. A faculty guide and a project guide from the organization would be assigned to him.

The student would maintain a daily diary of his activities during this period. He would also define a social, developmental or inequity issue or problem to be studied, collect data from the organization and also collect information on other organizations engaged in similar work, while being a participant observer in the organization. He would write a report on the organization and make suggestions on improving their working, which he would present to the organization. He would also record his learnings and how his social perspective has undergone a transformation during the project period.

Course: CORPORATE GOVERNANCE			Trimester: VIII
Course Code: IBM 801	L T P	2 0 0	Credits: 2

OBJECTIVE	To familiarize the students with the overview of the corporate governance in India and reforming of Board of Directors (BOD)& different committees.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Student will be able to develop an understanding of the concept & need of corporate governance. 2. Student will be able to understand the framework of corporate governance in India. 3. Student will be able to learn about the Contemporary Practices and Emerging Perspective on Corporate Governance. 4. Student will be able to understand the decision making by boards and board committees and their functioning including in particular audit and legal compliance committees. 5. Student will be able to understand about the Reports of Various Committees on Corporate Governance. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction: Corporate Governance Corporate Governance: Concept, issues, need and objectives of Corporate Governance, corporate governance framework in India.	3
	2.	Corporate Governance: Indian practice Corporate Governance: Indian practice, clause 49 on corporate governance covering corporate governance principles.	3
	3.	Contemporary Practices and Emerging Perspective on Corporate Governance Corporate management structure for corporate governance; decision making by boards, board objectives and strategies, responsibilities of board and their informational requirements; building responsive boards; issues and challenges; performance evaluation of board; board committees and their functioning including in particular audit and legal compliances committees.	8
	4.	Reports of Various Committees on Corporate Governance Confederation of Indian Industry Code, Kumar Mangalam Birla Report (2000), Naresh Chandra Committee on Corporate Audit and Governance, N. R. Narayan Murthy Committee on Corporate Governance.	6
		Total hours	20

TEXT BOOK	<ol style="list-style-type: none">1. Mallin, C. A.; <i>Corporate Governance (Indian Edition)</i>; Oxford University Press2. <i>A Manual on Ethics, Governance and Sustainability</i>; The Institute of Company Secretaries of India
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none">1. Monks, Robert A.G.& Nell Mindow, <i>Corporate Governance</i>, 3rd Edition.2. Hartman, L. P. and Chatterjee, Abha; <i>Business Ethics</i>; McGraw Hill3. Blowfield, M. and Murray, A.; <i>Corporate Responsibility</i>, Oxford University Press4. Gopalaasamy, N.: <i>Corporate Governance</i>, Wheeler Publishing, 1998.

Course: BUSINESS ETHICS AND CORPORATE SOCIAL RESPONSIBILITY			Trimester: VIII
Course Code: IBM 802	L T P	3 0 2	Credits: 4

OBJECTIVE	To acquaint students with the ethical framework within which corporations should function and to give an overview of the corporate governance system and corporate social responsibility.		
LEARNING OUTCOME	<ol style="list-style-type: none"> Students will be able to develop an understanding of the concept of ethics & its relevance in organization. Student will be able to comprehend and understand about Indian scriptures of Indian ethics & its application in Business. Student will be able to comprehend and understand about Ethical issues in capitalism & market systems, marketing, human resource management, and intellectual property rights. Students will be able to learn emerging trends in Corporate Social Responsibility in the global and Indian context and its impact on stakeholders. Student will be able to understand the framework of corporate governance and its role in corporate social responsibility. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction: Business Ethics Concept of Ethics, Ethics and Morality, Sources of Ethics, Theories of Business Ethics: Deontological and Teleological Theories.	6
	2.	Indian Ethos Components of Indian Ethos, Principles of Indian Ethos, Teachings from Major Indian Scriptures Application of Indian Ethos to Management, Quality of Work-Life and Indian Ethos.	6
	3.	Impact of Ethics on Business Ethics Impact in Business, Ethical Issues in Capitalism and Market Systems, Ethics and Social Responsibility, Ethics and Marketing, Ethics in Finance, Ethics in Human Resource, Ethics in Information Technology, Intellectual Property Rights, Designs, Patents, Trademarks, Copy Rights.	9
	4.	Corporate Social Responsibility Concept, Rationale of CSR, Social Responsibility Theories, Pyramid of Corporate Social Responsibility. Contemporary CSR Concepts: Corporate Sustainability, Reputation Management and Social Impact Management, Triple Bottom Line. CSR and Business Ethics, CSR and Corporate	9

		Governance, Environmental Aspect of CSR, CSR Models, Drivers of CSR. Cases on Corporate Social Responsibility.	
	5.	Project Work and Presentation The project work is meant for students to understand Business Ethics, Corporate Social Responsibility and its relevance in an organization. The students should work on promoting ethical practices in an organisation and try to encourage a culture of responsibility and safety. The project must be conceived creatively relating to the framework of corporate governance and its role in corporate social responsibility.	10
		Total hours	40
TEXT BOOK	1. Manuel G. Velasquez; <i>Business ethics- concepts and cases</i> ; Pearson.		
REFERENCE BOOK/ SUGGESTED READING	2. Luthans Hodgetts and Thompson; <i>Social issues in business</i> ; Macmillan USA 3. Davies, Adrian; <i>Strategic approach to corporate governance</i> ; Gower Pub Co. 4. Fernando, A.C.; <i>Business Ethics</i> ; Pearson Education. 5. Fernando, A.C.; <i>Corporate Governance</i> ; Pearson Education. 6. Gopalswamy, N.; <i>Corporate governance a new paradigm</i> ; A H Wheeler Publishing Co Ltd. 7. Jennings, Marianne M; <i>Cases in Business Ethics</i> ; Cengage Learning 8. Kevin Gibson; <i>Ethics and Business- An Introduction Cambridge Applied Ethics</i> ; Cambridge University Press		

Course: BANKING LAW & PRACTICE			Trimester: VIII
Course Code: IBM 803	L T P	4 0 0	Credits: 4

OBJECTIVE	This course aims to provide the students with the fundamental concepts and principles of Banking operations in India. The course shall enable the students to understand Banking Laws and technology based Banking channels.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. The course will provide comprehensive exposure of Banking operations to the students 2. The course will explore history of Banking with Banking structure in India. 3. The course will expose the students to practical aspects of Banking operations (Deposit and Lending) in India. 4. The students will be exposed to various Laws governing the Banking operations in India. 5. The students will be able to understand different technology based Banking channels available in India. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction Banking in pre-nationalisation period, Banking sector reforms – recommendation of Narsimham committee and its implementation. Banking structure in India--- public sector, private sector, regional rural banks, cooperative banks and specialised banks working in India. Retail Banking & Corporate Banking, Rural Banking and International Banking. RBI credit policy and Banking related issues / reforms in the annual Union budget. Present role of Banks in the Indian economy and challenges before Banking industry in India.	10
	2.	Banker-Customer Relation between Banker and customer, Rights and obligations of Banks. Types of deposits --Demand and time deposits. Different types of customers and their accounts with their risk classification. KYC and anti money laundering guidelines for banks. Deposit accounts of non-resident Indians. Ancillary services provided by Banks, customer grievance handling mechanism and Banking Ombudsman scheme.	8
	3.	Bank Lending Deployment of bank funds— principles of lending, Fund based and non-fund based lending, different style of bank credit. Various types of securities and creation of charge over them. Concept of priority sector and weaker sector and	8

		national goals. Govt. Sponsored credit schemes for economic upliftment of unemployed / poor persons, Govt. Guidelines relating to financing micro, small and medium enterprises. Government guarantees and credit guarantee corporations. Concept Of Non-Performing Assets and its Impact on Banks Balance Sheets.	
	4.	Banking Laws Banking regulator – RBI act 1934 and Banking regulation act 1949. Negotiable instruments act 1881 -- type of negotiable instruments, meaning of crossing, endorsement. Payment and Collection of cheques. Material alteration in negotiable instruments, dishonour of Negotiable instruments.	10
	5.	Technology in Banking New digital banking channels— RTGS & NEFT Internet banking services, Different types of mobile banking services-Fees payment, tax payment, bill payment services: E-payment through products developed by NPCI; Cheque truncation system; Plastic cards—debit, credit, smart card & prepaid cards; POS machines: National automated clearing house; New initiatives taken by RBI / GOI to increase digital transactions.	4
		Total hours	40
TEXT BOOK	1. Varshney, P.N; Banking Law and Practice; Sultan Chand and Sons		
REFERENCE BOOK/ SUGGESTED READING	1. Suneja, H.R; Practical and Law of Banking; Himalya Publishing House 2. Chhabra, T.N; Elements of Banking Law; Dhanpat Rai and Sons 3. Saxena, G.S.; Legal Aspects of Banking Operations; Sultan Chand and Sons 4. Agarwal, O.P.; Banking and Insurance; Himalaya Publishing House		

Course : DIGITAL MARKETING	Trimester: VIII
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Course Code: IBM 804	L T P	3 0 2	Credits: 4
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OBJECTIVE	To provide students with the overview of digital marketing, develop skills and use various tools to achieve business objectives.		
LEARNING OUTCOME	1. Explain the role and importance of digital marketing in a rapidly changing business landscape. 2. Discuss the key elements of a digital marketing strategy. 3. Demonstrate advanced practical skills in common digital marketing tools such as SEO, SEM, Social media and Blogs 4. Illustrate how the effectiveness of a digital marketing campaign can be measured 5. Make business decisions from the metrics available in Digital Media.		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction to Digital Marketing Traditional vs. Digital Marketing, Opportunity and implications of digital marketing, designing a digital marketing strategy, online market research, Content Marketing	8
	2.	Creating Digital Assets Creating digital user-experiences, web design and web development process, an introduction to writing for digital experience	8
	3.	Engaging Digital Audience a) Driving Awareness and Traffic: Online Advertising, Affiliate Marketing (PPC), Video Marketing; b) Steering the Search: Search Engine Optimization, Search Advertising; c) Digital Representation: Social Media Channels, Social Media Strategy, E-mail Marketing, Mobile Marketing	16
	4.	Optimizing and Managing Digital Marketing Role of CRM in digital strategy, Understanding and analyzing web data, Understanding user behaviour and optimizing conversions	8
		Total hours	40

TEXT BOOK	<ol style="list-style-type: none"> 1. Stokes, R. Blake, S. and Education, Q.; <i>eMarketing: The Essential Guide to Marketing in Digital World</i>; Quirk eMarketing 2. Ryan, D. and Jones, C.; <i>Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation</i>; Kogan Page
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Chaffey, D., Chadwick, F.E.; <i>Digital Marketing: Strategy, Implementation and Practice</i>; Pearson Education 2. Juon, C.; <i>Internet Marketing Start to Finish: Drive measurable, repeatable online sales with search marketing, usability, CRM and analytics</i>; Pearson Education 3. Halligan, B., Shah, D.; <i>Inbound Marketing: Attract, Engage and Delight Customers Online</i>; Wiley

Course: MANAGEMENT PARADIGMS FROM BHAGAVAD GITA			Trimester: IX
Course Code: IBM 901	L T P	4 0 0	Credits: 4

OBJECTIVE	The course is designed with the following main objectives: a) To identify some of the commonly felt problems that individuals, organizations and the society faces b) To illustrate the usefulness of Gita in addressing some of these problems c) To demonstrate how alternative world views and paradigms of management could be developed with a knowledge of Ancient Indian wisdom such as Gita d) To provide a good introduction to Ancient Indian wisdom using Gita as a vehicle		
LEARNING OUTCOME	1. The student will be able to identify the commonly felt problems that individuals, organizations and the society faces 2. The student will be able to comprehend the usefulness of Gita in addressing some of these problems 3. The student will be able to demonstrate how alternative world views and paradigms of management could be developed with a knowledge of Ancient Indian wisdom such as Gita 4. The student will be able to deliver a good introduction to Ancient Indian wisdom using Gita as a vehicle		
COURSE DETAILS	Module no	Topic	Hours
	1.	Spirituality in Business and Workplace Current Challenges in Business Management & Society; Relevance of Ancient Indian Wisdom for contemporary society; Spirituality in Business; The notion of Spirituality; An introduction to Bhagavad Gita & its relevance	10
	2.	Perspectives on Leadership and Work Failed Leadership: Causes & Concerns; Leadership Perspectives in the Gita; Axioms of Work & Performance; The Notion of Meaningful Work	10
	3.	Perspectives on Self-Management Mind as a key player in an individual; Meditation as a tool for self-management; Role of Yoga in addressing stress & burnout of managers; Mind as a key player in an individual; Self-Management by understanding the world within; Values & their role in Self-management; Shaping the personality through Trigunas	10

	4.	Perspectives on Life and Society Perspectives on Sustainability; Death as a creative destruction process; Law of Conservation of Divinity; Conclusions	10
		Total hours	40
TEXT BOOK	1. Swami Ranganathananda, (2001), “Universal Message of the Bhagavad Gita”, 3 Volumes, Advaita Ashrama, Kolkata.		
REFERENCE BOOK/ SUGGESTED READING	1. Swami Dayananda Saraswati, (2007), “The value of values”, Arsha Vidya Research & Publication Trust, Chennai. 2. Swami Chinmayananda, (1996), “Holy Geeta”, Central Chinmaya Mission Trust, Mumbai.		

Course : MANAGEMENT INFORMATION SYSTEM			Trimester: X
Course Code: IBM 1001	L T P	4 0 0	Credits: 4

OBJECTIVE	The objective of this course is to introduce the students to the managerial issues relating to information systems, its role in organization, support for decision-making and how information technology can be leveraged to provide business value.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Understand the leadership role of Management Information Systems in achieving business competitive advantage through informed decision making. 2. Analyse and synthesize business information and systems to facilitate evaluation of strategic alternatives and Outline the role of the ethical, social, and security issues of information systems. 3. Identify current and emerging technologies and apply them to today's organizations; examine fundamental processes and functional business units in modern and emerging business technology models. 4. Plan and control the operation of business organizations through the use of management information systems information; apply project management methods in complex systems development environments. 5. Apply the understanding of how various information systems like DBMS work together to accomplish the information objectives of an organization. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction The role of information systems in business, Perspective on information systems approaches to information systems. Business processes and information systems, types of information systems. Information systems function in business.	4
	2.	Information systems and Organizations Information system's impact on organizations: Economic, behavioral and organizational, Internet and organizations. Information systems and strategy: dealing with competitive forces, internet's impact on competitive advantage. Information system and business value chain. Information systems and competitive advantage: issues and challenges, Ethical and moral dimensions of Information systems.	9
	3.	Information Technology Infrastructure Evolution of IT infrastructure, technology drivers, Moore's law, law of mass digital storage, Metcalfe's law, computer hardware platforms and trends, computer software platforms and trends, Telecommunications and networking trends, communication networks, wireless revolution, System vulnerability, business value of security and control.	9

		Technologies and tools for protecting information resources.	
	4.	Key System Applications Organizing data in traditional environment, Database approach to data management: DBMS, RDBMS, Object-Oriented DBMS, DBMS in cloud, Database to improve business performance and decision making. Systems enterprise. Information systems and ERP, SCM, CRM. E-commerce: business and technology, e-commerce revenue models.	10
	5.	Information systems and Decision making Types of decisions. Importance of information systems in decision making, Business intelligence: concept, vendors, environment. BI and analytics capabilities. Business Intelligence constituencies. System and planned organizational change. System analysis, system design, system life cycle.	8
		Total hours	40
TEXT BOOK	1. Laudon and Laudon; <i>Management Information Systems</i> , Pearson India 2. James, A. O. B.; <i>Introduction to Information Systems</i> , McGraw Hill		
REFERENCE BOOK/ SUGGESTED READING	1. Jawadekar; <i>Management Information Systems</i> , McGraw Hill 2. Davis and Olson; <i>Management Information Systems</i> , McGraw Hill 3. Rajaraman; <i>Analysis and Design of Information Systems</i> , Prentice Hall		

Course: ENTREPRENEURSHIP			Trimester: X
Course Code: IBM 1002	L T P	4 0 0	Credits: 4

OBJECTIVE	To impart basic knowledge of entrepreneurship and small business, prerequisites of starting own venture and the support available from various government and non-government institutions.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. To understand the nature of entrepreneurship and develop the ability to recognize business opportunity as a career 2. To demonstrate the ability to do a self-analysis in the context of an entrepreneurial career 3. To have the capability to find an attractive market that can be reached economically 4. To create an appropriate business model. 5. To develop a well presented business plan that is technically and economically feasible. 		
COURSE DETAILS	Module no	Topic	Hours
	6.	Introduction to Entrepreneurship Concept, theories, process, factors impacting emergence of entrepreneurship, Growth of entrepreneurship environment in India, Role of entrepreneurship in economic development, Traits of successful entrepreneurs; Managerial vs. entrepreneurial approach, Entrepreneurial promotion in India.	6
	7.	Starting the Venture Creative thinking, Business idea generation (Business cases on entrepreneurship), Environmental scanning pertaining to business idea: Feasibility study: Market feasibility, Technical/ Feasibility operations, financial feasibility, Project Report.	6
	8.	Functional Plans Drawing a business plan, selecting organization type for business, Organization structure and Job designs, Designing financial plan: Investment, Incomes and Expenditure, Banking and Accounts, understanding profitability.	6
	9.	Sources of Finance Understanding Financial Framework: Debt Equity Financing, Commercial banks, Venture Capital, Financial Institutions supporting entrepreneurs, Angel Investors. Understanding IPR: Patents, Trademarks, Copy Rights, Trade secrets, Licensing, Franchising	8

	10.	Start Up India Definition of Start up, process of recognition as a Start Up, Exemption for Start Up: Tax Exemption under 80IAC, Tax Exemption under Section 56 of the Income Tax Act (Angel Tax), Concessions to startups regarding Labour Laws, Scheme for Facilitating Start-Ups Intellectual Property Protection (SIPP)	4
		Total hours	30
TEXT BOOK	<ol style="list-style-type: none"> 1. Kuratko, F. D. and Hodgetts, R. M.; <i>Entrepreneurship: Theory, Process, Practice</i>; Cengage Learning 2. Khanka, S.S.; <i>Entrepreneurial Development</i>; S. Chand and Co 		
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Charantimath, Poornima, <i>Entrepreneurship Development & Small Business Enterprises</i>, Pearson Education. 2. Hisrich, Robert D., Michael Peters and Dean Shepherd, <i>Entrepreneurship</i>, Tata McGraw Hill, New Delhi 3. Barringer, Brace R., and R. Duane Ireland, <i>Entrepreneurship</i>, Pearson Education. 4. Dollinger, M. J.; <i>Entrepreneurship: New Venture Creation</i>; Pearson Education. 5. David, H.H.; <i>Entrepreneurship: New Venture Creation</i>; Pearson Education 6. Robert, H. D., Peters, M P. and Dean, A.S.; <i>Entrepreneurship</i>; McGraw Hill. 		

Course:INTERNSHIP REPORT AND VIVA VOCE			Trimester: X
Course Code: IBM 1003 S	L T P	- - -	Credits: 3

Objective: To assess the performance and learning of the student during the Student Internship Program

SYLLABUS

The student will undergo a Student Internship Program after Trimester – IX. A Report has to be submitted. This will be followed by a Presentation and Viva-Voce.

Course: STRATEGIC MANAGEMENT			Trimester: XI
Course Code: IBM 1101	L T P	4 0 0	Credits: 4

OBJECTIVE	To impart basic knowledge about the concept of corporate strategy and its formulation, implementation and evaluation.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Upon successful completion of the course, the student will be able to demonstrate an understanding of the principles and elements of the Business Strategy 2. Upon successful completion of the course, the student will reliably demonstrate the ability to disseminate knowledge regarding the concept and tools of business policy and strategy. 3. Upon successful completion of the course, the student will reliably demonstrate the ability to apply these concepts to develop innovative solutions for business problems. 4. Upon successful completion of the course, the student will reliably demonstrate the ability to apply the principles of strategy formulation, implementation and control in the present organizations. 5. Upon successful completion of the course, the student will reliably demonstrate the ability to assess the changes in business environments to constantly redefine organizational strategies for success. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction Definition, Scope, Characteristics and Importance of Strategic management, Strategic management process, Dimensions and levels of strategy.	4
	2.	Strategy Formulation Strategic planning, Strategic decision making, Vision, Mission and purpose, Objectives and goals of a business organization, Business Model, Balanced Scorecard Approach to Objective-setting, Critical Success Factors, Key Performance Indicators.	7
	3.	Environmental Appraisal External analysis: industry analysis, environment analysis and competitive analysis, Industrial organizational view, Internal analysis: resource based view of the firm, capabilities, core competence, value chain analysis and SWOT/TOWS analysis, VRIO framework, IFE Matrix, EFE Matrix, Competitive Profile Matrix.	8

	4.	Strategic Analysis and Choice Environmental threat and opportunity profile (ETOP), BCG matrix, GE matrix, Ans off Matrix, Corporate level strategies: growth, stability, retrenchment and combination strategies, Integration strategies, diversification strategies. Cooperative Strategies: Mergers and acquisitions, Joint ventures, Strategic alliance. Business level strategies: Michael Porter's generic strategies, Functional level strategies.	9
	5.	Strategy Implementation Leadership, Resource allocation, Strategy and different types of Organizational Structures, McKinsey's 7S framework, barriers to strategy implementation. Structural, behavioral, functional and operational aspects of strategy implementation.	7
	6.	Strategy Evaluation and Control Symptoms of malfunctioning of strategy, Strategic control, Operational control, Measurement of performance, Analysing variances. Evaluation techniques for strategic and operational control.	5
		Total hours	40
TEXT BOOK	1. Thompson, A. Jr. and Strickland, A. J.; <i>Strategic Management</i> ; McGraw Hill 2. Jauch, L. R. and Glueck, W. F.; <i>Business Policy and Strategic Management</i> ; McGraw Hill		
REFERENCE BOOK/ SUGGESTED READING	1. Hitt, M. A., Duane, R. and Hoskisson, R. E.; <i>Management of Strategy-Concepts and Cases</i> ; Cengage Learning 2. Pearce II, J. A., Robinson, Jr., Richard, B. and Mital, A.; <i>Strategic Management: Formulation, Implementation and Control</i> ; McGraw Hill		

Course: DISSERTATION-PHASE I			Trimester XI
Course Code: IBM 1102 S	LTP	0 0 6	Credits: 3

Objective: To expose and train the student to develop a research proposal on a topic of relevance in the chosen area of specialization.

SYLLABUS

The student should identify the gaps in the literature and formulate research problem(s), research question(s) and research objective(s). Student should develop a framework for research design to conduct the study based on the identified objective(s).

COMPREHENSIVE VIVA VOCE			Trimester: XI
Course Code: IBM 1103 S	L T P	- - -	Credits: 4

Objective: To evaluate the student knowledge and the learning outcomes of the Program, with emphasis on the Specialization Areas.

SYLLABUS

The domain knowledge and skills covered over the entire Program will be examined and evaluated by a panel.

Course: ON THE JOB TRAINING AND DISSERTATION PHASE II			Trimester XII
Course Code: IBM 1201 S	LTP	---	Credits: 6

Objective: To conduct detailed project work on a topic of relevance in the chosen area of specialization.

SYLLABUS

The student should execute the research proposal by collecting, analysing and presenting the data in form of a project report.

Course:MARKETING OF SERVICES			Trimester: VIII
Course code: MRM 101 C	L T P	4 0 0	Credits: 4

OBJECTIVE	To acquaint students with the concepts and processes of services marketing and to enable them to solve problems relating to marketing of services.		
LEARNING OUTCOME	1. To understand the basic concepts of Marketing of Services 2. To differentiate the strategies of producers of goods as compared to services 3. To analyse the services marketing mix 4. To analyse the applications of marketing concepts to service industry 5. To measure the quality of services		
COURSE DETAILS	Module no	Topic	Hours
	1.	Concepts and Issues of Services Marketing Service, core and supplementary services, Service levels and delivery, Classification and characteristics of services, Emergence of service economy, Factors affecting growth of service sector.	8
	2.	Strategic Issues in Services Marketing The service encounter, Managing customer expectations, Level of expectations, Zone of tolerance. customer perceptions of service, Consumer behavior in service marketing, Segmentation, Targeting, Differentiation and Positioning of services.	8
	3.	Concept of Service Marketing Mix Price: pricing concepts and issues in pricing, pricing policy, and pricing approaches, Promotion: internal and external communication and issues in services promotion, Place: service distribution, channel options, service distribution strategy, physical evidence and the service scape.	8
	4.	Managing Service Quality & Service Design Essentials of a service system, Components of services, designing the service, Service delivery system, Measuring service quality, SERVQUAL, Demand measurement and supply management.	10
	5.	Application of Services Marketing Financial services, Hospitality services, Healthcare services, Educational services and professional services.	6
		Total hours	40

TEXT BOOK	<ol style="list-style-type: none">1. Zeithaml, G. B., and Pandit, A.; <i>Services Marketing</i>; McGraw Hill2. Lovelock, Christopher, Wirtz, Jochen and Chatterjee, Jayanta; <i>Services Marketing: People, Technology and Strategy</i>; Pearson Education.
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none">1 Nargundkar, Rajendra; <i>Services Marketing: Text and Cases</i>; McGraw Hill2 Verma, H. V.; <i>Services Marketing: Text and Cases</i>; Pearson Education3. Apte, G.; <i>Services Marketing</i>; Oxford University Press.

Course: INTEGRATED MARKETING COMMUNICATION			Trimester: IX
Course Code: MRM 102 C	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with the nature, purpose and complexity in planning and execution of an effective integrated marketing communication program.		
LEARNING OUTCOME	<ol style="list-style-type: none"> Students will be able to explain the role of IMC in the overall marketing program. Students will have a detailed understanding of various marketing communication tools and their effectiveness in contemporary time. Students will be able to analyze the creative and message strategies used in different advertising campaigns. Students will be able to explain common methods used to measure effectiveness of marketing communication programs. Students will be able to apply IMC concepts to develop a comprehensive IMC plan for a brand. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction Evolution of IMC and reasons for its growth, IMC planning process, Communication process: traditional and alternative response hierarchy models, Establishing objectives and budgeting, determining promotional objectives, DAGMAR approach, Promotional budget.	12
	2.	Creative and Media Strategy The creative process: inputs, Advertising appeals and execution, Media planning and strategy: developing a media plan, Market analysis and establishing media objectives, Developing and implementing media strategies, Evaluation and follow up, Advertising spiral.	10
	3.	Managing Mass Communication Developing and managing advertising programs, Deciding on media and measuring effectiveness, Sales promotion, Events and experiences, Public advertising.	9
	4.	Managing Personal Communication Direct marketing, Interactive marketing, Word of mouth, designing the sales force, Personal selling.	4

	5.	Evaluation of Broadcast, Print, Internet and Support Media Evaluation of TV, Radio, Print and support media, Advantages and limitations of TV, radio, Internet and support media.	5
		Total hours	40
TEXT BOOK	<ol style="list-style-type: none"> 1. Clow, K.E. and Baack, D.; <i>Integrated Advertising, Promotion and Marketing Communication</i>; Pearson Education. 2. Belch, George E. and Belch, Michael E.; <i>Advertising and Promotion: An Integrated Marketing Communications Perspective</i>; McGraw Hill 		
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Kotler, P., Keller, K., Koshy, L. and Jha, M.; <i>Marketing Management-A South Asian Perspective</i>; Pearson Education 2. Batra, R., Myers, J. G. and Aaker, D. A.; <i>Advertising Management</i>; Pearson Education 3. Shah, K., D'Souza, A.; <i>Advertising and Promotions: An IMC Approach</i>; McGraw Hill 		

Course: CONSUMER BEHAVIOUR			Trimester: IX
Course Code: MRM 103 C	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with issues in and dimensions of consumer behavior.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Discuss the rationale for studying consumer behaviour. 2. Assess the factors, internally and externally, through which we understand consumer behaviour. 3. Demonstrate application of consumer behaviour theories in marketing 4. Identify and explain factors which influence consumer behaviour inclusive of society and culture 5. Demonstrate the capability to work both independently and in a team by employing inquiry processes to complete marketing projects. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction Nature, scope consumer behavior, Role of consumer behavior, Determinants of consumer behavior, Market Segmentation and Positioning.	6
	2.	Consumer Buying Process Types of consumer buying behavior: extensive problem solving, limited problem solving, routine problem solving and dissonance reducing behavior, Consumer decision making process: Pre purchase, purchase and post purchase behavior, Model of consumer and Organizational buying behavior,	12
	3.	Internal Determinants of Buying Behavior Consumer Motivation and involvement, Personality and Self-Concept, Consumer perception, Consumer attitude, Learning and memory.	8
	4.	External Determinants of Buying Behavior Reference groups and group dynamics, Family as Consuming unit, Social and cultural environment of consumer: Social class and Social stratification, Cultural, Sub-Cultural and Cross Cultural influences. Social class and Social stratification.	8
	5.	Innovation Diffusion and Consumer Adoption Process Diffusion of innovation and consumer adoption process. Consumer satisfaction, Consumer Loyalty, Opinion leadership, Complaint behavior.	6
		Total hours	40

TEXT BOOK	<ol style="list-style-type: none"> 1. Schiffman, Leon G. and Kanuk, L. L.; <i>Consumer Behavior</i>; Pearson Education 2. Loudon, David L. and Della, Bitta Albert J.; <i>Consumer Behavior</i>; McGrawHill
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Engel, James F., Roser, D. Blackwell, and Paul, W. Miniard; <i>Consumer Behavior</i>; Dryden Press 2. Hawkins, Dal., Roger, J. Best and Kenneth, A. Coney; <i>Consumer Behavior Implication for Marketing Strategy</i>; McGrawHill 3. Hoyer, Wayne D. and Debovar, J. MacInnis; <i>Consumer Behavior</i>; Houghton Mifflin Company 4. Wikie, William L; <i>Consumer Behavior</i>; Wiley 5. Assael, H.; <i>Consumer Behavior and Marketing Action</i>; South Western Publishing Company

Course: INTERNATIONAL MARKETING			Trimester: X/ XI
Course Code: MRM 104 E	L T P	4 0 0	Credits: 4

OBJECTIVE	To impart knowledge about concepts and principles of international marketing and their applications in deciding about marketing strategies related to product, pricing, distribution and promotion in international business		
LEARNING OUTCOME	1. To understand the basic concepts of international marketing 2. To differentiate between domestic and international marketing 3. To identify the cultural and environmental difference between two countries 4. To understand the rules and regulations governing international marketing 5. To analyse application international marketing by different companies		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction Nature, scope and importance of international marketing, International market orientation, Scanning and monitoring global marketing environment, Influence of physical, demographic, economic, socio-cultural, political and legal environment on international marketing operations, Segmentation and selection of markets.	9
	2.	International Market Entry and Development Strategic planning, International market entry strategies: exporting, licensing, contract manufacturing, joint venture, setting up of wholly owned subsidiaries abroad, and strategic alliances, Exit strategies.	7
	3.	International Product Planning and Pricing Decisions Major product decisions, Product features and quality: product design, labelling, packaging, branding and product support services, Product standardization v/s. adaptation, Managing product lines, International product life cycle, New product development, International pricing process and policies, Delivery terms and currency for export price quotations, Transfer pricing.	10
	4.	International Distribution Decisions International distribution channels and their roles and functions, Selection and management of overseas agents, International logistics: inventory management, transportation, warehousing and insurance.	6
	5.	International Promotion Promotion strategies across countries: complexities and	8

		issues, International promotion tools and planning: advertising personal selling publicity and sales promotion, Viral marketing, Global sponsorships, Developing international promotion campaign, emerging trends in international marketing: ecological concerns and international marketing ethics, International CSR practices.	
		Total hours	40
TEXT BOOK	<ol style="list-style-type: none"> 1. Cateora, P.R. and Grahm, J. L.; <i>International Marketing</i>; <u>McGraw Hill</u> 2. Czinkota, M. R. and Ronkainen, I.A.; <i>International Marketing</i>; Cengage Learning 		
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Kotabe, M. and Helsen, K; <i>Global Marketing Management</i>; Wiley 2. Jain, S. C; <i>International Marketing Management</i>; PWS-Kent Publishing Company 3. Fayer weather, J., <i>International Marketing</i>; Pearson Education 4. Keegan, W., <i>Global Marketing Management</i>; Pearson Education 		

Course: MARKETING RESEARCH			Trimester: X/XI
Course Code: MRM 105 E	L T P	4 0 0	Credits: 4

OBJECTIVE	The course is designed to develop the analytical abilities and research skills amongst the students to enable them to gather and analyse information to take marketing decisions.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. To have a basic understanding of the market research process, the role of market research in strategic decision making and its role in the development of marketing strategy. Identify the ethical issues involved in marketing research and its limitations 2. To provide a detailed overview of the stages in the market research process 3. To develop research questions and objectives that can be addressed in a research design 4. To formulate a market research design: develop appropriate research approaches, preparing measurement instruments and designing a sampling approach. 5. To manage the data collection process, use appropriate statistical tools to analyze the data, interpret it in context to the business problem and communicate results in written form and oral presentation. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction Importance and role of research in marketing, Types of marketing research, Significance of market research, Market research process: An overview, Difficulties in applying the scientific method to marketing research, Marketing Intelligence System, Ethical issues in marketing research.	8
	2.	Research Design Various methods of Research Design, Experimental Research Designs, Primary and secondary Data: Methods of collecting primary data, Advantages and disadvantages of primary and secondary data, Essentials characteristics for selecting secondary data, Basic methods of collecting data: Questionnaire method, Observation method - Advantages and disadvantages, Methods of observation, Precautions in preparation of questionnaire and collection of data.	8
	3.	Measurement and Scaling Types of Scales, Difficulty of measurement, Sources of error, Criteria for a good scale, Development of marketing measures, Attitude scales: The concept of attitude, Component of attitude, General procedure in attitude scaling, Selected attitude scales, Rating methods, Limitations of attitude measurement. Sampling: Objectives of sampling,	10

		Steps in sample design, Various techniques of sampling, Advantages and disadvantages of different techniques of sampling, Difference between Probability and Non-probability Sampling, Problems associated with sampling, Determining sample size.	
	4.	Data Processing, Analysis and Estimation Hypothesis testing, Bi-variate analysis: Correlation, Rank Correlation, Tests of normality, Non parametric tests : chi square, Kolmogorov -Smirnov z test, Mann-whitney U test, Kruskal-Wallis K sample test, Parametric tests :t-test ,f-test, z-test, ANOVA ,Simple linear regression, Factor analysis	9
	5.	Report Writing and Presentation Preparing marketing research report and presentation, written report, Format of report, Common problems in preparing report, Graphical presentation of reports.	5
		Total hours	40
TEXT BOOK	1. Malhotra, N. K. and Dash, S.; <i>Marketing Research</i> ; Pearson Education 2. Zikmund, W. G. and Babin, B. J.; <i>Essentials of Marketing Research</i> ; Cengage Learning		
REFERENCE BOOK/ SUGGESTED READING	1. Tull, D. S. and Hawkins, D. I.; <i>Marketing Research: Measurement and Method</i> ; Pearson Education 2. Nargundkar, R.; <i>Marketing Research: Text and Cases</i> ; McGraw Hill 3. Brown, T. J., Tracy, A. S. and Gilbert, A. C.; <i>Basic Market Research</i> ; Cengage Learning 4. Luck, D. J. and Rubin, R. S., <i>Marketing Research</i> ; Pearson Education		

Course: MARKETING ANALYTICS			Trimester: X/XI
Course Code: MRM 106 E	L T P	4 0 0	Credits: 4

OBJECTIVE	To acquaint the students with concepts of data analysis in the field of marketing and enable them to take decisions based on data		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Student will be able to demonstrate knowledge and critical understanding of the role and value of information, performance measurement and customer / competitor insights in marketing. 2. Student will be able to understand the organisational and discursive processes through which data is translated into marketing practices. 3. Student will be able to use IT for marketing applications and to support information retrieval, data analysis and communication. 4. Student will be able to use a range of established techniques to initiate and undertake critical analysis of information. 5. Student will be able to apply data in segmenting the markets 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction to Marketing Analytics Defining Marketing Analytics, Need of Marketing Analytics, Big Data: The Marketing Revolution, Role of Data in Marketing. Differences and similarities between Marketing Research and Analytics, Marketing Analytics Planning.	8
	2.	Segmentation, Targeting and Positioning Analytics Applications of tools for segmentation of the market, Cluster Analysis: Meaning, Application and methods of cluster analysis including k-means clustering and Agglomerative methods. Targeting and precision Marketing with the help of data mining and digital marketing tools used for targeting consumers. Positioning: Application of the concepts of perceptual mapping. Multidimensional scaling.	12
	3.	Managing Marketing Mix New Product Development: Concept development and testing using conjoint analysis and attribution models. Design of price and advertising elasticity models. Non-linear and dynamic pricing analysis, Revenue Management. Multiple Regression Analysis and its application in marketing mix decisions.	6
	4.	Customer Relationship Management Customer Relationship Management: Managing big data, data storage and analysis. Logistic Regression and its application in customer management. Calculating customer lifetime	6

		value. Basic model for optimizing retention and acquisition spending.	
	5.	Marketing Performance Metrics Sales Metrics: Sales Analysis using excel, Region-wise and distribution channel-wise sales analysis. Sales Forecasting using linear and multiple regression. Monte Carlo Simulation for prediction of marketing success, Social Media and SEO Metrics: Measuring Conversion rates and click through rates in online marketing	8
		Total hours	40
TEXT BOOK	<ol style="list-style-type: none"> 1. Winston, Wayne L.; <i>Marketing Analytics: Data driven techniques with Microsoft Excel</i>, Wiley 2. Venkatesan, Rajkumar Paul Farris and Roanld T. Wilcox; <i>Cutting edge Marketing Analytics: Real world cases and data sets for hands on learning</i>, Pearson Education 3. Grisby, Mike; <i>Marketing Analytics: A practical guide to improving customer insights using data techniques</i>; Kogan Page. 		
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Ryan, D. and Jones, C.; <i>Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation</i>; Kogan Page 2. Stokes, R. Blake, S. and Education, Q.; <i>eMarketing: The Essential Guide to Marketing in Digital World</i>; Quirk eMarketing 		

Course : PRODUCT AND BRAND MANAGEMENT			Trimester: X/ XI
Course Code: MRM 107 E	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize students with the fundamental understanding to develop, measure, analyse and manage brands and product categories of an organization.		
LEARNING OUTCOME	1. Identify the factors influencing product management, 2. Analyse and compare product management strategies of different companies 3. Develop a conceptual understanding of the models in brand management 4. Understand metrics and measures that evaluate brand equity. 5. Demonstrate understanding of New Product Development		
COURSE DETAILS	Module no	Topic	Hours
	1.	Product Management Introduction to product management, Products and their types, Product focused organization v/s Market focused organization, Product management: facts versus fiction, changes affecting product management.	6
	2.	Product Strategy Product mix: length, width, depth and consistency, Product line extensions and contractions, Product line filling and line pruning, Product Life Cycle, Adopter Categories	8
	3.	New Product Development Classification of new products, New product development process: idea generation, idea screening, concept development and testing, Business analysis, Product development, Market testing and commercialization.	10
	4.	Brand Management Meaning and characteristics of brands, Branding Challenges and Opportunities, Strategic Brand Management Process, Brand Elements: Characteristics and Criteria for Choosing Brand elements, Brand Positioning and Perceptual Mapping, Brand personality, Brand Identity, Internal Branding, Brand Audit. Co-branding,	8
	5.	Brand Equity Meaning and importance of brand equity, Steps of Brand Building, Brand Value Chain, Brand Knowledge, Secondary Brand Knowledge, Brand image, Brand loyalty, Brand Architecture and Brand Hierarchy, Brand Extensions. Financial valuation of brands	8
		Total hours	40

TEXT BOOK	<ol style="list-style-type: none"> 1. Keller L Kevin; <i>Strategic Brand Management</i>; Pearson Education 2. Lehmann, D.R and Winer, R.S; <i>Product Management</i>; McGraw Hill
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Kapferer, J.N.; <i>The New Strategic Brand Management</i>; Kogan Page 2. Aaker, D.; <i>Aaker on Branding: 20 Principles That Drive Success</i>; Sage Publications 3. Majumdar, R.; <i>Product Management in India</i>; Pearson Education 4. Crawford, C. Merle and Benedetto, C. Anthony Di; <i>New Products Management</i>; McGraw Hill

Course:SALES AND SALES FORCE MANAGEMENT			Trimester: X/ XI
Course Code: MRM 108 E	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with the fundamental elements of the sales function & prepare them for a career in Sales.		
LEARNING OUTCOME	1. Develop selling skills 2. Analyse the processes involved in sales force management 3. Identify strategies used to develop sales organisation. 4. Understand the importance of Customer relationship management in sales 5. Understand the different sales techniques		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction to Sales The Nature and Role of Selling, Types of Selling, Selling as a career, Specific characteristics of a successful salesman, Theories of selling, The Nature and Role of Sales Management, The Marketing Concept ,The Relationship between Sales and Marketing.	5
	2.	Process of personal selling Personal Selling Skills, Need and Problem Identification, the Presentation and Demonstration, Dealing with Objections, Negotiation, Closing the Sale, Follow-Up.	8
	3.	Sales Techniques Key Account Management, Relationship Selling, Direct Marketing, Partner Relationship Management	5
	4.	Building Sales Organization Types of sales organizations and their structure, Functions and responsibilities of sales staff, Filling sales position, Recruiting, Selection, Training and territory allocation.	6
	5.	Leading Sales Organization Sales force motivation, Sales force compensation, Designing incentives and contests, Sales forecasting, Sales budget, Sales quota, Building sales reporting mechanism and monitoring, Sales force productivity, Sales force appraisal.	6
	6.	Customer Relationship Management Definition, evolution and scope; Types of CRM: Operational, Collaborative and Analytical; Technology for Customer Relationship: Contact Center Technology; Front Desk Management Technology; CRM Technology; Customer Data	10

		Management; Sales Force Automation: Sales Force Management, Sales Territory Management, Contact Management, Lead Management; SFA and mobile CRM; Field Force Automation.	
		Total hours	40
TEXT BOOK	<ol style="list-style-type: none"> 1. Johnston, Mark & Marshall, Greg; <i>Sales Force Management</i>, McGraw-Hill-Irwin 2. Jobber, David & Lancaster, Geoff; <i>Selling Management</i>, Pearson Education. <i>and Sales</i> 3. Kumar, Alok, Sinha, C., & Sharma. R.; <i>Customer Relationship Management: Concepts & Application</i>; Biztantra. 		
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Spiro, R.L., Stanton, W.J., Rich, G.A.; <i>Management of Sales Force</i>; Tata McGraw Hill 2. Still, R.R., Cundiff, E.W., Govani, N.A.P.; <i>Sales Management</i>; Pearson Education 3. Dyche, J., <i>The CRM Handbook: A Business Guide to Customer Relationship Management</i>; Pearson Education 		

Course: INDUSTRIAL RELATIONS AND LABOR LAWS			Trimester: VIII
Course Code: HRM 101 C	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with objectives, concepts, theories and importance of industrial relations and labor laws.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. To analyse the present state of Industrial relations in India; 2. To Develop critically informed analysis of management and union strategies 3. To draw strategies related to collective bargaining, workers participation, grievance redressal, and employee discipline and dispute resolution. 4. To Understand the various processes and procedures of handling Employee Relations 5. To Apply aspects of employment law to real workplace situations 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction Concept of industrial relations, Objectives& Scope of IR, Approaches to IR, Parties to IR International Labor Organization (ILO): role, functioning and contribution.	6
	2.	Trade Unionism Trade Unions: evolution and growth, Objectives, functions, types and role of trade unions, Issues and challenges before trade unions, Important Provisions of Trade union Act 1926.	7
	3.	Labor Problems Discipline and misconduct, Grievance redressal mechanism, Labor turnover, Absenteeism, Dispute settlement machinery, Consultative bodies (bipartite, tripartite) and IR strategies, Collective bargaining, Workers' participation in management, strikes, lockouts and closure.	12
	4.	Labor Legislations Important features, coverage of employees and employers, provision and benefits relating to Payment of Wages Act 1936, Minimum Wages Act 1948, Payment of Bonus Act 1965, Employees Compensation Act 1923, Payment of Gratuity Act 1972, Employees Provident Fund and Miscellaneous Provisions Act 1952, Industrial Dispute Act 1947, The Factories Act 1948 and Employees Pension Scheme and Employees State Insurance Act 1948.	15
		Total hours	40

TEXT BOOK	<ol style="list-style-type: none"> 1. Padhi, P.K.; <i>Industrial Relations and Labor Laws</i>; Pearson Education 2. Srivastava, S C.; <i>Industrial Relations and Labor Laws</i>; Vikas Publishing House 3. Chhabra, T.N.; <i>Industrial Relations and Labour Laws</i>; Dhanpat Rai Publishing House.
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Pylee, M.V. and George, A.; <i>Industrial Relations and Personnel Management</i>; Vikas Publishing House 2. Venkataratnam, C.S.; <i>Industrial Relation</i>; Oxford University Press 3. Sinha P.R.N., Sinha, I. and Shekhar, S.P.; <i>Industrial Relations, Trade Unions, and Labor Legislation</i>; Pearson Education 4. <i>Labor Laws</i>; Taxmann Publication 5. Malik, P.,L., <i>Manual of Industrial Law Handbook</i>; Eastern Book Company 6. Reports of Labor Commission

HUMAN RESOURCE PLANNING AND DEVELOPMENT			Trimester: IX
Course Code: HRM 102 C	LTP	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with planning and developing human resources and their training needs.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Sensitizing students towards developing employees for achieving personal and organizational goals 2. Students will be able to analyse the strategic issues and strategies required in manpower planning 3. It will empower students to hone skills to address the realities of organizations while developing context specific strategies for human resource development. 4. Students will learn the techniques of HRD program application and trends like Competency mapping, Balanced Score Card etc. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Human Resource Planning Human Resource Planning: objectives, concept, importance, process. Techniques of ascertaining HR Demand: Trend Analysis, Delphi technique, Nominal group technique, HR Budgets, Downsizing and restructuring. Assessing HRD needs, Training and development: need, design, conduct and evaluation.	15
	2.	Career Planning Concept, object, career stages, significance of career planning, need and components of career planning. Succession planning: evolution and importance, succession management process, process of career planning and development.	10
	3.	Human Resource Development Applications Career management and development, Management development, organization development and change, HRD and diversity: diversity training, coaching and mentoring, HR scorecard, Competency mapping, Integrating HRD with technology, Employer branding and other emerging trends. Challenges and contemporary issues in human resource planning and development.	15
		Total hours	40

TEXT BOOK	<ol style="list-style-type: none"> 1. Belcourt, Monica and McBey, Kenneth J.; <i>Strategic Human Resource Planning</i>; Cengage Learning 2. Werner, Jon M. and DeSimone, Randy L.; <i>Human Resource Development: Foundation, Framework and Applications</i>; South Western (Cengage Learning)
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Rao, T. V.; <i>Human Resource Development</i>; Oxford University Press 2. Aswathapa, K.; <i>Human Resource and Personnel Management Text and Cases</i>; McGraw Hill 3. Desimone and Harries; <i>Human Resource Development</i>; Thomson Learning 4. Phillips, J. M. and Gully, S. M.; <i>Strategic Staffing</i>; Pearson Education

PERFORMANCE MANAGEMENT AND APPRAISAL			Trimester IX
Course Code: HRM 103 C	LTP	4 00	Credits: 4

OBJECTIVE	The course is designed to acquaint the students with the changing role and system of performance appraisal in business organizations.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. To Design an organization's performance management process that supports organizational mission and strategy; 2. TO develop job-related performance standards and performance indicators that reflect the employee's range of responsibilities 3. To use the concepts to train employees to identify career paths and resources available to support individual development. 4. To identify and communicate appropriate actions with employees (e.g. training and development, wage increase, promotion, bonus etc.) based on their performance strengths and weaknesses. 5. To compare and contrast various organizational performance management programs to increase the effectiveness. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction Concept, Principles and Contribution of Performance Management, Dangers of poorly implemented performance management, Background to Performance Management, Performance Management and Performance Appraisal, Ethical Considerations and Legal Issues in Performance Management, Model and Process of Performance Management, Performance Management Cycle (Role Definition, Personal Developmental Plan, Performance Agreement, Performance Review), Balance Scorecard approach to PMS, Benchmarking process	14
	2.	Performance Appraisal System Meaning, Features and Objectives of Performance Appraisal, Evaluation of a Performance Appraisal System, Factors affecting Performance Appraisal, Benefits of Performance Appraisal, Problems with Performance Appraisal, Essentials of a Good Appraisal System, Appraisal Methods on the basis of approaches (Ranking, Forced Distribution, Paired Comparison, Check List, Critical Incident, Graphic Rating Scale, BARS, 360 Degree Feedback), Potential Appraisal, Requirements for an Effective Potential Appraisal System, Performance Appraisal and Potential Appraisal practices in Indian Industries	16

	3.	Competency Mapping Concept of Competency and Competence, Constituents of Competencies, Types of Competencies, Competency Management, Significance of competency based performance management, Competency based performance management strategy, Intervention and drivers, Trends and practices in selected industries.	10
		Total hours	40
TEXT BOOK	1. Armstrong, M.; Performance Management-Key strategies and Practical Guide; Kogan Page 2. Rao, T. V.; Performance Management and Appraisal Systems; Response Books		
REFERENCE BOOK/ SUGGESTED READING	1. Hartle, F.; Transforming Performance Management Process; Kogan Page 2. Chadha, P.; Performance Management; It's About Performing- Not Just Appraising; Macmillan 3. Sanghi, S; The Handbook of Competency Mapping; Sage Publication		

Course: TALENT MANAGEMENT			Trimester: X/XI
Course Code: HRM 104 E	L T P	4 0 0	Credits: 4

OBJECTIVE	To apprise the student about the concept of Talent it's planning and retention in an Organization and to develop an adequate system of Talent Management System for Organizational sustenance and Growth.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Upon successful completion of the course, the student will be able to demonstrate an understanding of the principles and elements of the talent management. 2. Upon successful completion of the course, the student will be able to demonstrate an understanding of the practices used by organizations to attract, engage, develop, and retain talent across cultural settings. 3. Upon successful completion of the course, the student will be able to synthesize and practically apply the various strands of learning related to talent management in various organizational settings. 4. Upon successful completion of the course, the student will be able to acquire knowledge in the area of Human Resources leadership as applied to Talent Management within organizations. 5. Upon successful completion of the course, the student will be able to manage the performance of individuals, teams and total organizations. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Basics of Talent Management Talent- engine of new economy, leveraging talent, the talent value chain, elements of talent friendly organizations, Talent management process, Talent Management System - Components of Talent Management System; creating TMS, challenges of TMS, Building blocks of talents management.	10
	2.	Talent Planning Concept, succession management process, Integrating succession planning and career planning, designing succession planning program, talent development budget, building a reservoir of talent, compensation management within the context of talent management, CEO Succession planning,	12
	3.	Developing and Retaining Talent Potential identification and development, coaching for sustained & desired change, integrating coaching, training and development with talent management ,employee retention- motivation and engagement.	10

	4.	Competency mapping and Assessment Concepts and definition of competency; Types of competencies, 5 level competency model, competency profiling, competency based performance assessment, Diagnosing reasons for performance problems, Sources of errors in performance measurement.	8
		Total hours	40
TEXT BOOK	1. Malviya. S., <i>Talent Management Principles and Practices</i> ; Neha Publishers 2. Shukla, R., <i>Talent Management: Process of Developing & Integrating Skilled Workers</i> , Global India Publication.		
REFERENCE BOOK/ SUGGESTED READING	1. Berger, L. A.; <i>Talent Management; Hand Book</i> 2. Caplan, J.; <i>The Value of Talent: Promoting Talent Management Across the Organization</i> . Cogan Page. 3. Merleved, .P.; <i>Talent Management- A focus on Excellence</i> 5; Book Boon Pub.		

Course: HUMAN RESOURCE MANAGEMENT IN SERVICE SECTOR			Trimester: X/XI
Course Code: HRM 105 E	LTP	4 0 0	Credits: 4

OBJECTIVE	This course offers the students an opportunity to understand and appreciate the differences in employment practices in services and understand the linkages between employee management practices and customer relationship management.		
LEARNING OUTCOME	1. The course will provide knowledge on the functioning of HR practices in service industries 2. It will give insights about the challenges faced by HR managers and the strategies used to cope up in service sector 3. This will help students to acquaint themselves with global training and development practices necessary during contingencies 4. Students will learn the importance and implementation of service quality and performance in varied service industries		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction to Concept of Service Types of Service, Service Management, Evolving Environment of Services, Myths about Service, Service as a System, Attitudes towards Service Sector, Reasons for growth of the Service sector.	10
	2.	Nature of Service sector Characteristics of Services, Elements of Customer Service, Components of Service, and Identifying customer Groups, Service Process, Classification of Servicing operating systems, Challenges for service managers, People and service, Maintaining and Improving Service Quality and performance.	12
	3.	Human Resource Management in Service Organizations Concept, Functions, Utilization, Development, Environment, Organizing HRM Functions in Service Sector, Competencies and service organizations, Performance Measurement, Empowerment in service organizations, managing services across Boundaries.	10
	4.	Application in HRM in service sector HRM in Hospitals, Hotels, Insurance and Banking, IT Sector, other Financial Institutions, Managing Salary Levels, Working Conditions, Unionism, Problems and Challenges.	8
		Total hours	40

TEXT BOOK	<ol style="list-style-type: none"> 1. Sahu, A.and Tiwari , A.K., <i>HRM in Services</i>, Ruby Press & Com 2. Marek Korczynski, <i>Human Resource Management in Service Work</i>, Palgrave Macmillian
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Balaji. B., <i>Services Marketing and Management</i>, S. Chand & Co. Ltd., New Delhi. 2. Haksever, C., Barry P., Roberta S.Russel and Robert G.Murdik, <i>Service Management and Operations</i>, Pearson Education 3. Dierdonck, V. and Woy, V.; <i>Service Management An Integrated Approach</i>; Prentice Hall of India 4. Goyal.R. C.; <i>Human Resource Management in Hospitals</i>; Prentice hall

Course: HR ANALYTICS			Trimester: X/XI
Course Code: HRM 106 E	LTP	3 0 2	Credits: 4

OBJECTIVE	To familiarize the students to head an HR analytics function in the company to succeed.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. The course will provide insights about the use of HR analytics in improving decision making 2. It will help in implementing and strategizing people analytics to boost performance and efficiency in the organisations 3. It will develop essential skills to lead an organization to people analytics success 4. The students will find the best ways to categorize and evaluate metrics in order to avoid misuse of data 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction Introduction to HRM, HR Decision-making, Concept and Definitions of Analytics, Importance and Significance of HR Analytics, Benefits of HR Analytics, Steps to implement HR Analytics, Critical HR decision making and HR analytics, Predictive HR Analytics, Aligning HR to Business through HR Analytics, Steps for Alignment of HR Analytics with Business Goals and Strategies, HR Analytics Framework and Models	12
	2.	HR Business Process and HR Analytics Statistics and Statistical Modelling for HR Research and HR Decision making, HR Research Tools and Techniques, Data Analysis for Human Resources, Parametric and Non-Parametric Tests, HRIS for Decision making, HR Metrics, Recruitment Metrics, Metrics for Training and Development Function, HR Scorecard, HR Dashboards, HR Analytics for a Better Tool for HR Decisions	15
	3.	HR Analytics and Data HR Data and Data Quality, HR Data Collection, Big Data for HR, Transforming HR Data into HR Information, Process for Data Collection for HR Analytics, HR Reporting, Data Visualization, Performing Root Cause Analysis, Ratification for HR	9

	4.	HR Analytics and Predictive Modelling Different Phases of HR Analytics, Examples, Data and Information for HR Predictive Analysis, Software Solutions, Predictive Analytics Tools and Techniques, Understanding Future HR	4
		Total hours	40
TEXT BOOK	1. Bhattacharya, D. K.; <i>HR Analytics</i> ; Sage Publishing House.		
REFERENCE BOOK/ SUGGESTED READING	1. Fitz-Enz, J.; <i>The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investment</i> ; AMACOM Div American Mgmt Assn. 2. Edwards, M. R., & Edwards, K. (2016). <i>Predictive HR Analytics: Mastering the HR Metric</i> . Kogan Page Publishers. 3. Fitz-Enz, J., & John Mattox, I. I. (2014). <i>Predictive analytics for human resources</i> . John Wiley & Sons. 4. Isson, J. P., & Harriott, J. S. (2016). <i>People analytics in the era of big data: Changing the way you attract, acquire, develop, and retain talent</i> . John Wiley & Sons.		

Course:MANAGING WORKFORCE DIVERSITY			Trimester: X/XI
Course Code: HRM 107 E	L T P	4 0 0	Credits: 4

OBJECTIVE	To acquaint the students in managing diversity in the contemporary world of globalization.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. The students will be able to evaluate diverse perspectives, and navigate the ambiguity and complexity that comes with multiple perspectives 2. The course will build professionalism by working inclusively and co-creating an environment where each perspective is considered for the cooperative purpose of making progress toward common goals 3. It will empower the students to interact respectfully and appropriately in a variety of cultural contexts 4. The students will be able to interrogate structures of power and institutions from the standpoint of cultural inheritance 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction Definition of Workforce Diversity, Diversity Management, Occupational Diversity, Diversity and Exclusion, The Inclusive Workforce Model, Diversity related Employment Legislation, Discrimination and Equality in Management, Impact of Global Demographic Trend on Workforce Diversity, Implications for Diversity of Gender, Disability and Sexual Orientation.	12
	2.	Diversity Management and Leadership Diversity management Paradigms, The Impetus for Implementing Diversity Management, Characteristics and Limitations of Diversity Management, Organizational Leadership and Diversity Management.	8
	3.	New realities of the workforce Types of international employees and special categories of employees in International context, New realities of the workforce including demographic, legislation, and social policy trends around the world, Emerging workforce trends–Dual-career couples–Cultural issues in international working on work-life balance–Managing multi-cultural teams: Issues and challenges	10

	4.	Diversity Management in the Indian Context Understanding and Managing Diversity in Indian and Global Context, Individual, Social Identity and Organizational Diversity, Diversity and Organizational culture, Diversity and Gender– Contemporary Issues in Workplace Diversity.	10
		Total hours	40
TEXT BOOK	1. Brewster, Chris; Sparrow, Paul and Vernon, Guy: <i>International Human Resource Management</i> ; The Universities Press. 2. Mor Barak, Michàlle E.; <i>Managing Diversity</i> ; Sage Publications.		
REFERENCE BOOK/ SUGGESTED READING	1. Lorache, L and Rutherford, Don; <i>Recruiting, Retaining and Promoting Culturally Different Employees</i> ; Elsevier. 2. Roosevelt, Thomas; <i>World Class Diversity Management</i> ; A Strategic Approach; Berrett-Koehler Publisher 3. Harvey, C. P. and Allard, M J. ; <i>Understanding and Managing Diversity</i> ; PHI		

Course: INVESTMENT MANAGEMENT			Trimester: VIII
Course Code: FIN 101 C	L T P	4 0 0	Credits: 4

OBJECTIVE	To Know the basics of mutual funds, their role and structure, different kinds of mutual fund schemes and their features and also to get oriented to the legalities, accounting, valuation and taxation aspects underlying mutual funds and their distribution.		
LEARNING OUTCOME	<p>Upon completion of the course students should be able to:</p> <ol style="list-style-type: none"> 1. Appear for the National Institute of Securities Markets (NISM) Certification Examination for Mutual Fund Distributors. NISM-Series-V-A: Mutual Fund Distributors Certification Examination. 2. Understand how mutual funds are distributed in the market-place, how schemes are to be evaluated, and how suitable products and services can be recommended to investors and prospective investors in the market. 3. Get acquainted with financial planning as an approach to investing in mutual funds, and an aid for advisors to develop long term relationships with their clients. 		
COURSE DETAILS	Module no	Topic	Hours
	1	Introduction, Regulation & Documents: Introduction, Types of funds, key developments over the years, Legal structure of Mutual funds in India, key Constituents of Mutual fund, other service providers, Role of Regulators in India, Investors' Rights & Obligations, AMFI code of Ethics, SEBI Norms. Offer Document: NFO, SID, SAI, KIM.	10
	2	Distribution, Valuation & Investor Services: Fund Distribution and Channel Management Practices: Distribution Channel and Practices of Channel Management. Accounting, Valuation and Taxation: Valuation of Equities & Debt, Calculation of NAV, Taxes of AMC and investors. Investor Services: KYC Requirements for Mutual Fund Investors, KYC Form for Individuals, KYC for non-individuals, Transaction with mutual funds.	10
	3	Return, Risk and Performance of Funds: Measure of return, drivers of return and risk in a scheme, Drivers of risk in a scheme, measure of risk, benchmark and performance, quantitative measure of fund manager performance.	8
	4	Scheme Selection & Investment Products for Investors: Selecting scheme categories, selecting schemes within a Scheme category, selecting options within a scheme.	6

		Financial and physical assets: Gold, Real estate, mutual fund, NPS and others.	
	5	Financial Planning & Model Portfolios: Introduction to Financial Planning, Life cycle and wealth cycle in financial planning, Risk profiling, Asset allocation & Model portfolio.	6
		Total hours	40
TEXT BOOK	1. Mutual Fund Distributor Module Level I: NISM Series VA by Taxmann publisher.		
REFERENCE BOOK/ SUGGESTED READING	3. Dalmia, Brijesh; <i>Mutual fund Hand Book for IFAs</i> 4. Bogle, John C.; Bogle On Mutual Funds: New Perspectives For The Intelligent Investor (Wiley Investment Classics)		

Course: EQUITY DERIVATIVES			Trimester: IX
Course Code: FIN 102 C	L T P	4 0 0	Credits: 4

OBJECTIVE	The Students will understand about basics of the equity derivatives, trading strategies using equity futures and equity options, clearing, settlement and risk management as well as the regulatory environment in which the equity derivatives markets operate in India.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. To understand the basics of the Indian equity derivatives market. 2. To understand the various trading strategies that can be built using futures and options on both stocks and stock indices. 3. To understand the clearing, settlement and risk management as well as the operational mechanism related to equity derivatives markets. 4. To know the regulatory environment in which the equity derivatives markets operate in India. 5. To create common minimum knowledge benchmark for associated persons functioning as approved users and sales personnel of the trading member of an equity derivatives exchange or equity derivative segment of a recognized stock exchange. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Basics of Derivatives Basics of Derivatives, Derivatives Market – History & Evolution, Indian Derivatives Market, Market Participants, Types of Derivatives Market, Significance of Derivatives, Various risks faced by the participants in derivatives.	7
	2.	Understanding Index Introduction to Index, Significance of Index, Types of Stock Market Indices, Attributes of an Index, Index management, Major Indices in India, Application of Indices.	5
	3.	Introduction to Options Basics of options Pay off Charts for Options, Basics of Option Pricing and Option Greeks, Uses of Options; Option Trading Strategies: Option Spreads, Straddle, Strangle, Covered Call, Protective Put, Collar, Butterfly Spread; Swaps: Interest Rate Swaps, Currency Swaps.	6
	4.	Introduction to Trading Systems Trading System, Selection criteria of Stocks for trading, Selection criteria of Index for trading, Adjustments for Corporate Actions, Position Limit, Using Daily Newspapers to Track Futures and Options.	7

	5.	Introduction to Clearing and Settlement System Clearing Members, Clearing Mechanism, Settlement Mechanism, Risk Management, Margining and mark to market under SPAN	4
	6.	Legal and Regulatory Environment: Securities Contracts (Regulation) Act, 1956 , Securities and Exchange Board of India Act, 1992, Regulation in Trading, Regulations in Clearing & Settlement and Risk Management, Major recommendations of Dr. L. C. Gupta Committee, Major recommendations of Prof. J. R. Verma Committee.	7
	7.	Accounting and Taxation: Accounting, Taxation of derivative transaction in securities.	4
		Total hours	40
TEXT BOOK	1. NISM Series VIII – Published by Taxmann or NISM		
REFERENCE BOOK/ SUGGESTED READING	1. Gupta S.L., Financial Derivatives Theory, Concepts And Problems Phi, Delhi, Kumar S.S.S. Financial Derivatives, PHI, New Delhi, 2007 2. Chance, Don M: Derivatives and Risk Management Basics, Cengage Learning, Delhi. 3. Stulz M. Rene, Risk Management & Derivatives, Cengage Learning, New Delhi.		

Course: FIXED INCOME SECURITIES AND MONEY MARKET			Trimester: IX
Course Code: FIN 103 C	L T P	4 0 0	Credits: 4

OBJECTIVE	Students will learn about the basic concepts of different types of debt instruments (G-secs, T-bills, CPs, Bonds and CDs) and provides useful insights into the Indian debt market, its various components, the trading mechanism of debt instruments in stock exchanges, bond valuation and so on.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. To understand the fundamental features of debt instruments. 2. To understand the trading of the debt instruments on the NSE-WDM Segment. 3. To know the regulatory and procedural aspects related to debt market. 4. To learn the concepts of bond valuation, yield curve, bootstrapping and duration. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction Debt Instruments: Modifying the coupon of a bond, Term to maturity of a bond, principal repayment of a bond, Asset backed securities. Indian Debt Market: Market segment, participants in debt market, Secondary market for debt instruments	8
	2.	Government Securities Central Government Securities: Bonds: Primary issuance process, Primary Dealers, Satellite dealers; T-Bills: Issuance process, cut-off yields, investors in T-bills. State Government Bonds: Volume and coupon rates, ownership pattern of state government bonds.	8
	3.	Call Money Market & REPOS Volume, participants, calls rates. Corporate Debts: Bonds SEBI Regulations 2008, Listing criteria on NSE-WDM, secondary market, credit ratings; Commercial paper & Certificate of deposit: Guideline for CP, Rating notches for CPs, Stamp Duty. Repo market in India, Advantages of Repos, calculating settlement amount in Repos. Bond Market Indices & Benchmark: I-Bex, FIMMDA NSE MIBID_MIBOR	12
	4.	Trading Mechanism in the NSE-WDM Order types, Order entry, order validation, order matching, Trading mechanism, settlement; Valuation of Bonds: Bond valuation, Yield, weighted yield, YTM, yield price relationship, yield curve, Theories of term structure of interest rates; Duration: Calculating duration of a bond,	12

		modified duration, portfolio duration	
		Total hours	40
TEXT BOOK	1. FIMMDA NSE debt Market Basic module.		
REFERENCE BOOK/ SUGGESTED READING	1. Corporate Debt Market in India: Author-Dr Raju G.		

Course: INVESTMENT ADVISOR I			Trimester: X/XI
Course Code: FIN 104 E	L T P	4 0 0	Credits: 4

OBJECTIVE	Students will learn about financial planning as an approach to investing, insurance, retirement planning and an aid for advisers to develop long term relationships with their clients.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. To know the basics of investment advisory, steps in the advisory process, making and Implementation of financial plan. 2. To understand how to evaluate different products, their suitability and how the recommendation of the same can impact investment risks, returns and strategies in a personal finance environment for investors and prospective investors in the market. 3. To Get oriented to the Income tax, and legalities of Estate planning in personal finance, and regulatory aspects, underlying advisory. 4. To Get acquainted with financial planning as an approach to investing, insurance, retirement planning and an aid for advisers to develop long term relationships with their clients. 5. To assist students in preparing for the National Institute of Securities Markets (NISM) Level 1 Certification Examination for Investment Advisers. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction to Indian Financial Market Current status of Indian economy, structure of financial markets in India, Role of participants in the securities markets; Securities Market Segments: Primary market, role and function of secondary market, corporate actions.	8
	2.	Investment Products Definition, concept, role of mutual fund, types of mutual fund, taxation of mutual fund, SIP . Small saving instruments, Fixed income instruments, Alternate instruments, Direct equity; Managing Investment Risk: Common type of risk, Measuring risk. Measuring Investment Returns: Return concept, concept of compounding, Real vs. Nominal rate of return, tax adjusted return, risk adjusted return.	10
	3.	Financial Planning Need, scope and delivery process of financial planning; Asset Allocation and Investment Strategies: Asset class, portfolio construction, Asset allocation; Insurance Planning: Steps in insurance planning, Life insurance products, non life insurance products, Life insurance need analysis; Retirement Planning: Retirement products, estimating and determining	15

		the retirement corpus; Tax and Estate Planning: Income tax principles, Estate planning.	
	4.	Regulatory Environment and Ethical Issues Role of regulator, SRO, Money Laundering Act 2002, Code of conduct and Ethics.	7
		Total hours	40
TEXT BOOK	1. Investment Advisor Level I: NISM Series X-A by Taxmann publisher.		
REFERENCE BOOK/ SUGGESTED READING	1. Mutual fund Hand Book for IFAs: Author- Brijesh Dalmia. 2. Insurance Institute of India: IC 38 Module		

Course: INVESTMENT ADVISOR II			Trimester: X/XI
Course Code: FIN 105 E	L T P	4 0 0	Credits: 4

OBJECTIVE	To understand the structure and performance of securities markets; importance of asset allocation and impact of the market movement on the assets performance.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. To assist students in preparing for the National Institute of Securities Markets (NISM) Level 2 Certification Examination for Investment Advisers. 2. It covers topics related to the structure and performance of securities markets, importance of asset allocation and impact of the market movement on the assets performance. 3. To understand the structure and performance of securities markets; importance of asset allocation and impact of the market movement on the assets performance. 4. To know the practical aspect of product selection, portfolio construction, review and rebalancing based on clients need. 5. To know the compliance, operations and service elements in investment advice. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Securities Markets and Performance Risk and return from investing in equities, Debt Market, Derivative markets, Foreign exchange market, Debt Market analytics and indicators.	6
	2.	Knowing Operational Aspects of Financial Transactions: KYC process, Dematerialization of securities, Power of Attorney, Account opening process	6
	3.	Personal Financial Planning Preparing Household Budget, Analysis of Household Budget, Contingency Planning, Estimating Financial Goal.	6
	4.	Comprehensive Financial Planning Role of debt, Risk Profiling, Asset allocation, Model portfolio, life insurance product, non-life insurance products, retirement planning, philanthropy.	6
	5.	Product Analysis and Selection Risk, return and portfolio construction, impact of market cycle, Reviewing and evaluating mutual fund portfolio, Behavioural biases in investment decision making	8
	6.	Regulatory and Compliance Aspects: SEBI regulation 2013, Redressal in Capital Market, Redressal in Banking, Regulation relating to insurance, pension fund, Investor Grievance Redressal Mechanism.	8

		Total hours	40
TEXT BOOK	1. Investment Advisor Level I: NISM Series X-A by Taxmann publisher.		
REFERENCE BOOK/ SUGGESTED READING	1. Mutual fund Hand Book for IFAs: Author- Brijesh Dalmia. 2. Insurance Institute of India: IC 38 Module		

Course: BANKING AND INSURANCE	Trimester: X/XI
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Course Code: FIN 106 E	L T P	4 0 0	Credits: 4
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OBJECTIVE	To understand the bank's financials and their regulatory framework of banks and it will also elucidate banking services, Bank –customer relationship, regulatory framework and latest changes in banking system		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. To understand the bank's financials and their regulatory framework of banks. 2. To encapsulate the banking and there linkage with economy. 3. To elucidate banking services, Bank –customer relationship, regulatory framework and latest changes in banking system. 4. The Students will also learn about the concepts of Insurance in India. 5. To assist students in preparing for the NSE's Certification in Financial Markets (NCFM) Banking Module Certification Examination. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction to Banking: Fundamental role and evolution, Banking structure in India, Licensing of banks in India, Branch licensing, Foreign Banks, Private Banks – Capital and voting rights, Dividend, Corporate Governance	5
	2.	Banking and the Economy: Cash Reserve Ratio (CRR), Statutory Liquidity Ratio (SLR), Repo and Reverse Repo, Open Market Operations, Security Valuation, Capital Account Convertibility; Bank Deposits, Nomination and Deposit Insurance: Kinds of deposits, Joint accounts, Nomination, Closure of deposit accounts, Deposit insurance; Other Banking services: Fund-based services, Non-Fund based services, Money Remittance Services;	10
	3.	Bank – Customer Relationship Roles of Banks, Bankers' obligation of secrecy; Security Creation: Pledge, Hypothecation, Mortgage, Assignment; NPA and Securitisation: Non-Performing Assets, NPA categories, NPA Provisioning Norms, SARFAESI Act.	10
	4.	Understanding a Bank's Financials & Legal Framework Balance Sheet, Profit & Loss Account, Camels Framework: Basel Framework: Bank for International Settlements (BIS), Basel Accords; Regulatory Framework: Anti-Money Laundering and Know Your Customer, Banking Ombudsman Scheme, 2006, Indian Contract Act, 1872, Sales of Goods Act, 1930, Negotiable Instruments Act, 1881, The Limitation Act, 1963.	10
	5.	Insurance	5

		Life insurance products, Health Insurance products, Insurance principles.	
		Total hours	40
TEXT BOOK	1. National Stock Exchange of India Limited - NCFM Banking Sector Module		
REFERENCE BOOK/ SUGGESTED READING	1. Clifford Gomez – Financial Markets, Institutions and Financial Services (PHI Learning). 2. Suresh, Padmalatha & Justin Paul - Management of Banking and Financial Services, 3rd Edition (Pearson). 3. Insurance Institute of India: IC 38 Module. 4. IIBF – Corporate Banking (Macmillan). 5. Fabozzi - Foundations of Financial Markets and Institutions (Pearson Education, 3 edition).		

Course: BEHAVIOURAL FINANCE	Trimester: X/XI
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Course Code: FIN 107 E	L T P	4 0 0	Credits: 4
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OBJECTIVE	To familiarize the students with an overview of important results of behavioral finance, as well as the implications of these results for the traditional finance theory and practice		
LEARNING OUTCOME	1. Understand and apply the main concepts of behavioural finance that help to reveal biases and heuristics in the decision making process. 2. Contrasting traditional and behavioural approaches. 3. Understand different types of Biases existing in the area of Behavioral Finance. 4. Present the main results in the field of behavioural finance focusing on financial market processes. 5. Explore behavioural finance, considering financial and investment decisions.		
COURSE DETAILS	Module no	Topic	Hours
	1.	Overview of Behavioral Finance Introduction to Behavioral Finance, Introduction to Classical Economics, Utility of Money, Omission Bias, Expected Utility vs Prospect Theory.	10
	2.	Probability And Related Errors Problems with Probability, Correlation and Causation Error, Probability Weighting	10
	3.	Heuristics And Types Of Bias The Availability Heuristic, Framing, Mental Accounting and Expenditures, Loss Aversion, Representativeness, Overconfidence, Belief Perseverance and Confirmation Bias.	12
	4.	Money Management Management of Money, Financial Decision making, Benefits of saving early, Market Bubbles and Crashes.	8
		Total hours	40
TEXT BOOK	Forbes, William; <i>Behavioral Finance</i> ; Wiley		
REFERENCE BOOK/ SUGGESTED READING	Chandra, Prasanna; <i>Behavioral Finance</i> ; McGraw-Hill		

Course: CORPORATE FINANCE AND RISK MANAGEMENT	Trimester: X/XI
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Course Code: FIN 108 E	LTP	4 0 0	Credits: 4
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OBJECTIVE	This course aims to provide the students with the fundamental concepts, principles and approaches of corporate finance, enable the students to apply relevant principles and approaches in solving problems of corporate finance and help the students improve their overall capacities.		
LEARNING OUTCOME	1. Knowledge on nature of corporate finance and various financial decisions 2. Knowledge on different types of business structure 3. Knowledge on valuation of firm and debt and equity 4. Knowledge on Business Risk including financial risks facing organisations 5. Understanding on various approaches of risk measurement and risk management		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction Finance and corporate finance., Finance and related disciplines, Scope of Financial Management, Profit Maximization, Wealth Maximization - Traditional and Modern Approach, Functions of finance – Finance Decision, Investment Decision, Dividend Decision, Objectives of Financial Management and Concept of Time Value of Money.	8
	2.	Capital Budgeting & Evaluation Techniques (14) Long-Term Investment Decision Capital Budgeting - Nature and meaning of capital budgeting; Estimation of Relevant cash flows, Understanding computation of depreciation based on the concept of block of assets; Evaluation techniques - Accounting Rate of Return, Pay Back, Net Present Value, Internal Rate of Return, Terminal Value, Profitably Index Method.	8
	3.	Cost & Its Measurement Cost of Capital Concept and Measurement of Cost of Capital: Measurement of specific costs - Cost of debt, Cost of perpetual debt, Cost of Redeemable debt; Cost of Preference Share; Cost of Equity Capital – Dividend valuation model; Cost of Retained Earnings. Computation of Over-all Cost of Capital based on book value weights and market value weights.	8

	4.	Working Capital Short-Term Investment Decision Concepts and Definition of working capital; Determining Financing Mix; Permanent and temporary working capital; Determinants of working capital; Computation of Working Capital. Management of Cash – Motives of holding cash; Objectives of cash management; Factors determining cash needs;	8
	5.	Risk Management Risk Management: Introduction of Risk Management: Types of Risks, Risk management process: Sources of Risk, Risk Indicators, Process, and Controlling Risk. Asset-Liability management: Concepts, Framework of the policy, Risk exposure analysis, Open Position, Duration, Modified Duration, Auditing Risk Management.	8
		Total hours	40
TEXT BOOK	1. Khan, M.Y., & Jain, P.K. (2012). Basic Financial Management (3rd Edition) New Delhi Tata McGraw Hill Education Private Limited. 2. Chandra, Prasanna Financial Management-Theory and Practice, Tata McGrawHill.		
REFERENCE BOOK/ SUGGESTED READING	1. Rustagi, R. P. Fundamentals of Financial Management, Taxmann publication (Pvt) Ltd, New Delhi. 2. Pandey, I.M. (2010). Financial Management (10th ed.). New Delhi: Vikas Publishing House Pvt. Ltd. 3. Van Horne, J.C. Financial Management and Policy, Prentice Hall of India. 4. Levy, H. and Sarnat, M. Principles of Financial Management, Prentice Hall. (A) Brealey, Richard, A., & Myers, Stewart, C. (2011). Principles of Corporate Finance		

Course: FINANCIAL ANALYTICS			Trimester: X/XI
Course Code: FIN 109 E	L T P	3 0 2	Credits: 4

OBJECTIVE	This course aims to provide the students with the fundamental concepts, principles and approaches of corporate finance, enable the students to apply relevant principles and approaches in solving problems of corporate finance and help the students improve their overall capacities.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Learn Financial Data Analysis and Interpretation for Decision Making. 2. Adept various Statistical tools to be used for financial data analysis. 3. Do Analysis of risk and return of individual security and evaluation of portfolio performance. 4. Learn Statistical tools for predictive and forecasting modeling with financial data using Ms-Excel. 		
COURSE DETAILS	Module no	Topic	Hours
	1	Introduction A Brief History of the Evolution of Analytic. Why is Analytics Important to the Finance Field, Business Model and Changing Role of Financial Department and Uses of Financial analytics Work with variable, Data files from other Statistical Tools and access and use of various packages for financial analytics.	6
	2	Dataset Analytics, Visualization and Presentation of Financial Data Understanding of Financial Datasets with descriptive statistics – univariate and bivariate analysis, Using financial Datasets for creating Graphs, Making Histograms, Bar graphs, Line graphs etc. with base and other packages.	8
	3	Risk & Return Measurement of individual security and Portfolio Importing daily stock price data, checking and plotting of data, risk and return of individual security and portfolio, Sharpe Ratio and Markowitz mean – variance optimization.	6
	4	Predictive Modeling and Forecasting Predictive modeling with Single, Multiple and Logistic Regression model, Time series modeling, Examining time series, trend analysis, stationary time series, auto regressive moving processes and data transformation.	12

	5	Analytics of Financial Statement using Excel Balance Sheet, Income Statement, Cash Flow Statement, Understanding the Financial Statements and their interlinking and financial statement forecasting.	8
		Total Hours	40
TEXT BOOK	1. Khan, M.Y., & Jain, P.K. (2012); <i>Basic Financial Management</i> ; Tata McGraw Hill 2. Chandra, Prasanna; <i>Financial Management-Theory and Practice</i> , Tata McGraw Hill.		
REFERENCE BOOK/ SUGGESTED READING	1. Rustagi, R. P.; <i>Fundamentals of Financial Management</i> ; Taxmann publication (Pvt) Ltd. 2. Pandey, I.M. (2010); <i>Financial Management</i> ; Vikas Publishing House Pvt. Ltd. 3. Van Horne, J.C. <i>Financial Management and Policy</i> , Prentice Hall of India. 4. Levy, H. and Sarnat, M. <i>Principles of Financial Management</i> , Prentice Hall. 5. Brealey, Richard, A., Myers, Stewart, C.& Allen, Franklin; <i>Principles of Corporate Finance</i> ; McGraw Hill		

Course: INTERNATIONAL BUSINESS ENVIRONMENT			Trimester: VIII
Course Code: IBM 101 C	L T P	4 0 0	Credits: 4

OBJECTIVE	The objective of this course is to sensitize the students about the overall business environment within which organization runs its business in an international perspective.		
LEARNING OUTCOME	1. To learn recent trends in global market. 2. To learn global competitiveness. 3. Understanding of International financing and Foreign direct investment. 4. Cross border Mergers and acquisitions. 5. Understanding of World economic growth and the environmental issues.		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction Inter-governmental institutional framework: evolution, status and challenges, Liberalization, Tariff and non-tariff barriers, World Trade Organization, Recent trends of international trade: real merchandise trade and output, Nominal trade developments.	8
	2.	Global Competitiveness Internationalisation of technological innovations, Designing global organizational structure and control, Global knowledge management, Globalisation and human resource developments, Multicultural management, International marketing, Export management.	10
	3.	India's Foreign Trade Policy and trends, Financing of international trade, Licensing, Joint ventures, International capital flows, Foreign direct investment: global FDI patterns, FDI distribution by regions and sectoral analysis of FDI.	7
	4.	Cross Border Mergers and Acquisitions Foreign portfolio investment (FPI), Sovereign wealth funds (SWFs), Cross border mergers and acquisitions, International banking and euro currency market, Strategic issues in international management, Global e-business.	8
	5.	Recent Trends International monetary systems, Forex markets and risk management, Corporate governance, Business ethics, Corporate social responsibility, World economic growth and	7

		the environmental issues, Country risk analysis.	
		Total hours	40
TEXT BOOK	1. Sharan, V.; <i>International Business: Concept Environment and Strategy</i> ; Pearson Education 2. Daniels, J. D.; <i>International Business: Environments and Operations</i> ; Pearson Education		
REFERENCE BOOK/ SUGGESTED READING	1. Hill, C. W. L. and Jain, A. K.; <i>International Business Competing in Global Market Place</i> ; McGraw Hill 2. Mead, R.; <i>International Management: Cross Cultural Dimensions</i> ; Wiley 3. Czinkota, M.R., Ronkainen, I.A. and Moffet, M.H., <i>International Business</i> ; Cengage Learning		

Course: INTERNATIONAL TRADE & EXPORT MANAGEMENT			Trimester: IX
Course Code: IBM 102 C	L T P	4 0 0	Credits: 4

OBJECTIVE	The course aims at providing a detailed knowledge of international trade, and various regulations.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Student will be able to understand the fundamentals of export import management and documentation 2. Student will be familiar to the different theories of international trade 3. Student will be able to have the comprehensive understanding of processing of an export order 4. Students will be able to understand the functioning of export promotion organizations and trade institutions in India 5. Students will have the complete knowledge about the main highlights, trends and developments of the current foreign trade policy 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Import-Export Management: Overview Import-export management: key features, Foreign trade: institutional framework and basics, Trade policy, Foreign trade, Documentation overview and facilitation, Exporting, Importing counter trade, Promise and pitfall of exporting, Improving export performance.	10
	2.	Theories of International Trade Theories of International Trade: Mercantilism Theory, Neo-mercantilism Theory, Free Trade Theories: Absolute advantage and Comparative advantage theory, Trade Pattern Theories: Country size, Factor proportions and country similarity theory, Product Life Cycle (PLC) Theory and Porter's Diamond theory.	8
	3.	Processing of Export Order Processing of export order: nature and format of export order, Examination and confirmation of export order, Manufacturing or procuring goods, Central excise clearance, Pre-Shipment inspection, Transportation of goods to port of shipment, Dispatch of documents by forwarding agent to the exporter, Certificate of origin and shipment advice, Presentation of documents to bank, Claiming export incentives, Excise rebate, Duty drawback.	7

	4.	Export Promotion Organizations Export promotion organizations: its objectives, Importance of institutional infrastructure, Govt. policy making and consultations, EXIM bank, Indian trade promotion organization (ITPO), Indian Institute of Foreign Trade (IIFT), Indian Institute of Packaging (IIP), Indian Counsel of Arbitration (ICA), Federation of Indian Export Organization (FIEO), Export Processing Zones (EPZ), Special Economic Zone (SEZ), 100% Export Oriented Units (EOUs), Facilities for Units in EOUs, EPZs, EHTPs and STPs.	9
	5.	Foreign Trade Policy of India and Recent trends Meaning and general objectives, Highlights and implications of Foreign Trade Policy 2015-20, Recent Trends in India's foreign trade, Balance of Payments, Foreign Exchange Reserve.	6
		Total hours	40
TEXT BOOK	1. Cherunilam, F.; <i>International Trade and Export Management</i> ; Himalaya Publishing House 2. Varma, M. L.; <i>International Trade</i> ; Vikas Publishing House		
REFERENCE BOOK/ SUGGESTED READING	1. Kumar, A.; <i>Export and Import Management</i> ; Excel Books 2. Govt. of India; <i>EXIM Policy(Current)</i> ; Ministry of Commerce and Industry 3. Mathur, V.; <i>Foreign Trade Policy And Trends In India, 1947-48 To 2008-09</i> ; New Century Publication 4. Daniels, J.D. Radebaugh, L.H., Sullivan, D.P., and Salwan ,P.; <i>International Business Environments and Operations</i> ; Pearson Education 5. Czinkota, M.R., Ronkainen, I.A. and Moffet, M.H., <i>International Business</i> ; Cengage Learning		

Course: INTERNATIONAL TRADE PRACTICES AND DOCUMENTATION			Semester: IX
Course Code: IBM 103 C	L T P	4 0 0	Credits: 4

OBJECTIVE	The course aims at providing a detailed knowledge of international trading practices, documentation and various regulations pertaining to it.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Students will have the detailed knowledge of international trading practices, documentation and various regulations pertaining to it 2. Students will be able to understand the export payment terms and different documents required for the export payment 3. Students will learn about the different risks associated with the export import process 4. Student will be able to understand the procedure and legal framework of central excise clearance 5. Student will be familiar to the legal framework of custom procedure of India 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction Overview of international trade operations, Export-Import documentation, Foreign exchange regulations: FEMA, Trade facilitation with EDI.	6
	2.	Foreign Trade Policy Regulatory framework, Objectives of Foreign Trade Policy 2015-20, Policy overview, Facilities and restrictions.	4
	3.	Export Payment Terms INCOTERMS: Nature of payment terms, Modes of payment: advance payment, open account, documentary collection and documentary credit, Letter of credit (LC): parties involved process of opening and advising LC, types of LC, Introduction of UCPDC.	8
	4.	Credit Risk Management Export credit insurance: concept and importance, Role of Export Credit Guarantee Corporation (ECGC), Financial guarantees, Coverage of commercial and political risks: procedures and documentary requirements.	5
	5.	Transit Risk Management Nature of transit risk, Contract of cargo insurance, Parties Involved: insurer, assured, indemnity and insurable value, Perils and losses, Insurance policy and certificate, Cargo less claim: procedure and documentation.	6

	6.	Central Excise Clearance Excise duty: definition, rationale, stages of levying and collection, Type of duties, Legal framework: Central Excise Act and Rules, Central Excise Tariff Act, Valuation, Options of refund and movement in bond: Rules 12, 13 and 14, Procedures and documentary requirements.	6
	7.	Legal Framework India's harmonised system of coding, EDI related to custom procedures with ICEGATE.	5
		Total hours	40
TEXT BOOK	1. Cherunilam, F.; <i>International Business</i> ; Pearson Education 2. Taggard, J. and McTermott, M.; <i>International Business</i> ; Pearson Education		
REFERENCE BOOK/ SUGGESTED READING	1. Ram, P.; <i>Export: What, Where And How?</i> ; Anupam Publishers 2. <i>Handbook of Procedures, Volumes I and II</i> ; Ministry of Commerce, Government of India 3. Khurana, P.K.; <i>Export Management</i> ; Galgotia Publishing		

Course Code: IBM 104 E	L T P	4 0 0	Credits:4
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OBJECTIVE	The course aims at providing the basic knowledge of foreign exchange management and various related regulations.		
LEARNING OUTCOME	1. Understanding on the microstructure of FOREX Market 2. Knowledge on how Foreign Exchange Market Works 3. Understanding on principles of currency valuation and exchange. 4. Knowledge on foreign exchange risk hedging 5. Understanding on foreign exchange management in India		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction Foreign Exchange: Definition, Exchange Rate Determination, International Monetary System, Types of foreign exchange markets and transactions, Quoting foreign exchange rates, Spread, Official and free market rates, Cross rates, Forward rates, Quoting forward rates, Exchange Rate Adjustment and Balance of Payment.	10
	2.	Forex Tools Organization of foreign exchange markets, Currency futures, Currency options, Currency swaps, Corporate exposure management, Alternative definitions of foreign exchange risk.	10
	3.	Exchange Rate Determination Theory and practice of forecasting exchange rates: economic fundamentals, Financial and socio-political factors, Technical analysis, Tax treatment of foreign exchange gains and losses.	10
	4.	Exposure Management Exposure information system, Alternative strategies for exposure management, Exposure management techniques, Organization of the exposure management function, Parameters and constraints on exposure management.	10
		Total hours	40
TEXT BOOK	1. Thomas, W., Mc. Rae and Walker, D. P.; <i>Foreign Exchange Management</i> ; Pearson Education 2. Shapiro, A. C.; <i>International Financial Management</i> ; Wiley		
REFERENCE BOOK/ SUGGESTED READING	1. Aliber, R.Z.; <i>Exchange Risk and Corporate International Finance</i> ; Macmillan 2. <i>The Foreign Exchange Management Act, 1999</i> ; Bare Act 3. Appleyard and Field; <i>International Economics</i> ; McGraw Hill		
Course: INTERNATIONAL FINANCIAL MANAGEMENT			Trimester: X/XI

Course Code: IBM 105 E	L T P	4 0 0	Credits: 4
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OBJECTIVE	To impart knowledge about the various theories and concepts of international financial management.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. To identify and appraise investment opportunities in the international environment 2. To understand the international capital and foreign exchange market 3. Identify risk relating to exchange rate fluctuations and develop strategies to deal with them. 4. Express well considered opinion on issues relating to international financial management. 5. Understand the various stages of expansion overseas that multinational corporations utilize in order to benefit from globalization. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	International Financial Environment Global financial markets, Interest rates in the global money markets, Bretton Woods's system of exchange rate, International monetary system, International Monetary Fund (IMF), International liquidity and Special Drawing Rights (SDRs).	10
	2.	Exchange Rates and Foreign Exchange Market Fundamental parity relationships, Structural models of exchange rate determination, Exchange rate forecasting and exchange rate of rupee, Structure of foreign exchange market, Mechanics of currency trading, Types of transactions and settlement dates, Forward contracts, Currency futures and options, Currency and interest rate swaps.	15
	3.	Financial Risk Exposures and its Management Overview of risk exposures, Measuring exposure risk, Management of currency exposure.	7
	4.	Financial Management in Multinational Corporations Long term sources of international financing, Short term borrowing and investment, Cash management: centralized vs. decentralized, Cash transmission, Methods of payment, Capital budgeting, Cost of capital and capital structure of the multinational corporations.	8
		Total hours	40

TEXT BOOK	<ol style="list-style-type: none">1. Apte, P. G.; <i>International Finance-A Business Perspective</i>; McGraw Hill2. Shapiro, A. C.; <i>Multinational Financial Management</i>; Pearson Education
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none">1. Albir, R.Z.; <i>Exchange Risk and Corporate International Finance</i>; Macmillan2. Vij, M.; <i>International Financial Management</i>; Excel Books3. Sharan, V.; <i>International Financial Management</i>; Pearson Education

Course: INTERNATIONAL MARKETING			Trimester: X/XI
Course Code: IBM 106 E	L T P	4 0 0	Credits: 4

OBJECTIVE	To impart knowledge about concepts and principles of international marketing and their applications in deciding about marketing strategies related to product, pricing, distribution and promotion in international business.		
LEARNING OUTCOME	1. To understand the basic concepts of international marketing 2. To differentiate between domestic and international marketing 3. To identify the cultural and environmental difference between two countries 4. To understand the rules and regulations governing international marketing 5. To analyse application international marketing by different companies		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction Nature, scope and importance of international marketing, International market orientation, Scanning and monitoring global marketing environment, Influence of physical, demographic, economic, socio-cultural, political and legal environment on international marketing operations, Segmentation and selection of markets.	10
	2.	International Market Entry and Development Strategic planning, International market entry strategies: exporting, licensing, contract manufacturing, joint venture, setting up of wholly owned subsidiaries abroad, and strategic alliances, Exit strategies.	10
	3.	International Product Planning and Pricing Decisions Major product decisions, Product features and quality: product design, labelling, packaging, branding and product support services, Product standardization v/s. adaptation, Managing product line, International product life cycle, New product development, International pricing process and policies, Delivery terms and currency for export price quotations, Transfer pricing.	8
	4.	International Distribution Decisions International distribution channels and their roles and functions, Selection and management of overseas agents, International logistics: inventory management, transportation, warehousing and insurance.	6

	5.	International Promotion Promotion strategies across countries: complexities and issues, International promotion tools and planning: advertising personal selling publicity and sales promotion, Viral marketing, Global sponsorships, Developing international promotion campaign, emerging trends in international marketing: ecological concerns and international marketing ethics, International CSR practices.	6
		Total hours	40
TEXT BOOK	1. Cateora, P.R. and Grahm, J. L.; <i>International Marketing</i> ; McGraw Hill 2. Czinkota, M.R., and Ronkainen, I.A.; <i>International Marketing</i> ; Cengage Learning		
REFERENCE BOOK/ SUGGESTED READING	1. Kotabe, M. and Helsen, K; <i>Global Marketing Management</i> ; Wiley 2. Jain, S. C; <i>International Marketing Management</i> ; PWS-Kent Publishing Company 3. Fayer weather, J.; <i>International Marketing</i> ; Pearson Education 4. Keegan, W.; <i>Global Marketing Management</i> ; Pearson Education		

Course: INTERNATIONAL HUMAN RESOURCE MANAGEMENT			Trimester: X/XI
Course Code: IBM 107 E	L T P	4 0 0	Credits: 4

OBJECTIVE	To explore the concepts and technique of the essential elements of International Human Resource Management and to enable the students to recognize its critical issues. Also to update and let the students understand the concept and to apply them in international complex business environment.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Students will acquire knowledge of the recruitment and selection of International Managers 2. Students will learn to manage Diversity in International Working environment 3. Students will design the process of International Training and Management Development. 4. Students will explain and design Performance Appraisal and Compensation system in International context 5. Students will develop an understanding of the global HRM issues like Repatriation and Expatriation, Cross Border Merger and Acquisition and International Industrial Relations. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction IHRM- Nature and Scope, Difference between domestic and international HRM, IHRM-Managing people in an international context, Hofstede's Cultural Dimensions. Concept, Approaches, Linking HR to international expansion strategies.	6
	2.	Recruitment and Selection of International Managers Recruitment and selection of international managers, concept, criteria for recruitment and selection, sources, advantages and disadvantages of employing Parent Country Nationals (PCNs), Third Country Nationals (TCNs), Host Country Nationals (HCN), Dual career couples, Issues in selection, Global pressures in selection.	5
	3.	Managing Diversity in International Working Diversity management programs, Diversity management in international organizations, affirmative action plans, Implications of international working on work-life balance.	5
	4.	International Training and Management Development Expatriate training strategies and objectives, HCN training-process, emerging, trends in training for competitive advantage, Cross Cultural Training (CCT)- phases in CCT program, Evaluating the Effectiveness of CCT, frameworks of CCT.	6

	5.	Performance Appraisal and International Compensation Performance Appraisal: factors associated with individual performance and appraisal: Organizational strategy and performance management, setting individual performance goals, Identifying variables affecting performance, Appraising the performance, Issues in managing performance in global context, Difficulties in assessment, International Compensation: Objectives, components and approaches, Issues in international compensation.	8
	6.	Repatriation and Expatriation Repatriation: Process, challenges, designing a repatriation program, Expatriate: Concept, Causes for Expatriate Failure, Managing Expatriate Failure.	3
	7.	Cross Border Merger and Acquisition Nature of cross border mergers and acquisitions (M and As), HR Interventions in Mergers and Acquisitions.	5
	8.	International Industrial Relations Concept, Issues and Concerns, Unions' Influence on International IR, Recent developments in management and union's approach to International IR, International Labor Standards.	2
		Total hours	40
TEXT BOOK	1. Dowling, P. J. and Welch, D. E.; <i>International Human Resource Management</i> ; Cengage Learning. 2. Aswathappa K. and Dash, S.; <i>International Human Resource Management: Text and Cases</i> ; McGraw Hill		
REFERENCE BOOK/ SUGGESTED READING	1. Brewster, C., Sparrow, P. and Vernon, G.; <i>International Human Resource Management</i> ; Universities Press 2. Lucas, R. and Lupton, B.; <i>Human Resource Management in an International Context</i> ; Jaico Publishing House 3. Rao, P.L.; <i>International Human Resource Management</i> ; Excel Books 4. Edwards, T. and Rees, C.; <i>International Human Resource Management</i> ; Pearson Education		

Course: SUPPLY CHAIN MANAGEMENT			Trimester : VIII
Course Code: ORM 101 C	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with the mechanism of supply chain planning, design, and operations. This will help to manage facilities, inventory, transport, and information about the key drivers of supply chain management.		
LEARNING OUTCOME	1. Understand fundamental supply chain management concepts. 2. Apply knowledge to evaluate and manage an effective supply chain. 3. Understand the foundational role of logistics as it relates to transportation and warehousing. 4. Align the management of a supply chain with corporate goals and strategies. 5. Analyse and improve supply chain processes.		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction Basic concepts, Scope and philosophy of supply chain management, Importance of supply chain management, Supply chain decision, Evolution of supply chain management.	8
	2.	Designing the Supply Chain Role of distribution supply chain, Factors influencing distribution network, Process of supply network design, Distribution strategy, Models for facilities location and capacity allocation, Impact of uncertainty on supply chain design, Evaluation of supply chain design, Demand chain management, Strategic alliances.	8
	3.	Performance Measurement and Control Concept, Dimensions of performance measurement, Tools for performance improvement, Benchmarking: introduction, and forms of benchmarking, GAP Analysis, Benchmarking study report, Achieving strategic integration, Supply chain operations reference(SCOR) modeling, SCOR Analysis, Value chain, Concept of configurability, Evaluation of supply chain performance, Impediments to improved performance.	8
	4.	Logistics Management Concept of logistics, Inbound and Outbound logistics, Key activities of logistics, Managing the costs of logistics, Application of logistics management, Trade-offs in logistics management, Bull-Whip effect in logistics, Third and Fourth party logistics, Emergence of IT in logistics, International issues in logistics, Warehousing, Types of warehouses, Site selection, layout and design of warehouses.	8

	5.	Emerging Trends Role of Information Technology in supply chain management: electronic data interchange, E-Customer relationship management, use of data mining tools, and E-business framework, Customer profitability analysis, International issues in supply chain management.	8
		Total hours	40
TEXT BOOK	1. Altekar, R.; <i>Supply Chain Management: Concepts and Cases</i> ; Pearson Education 2. Raghuram, G.; <i>Logistics and Supply Chain Management</i> ; Macmillan		
REFERENCE BOOK/ SUGGESTED READING	1. Sahay, B.S.; <i>Supply Chain Management</i> ; Macmillan 2. Balou, R. H.; <i>Supply Chain Management</i> ; Pearson Education 3. David, Simchi-Levi, Philip, Kaminsky and Edith, Simchi-Levi; <i>Designing and Managing the Supply Chain</i> ; McGraw Hill 4. Chopra, Sunil, Meindl, Peter and Kalra, D. V.; <i>Supply Chain Management–Strategy, Planning and Operation</i> ; Pearson Education		

Course: SERVICE OPERATIONS MANAGEMENT			Trimester : IX
Course Code: ORM 102 C	L T P	4 0 0	Credits: 4

OBJECTIVE	To impart basic knowledge about the nature of services, aligning operations strategy to organizational goals, designing operations facility and managing demand of services.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Understand and be able to explain the critical perspectives on the nature of service. 2. Understand and apply a range of methods for assessing the needs, expectations and perceptions of customers. 3. Explain and apply the principles, tools and techniques of service design. 4. Explain the methods with which organisations can measure their service performance and improve service. 5. Demonstrate how organisations can deal with challenges such as customer complaints and service failures. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction Nature and characteristics of services, Classification of services, growing importance of service.	6
	2.	Service Process Design and Automation Service design and delivery process, Service process strategies, Technology automation, Service encounter.	6
	3.	Service Quality and Continuous Improvement Concept of service quality, Quality service by design, Service process control, Measurement of service quality, Quality philosophies and performance excellence, Service recovery and guarantee.	8
	4.	Facility Design for Services Service facility design, Process analysis of facility layouts, Facility location decision factors, Quantitative models for facility location based on different objective functions of optimization criteria.	7
	5.	Demand and Capacity Management in Services Forecasting demand in Services, Smoothing customer demand in services, Service capacity management, Yield management, Resource and workforce scheduling in services.	8

	6.	Managing Queuing System in Services Introduction to queuing system, Queuing system characteristics, M/M/1 queuing model.	5
		Total hours	40
TEXT BOOK	<ol style="list-style-type: none"> 1. Fitzsimmons, B., James, A. and Fitzsimmons, Mona J.; <i>Service Management: Operations, Strategy, and Information Technology</i>; McGraw Hill 2. Johnston, Robert and Clark, Graham; <i>Service Operations Management</i>; Pearson Education 		
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Haksever, C., Render, B., Russel, S. R. and Murdick, R. G; <i>Service Management and Operations</i>; Pearson Education. 2. Metters, Richard, Metters, Kathryn King, Pullman, Madeleine and Walton, Steve; <i>Service Operations Management</i>, Cengage Learning 3. Haksever, Cengiz, Render, Barry, Russell, Roberta S. and Murdick, Robert G.; <i>Service Management and Operations</i>; Pearson Education 		

Course: MATERIALS MANAGEMENT			Trimester : IX
Course Code: ORM 103 C	L T P	4 0 0	Credits: 4

OBJECTIVE	To impart knowledge about material planning, material purchase management, and inventory management with a view to minimise cost of operations.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Integrate the organization wide materials requirement to develop an overall plan (MRP). 2. Identify, study, compare, and evaluate alternatives, select and relate with a good supplier. 3. Apply various purchasing method and inventory controlling techniques into practice. 4. Analysing the materials in storage, handling, packaging, shipping, distributing and standardizations. 5. Integrate important materials functions to both products and services & use MRP, ERP. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction Material management and productivity, Functions of material management, Organization structures in material management, Role of material management techniques in improving material productivity.	8
	2.	Material Planning Objectives, Material requirement planning, Manufacturing resource planning, JIT production planning, Strategic material planning, Material control: acceptance, sampling, inspection, and make or buy decision, Economic analysis, Break even analysis, Store management and warehousing.	8
	3.	Purchase Management Importance of good purchasing system, Organization of purchasing functions, Purchase policy and procedures, Responsibility and limitations, Purchasing decisions, Role of purchasing in new product development, Role of purchasing in cost reduction, Negotiations and purchase, Purchasing research: identification of right sources of supply, Developing new sources of supply.	9
	4.	Cost Reduction Cost control v/s cost reduction, Price analysis, Material cost reduction techniques, Variety reduction, Cost reduction and value improvement, Techniques of cost control, Standard costing, Cost effectiveness, Cost analysis for material management, Material flow cost control.	9

	5.	Inventory Management Concept of inventory, Types of inventory, EOQ Model and its advantages and limitations, Various inventory models, Optimal stocking and issuing policies, ABC analysis.	6
		Total hours	40
TEXT BOOK	<ol style="list-style-type: none"> 1. Gopalakrishnan, P. and Sundaresan, M.; <i>Materials Management - An Integrated Approach</i>; McGraw Hill 2. Dutta, A. K.; <i>Materials Management</i>; Pearson Education 		
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Plossl, G W; <i>Material Requirements Planning</i>; McGraw Hill 2. Roy, Chowdhury B. K.; <i>Management of Materials</i>; Sultan Chand and Sons. 3. Bhatt, H. K.; <i>Materials Management</i>; Himalaya Publishing House 4. Govt. of India; <i>Guidelines for Materials management in Public Enterprises</i>; Indian Bureau of Public Enterprises 		

Course: TOTAL QUALITY MANAGEMENT			Trimester: X/XI
Course Code: ORM 104 E	L T P	4 0 0	Credits: 4

OBJECTIVE	To familiarize the students with the concept, principles and tools of total quality management including ISO 9000 quality management system standards.		
LEARNING OUTCOME	1) Know prerequisites of evolution of total quality management and significance of quality gurus' works to the management of modern organizations 2) Know the principles of total quality management and peculiarities of their implementation. 3) Be able to use quality management methods analyzing and solving problems of organization 4) Know Quality Management Standards and be able assess organization's performance making reference to their criteria. 5) Understand and apply the five-step DMAIC model as a framework to organize process improvement activity.		
COURSE DETAILS	Module no	Topic	Hours
	1.	Total Quality Management: Concept and Fundamentals Definition and dimensions of quality, Evolution of quality management, TQM framework, Principles of TQM, Philosophies of quality gurus: Deming's 14 points, Crosby's four absolutes, and Juran's trilogy, Barriers to TQM.	8
	2.	Human Aspect of Total Quality Management TQM culture, Resistance to change, Quality leaders: role and characteristics, employee involvement, motivation, empowerment, recognition and reward, Quality council, Team work for TQM.	7
	3.	Total Quality Management Practices Tools for process analysis: flow chart, check Sheet, histograms, Pareto diagram, cause & effect diagram, and scatter diagram and control charts, Continuous improvement: PDCA cycle, Poka-Yoke concept, Business process re-engineering (BPR), Benchmarking, Quality function deployment (QFD), Failure mode and effect analysis, Malcolm Baldrige award model, TQM implementation Process.	12
	4.	Quality Management System Cost of quality: direct and indirect cost. Total quality cost curve, Quality index, ISO9001 quality standards, and Quality audits.	7

	5.	Six Sigma Concept, Benefits, DMAIC approach, Implementation process. Six sigma team: champion, black belt and green belt.	6
		Total hours	40
TEXT BOOK	<ol style="list-style-type: none"> 1. Besterfield, D.H., Besterfield, C., Besterfield, G.H. and Besterfield, M.; <i>Total Quality Management</i>; Pearson Education 2. Ross, J.E.; <i>Total Quality Management: Text, Cases, and Readings</i>; St. Lucie Press 		
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Evans, J.R. and Lindsay, W.M.; <i>An Introduction to Six Sigma and Process Improvement</i>; Thomson Learning 2. Thomas Pyzdek and Keller, Paul; <i>The Six Sigma Handbook</i>; McGraw Hill 3. Pande, P., Neuman, R. and Cavanagh, R.; <i>The Six Sigma Way</i>; McGraw Hill 		

Course: LEAN MANUFACTURING			Trimester: X/XI
Course Code: ORM 105E	L T P	4 0 0	Credits: 4

OBJECTIVE	To impart knowledge about technology management, technology transfer, innovation management and its role in creating wealth and achieving competitiveness.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Explain the approaches to, concepts, and theories of Lean Manufacturing, including key aspects of Just in Time and Six Sigma. 2. Apply World Class Manufacturing (WCM) techniques to effect continuous improvement. 3. Apply Analytical Troubleshooting (ATS) techniques to technical problem solving and decision making. 4. Explain people management issues and discuss how they can be addressed. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction Evolution of manufacturing – Measures of competitiveness - Functional areas of the firm – product design, manufacture, delivery. Production system – Types of production systems – Ten steps to lean production. The role of inventory – types of inventory – inventory costs and tradeoffs. The role of information – Principles of production system. Value added and waste elimination - Types of waste – Lean principles – basic lean tools overview.	10
	2.	Layout and Group Technology Facilities layout – Group technology - Types of layout: Process layout, product layout, cell layout – Product coding and classification schemes – Part family – Establishing part and machine groups - Performance measure of layouts – Bin and pallet design and calculations.	8
	3.	Integrated Quality Statistical quality control – Integrated quality control – Types of inspection: off-line vs on-line - Process analysis tools and techniques: 100% inspection (screening) – Jidoka – Process capability study – Lean six sigma – Teams and quality circles – self certification attitude – Industry language (SPC) - Quality control departments.	8
	4.	Integrated Reliability Role of maintenance – Integrated productive maintenance – Total productive maintenance – Downtime – Lean production – Benchmarking – Pilot areas – Predictive	7

		maintenance – Computerized maintenance management systems – Continuous improvement – Reliability – TPM implementation.	
	5.	Toyota Production System Eliminating wastes – Roots in Ford’s system – TPS – supermarket model – JIT Production – Pull system – Lean manufacturing – Integrated quality – Internal customer satisfaction – Standard work and cell design –Toyota supplier and support.	7
		Total hours	40
TEXT BOOK	1 Pascal Dennis, <i>Lean Production Simplified</i> , Productivity Press. 2 Jeffrey Liker and David Meier, <i>The Toyota Way Fieldbook</i> , McGraw-Hill.		
REFERENCE BOOK/ SUGGESTED READING	2 .James Womack and Daniel Jones, <i>Lean Thinking</i> , Free Press. 3 Jeffrey Liker, <i>The Toyota Way</i> , McGraw-Hill. 4 Askin, R.G. and J.B. Goldberg, <i>Design and Analysis of Lean Production Systems</i> , John Wiley & Sons Inc.		

Course : OPERATIONS STRATEGY			Trimester : X/XI
Course Code: ORM 106 E	L T P	4 0 0	Credits: 4

OBJECTIVE	To impart knowledge about building operational strategies and efficient operations management practices, to enable the students to take decisions about capacity sizing, timing, flexibility and strategic sourcing.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. Understand operations strategy, its key elements and its role in enabling firms achieve competitive advantage in the market. 2. Recognize how do organizations develop and deploy various operations strategies and help structure their value chains. 3. Have an understanding of the relationships among business strategy, market strategy, product strategy and operations strategy. 4. Be able to use the basic concepts and models for operations strategy analysis. 5. Be able to develop and formulate an operations strategy for different types of industrial firms. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction Operations strategy, Framework for company's operations strategy, Key premise and goals, Framework for operations strategy, Operations strategy framework for specific business situations.	6
	2.	A Framework for Operations Strategy Competition, Competencies and Operations Concepts of operational trade-off, Competency focus related to strategic positioning and operational efficiency, Qualitative and Quantitative methods to evaluate a firm's operations strategy, Strategic response based on process and resource capabilities.	8
	3.	Capacity Sizing and Timing Developing a capacity strategy: sizing, timing, type, and location of each asset change, Approaches to changing capacity, Effect of capacity on responsiveness and competitiveness.	6
	4.	Capacity Flexibility and Strategic Sourcing Decision for building new capacity, Type of capacity, Type of technology and facility, Product-dedicated or product-flexible technology, Response to changes in demand, supply or processing, Strategic sourcing: suppliers, goods or services and managing supplier relationship, Designing and managing	12

		a global operations network, Concept of total landed cost.	
	5.	Demand Management using Mass Customized Service and Technology Design efficient and effective processes for customer services, Strategies to provide mass customized service, Information technology facilitating customized services, Concept of cost-to-serve, Assessing attractiveness and long-term feasibility of mass customized service.	8
		Total hours	40
TEXT BOOK	1. Hayes, Robert H., Pisano, Gary P., Upton, David M. and Wheelwright, Steven C.; <i>Operations, Strategy, and Technology: Pursuing the Competitive Edge</i> ; Wiley Higher Education 2. Walter, David; <i>Operations Strategy</i> ; Palgrave/ Macmillan		
REFERENCE BOOK/ SUGGESTED READING	1. Nigel, Slack and Lewis, Michael; <i>Operations Strategy</i> ; Prentice Hall of India 2. Beckman, S. L. and Rosenfield, D. B.; <i>Operations Strategy</i> ; Tata McGraw Hill 3. Hill, Terry; <i>Manufacturing Strategy</i> ; Tata McGraw Hill		

Course: DATA ANALYTICS WITH R			Trimester:
Course Code: BAN101C	L T P	3 0 2	Credits: 4

OBJECTIVE	The course is intended to impart knowledge of how to program in R and to use R for effective Data Analysis. The course covers fundamental knowledge in R programming. After completing the course, the student is expected to be able to use R to solve statistical problems.		
LEARNING OUTCOME	At the end of this course, each student will be able to: <ol style="list-style-type: none"> 1. Understand basic concepts such as data type and index and use them in their work. 2. Demonstrate use of basic functions. 3. Conceptualize and create loops to solve different types of problems. 4. Create their own customized functions. 5. Construct tables, figures and perform all types statistical operations. 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Basic of R Introduction, R – environment set up: installation, understanding and working, Basic Data types and data structures, editing data in R vectors: creating and naming, Vector Arithmetic and Logical vectors, Matrices, Arrays, Class, Operators: AND, OR and NOT, Conditional statements.	8
	2.	Functions and Programming of R Introduction, writing a function, Mathematical functions, Lists: creation, accessing list elements, manipulation in list elements and merging, Basic R programming techniques, Syntax, variables and data types. Control structures and functions: Conditional statements, Different types of loops such as: for () and while () loops; Use IF statements in for loops.	8
	3.	File Management Editing and Reading Data from Files; Editing data in R; Generating data from any distributions; Reading a data from a file; Loading data from other R packages; Save the data in R.	4
	4.	Data Visualisation Data Visualisation; Exploratory Data Analysis (EDA) and Regression Analysis; Features of data distributions; Plotting data; Descriptive statistics for generated data; EDA such as stem- and – leaf plot, Histogram and Boxplot.	6

	5.	Statistical Operations Basic statistical operations: Measures of Central Tendency, Parametric and Non parametric hypothesis testing: one sample, two samples and more than two samples; Chi Square Test; Correlation and Regression Analysis: Pearson's and Spearman Rank Correlation; Statistical Inferences in Linear Regression, Multiple Regression, going beyond a single variable, Explanatory Variable, Significance Testing and Goodness of Fit, and working with Qualitative Variables, Logistic Regression; Time Series and Forecasting: Introduction, Variation in Time Series, Trend Analysis, Cyclical Variation, Seasonal Variation, Irregular Variation, Problem solving involving All four components of a Time Series, Time Series Analysis in Forecasting and Decision Tree. Lab exercises on R software.	14
		Total hours	40
TEXT BOOK	1. Srinivasa, K.G., Siddesh, G.M., Shetty, Cheatan and Sowmya, B.J.: <i>Statistical Programming in R</i> ; Oxford University Press 2. Rakshit, Sandip: <i>R programming for Beginners</i> ; McGraw Hill Education		
REFERENCE BOOK/ SUGGESTED READING	1. Kabacoff, R.I.; <i>R in Action – Data Analysis and Graphics with R</i> ; Manning Publications 2. Verzani. J; <i>Using R for Introductory Statistics</i> ; Chapman and Hall, Taylor and Francis groups		

Course: BUSINESS INTELLIGENCE AND DATA WAREHOUSING			Trimester IX
Course Code: BAN 102 C	L T P	3 0 2	Credits: 4

OBJECTIVE	The main objective of this course is to explain the meaning and importance BI and DW in business.		
LEARNING OUTCOME	At the end of this course, students shall be able to- 1. Understand the meaning and importance BI and DW in business 2. Understand how BI and DW tools can be applied 3. Understand advantages and challenges of OLAP and OLTP 4. Understand the concept of Data Integration		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction to BI and Data Warehousing Definition of Business Intelligence (BI), Data Warehousing (DW) and Corporate Performance Management (CPM), Evolution of BI, Role of DSS, EIS, MIS and dashboards, Data Warehouse and BI, Drivers for BI and DW, BI component Framework and Architectures.	7
	2.	Digital Data Structured data, Unstructured Data, Managing and storing unstructured data, Storage Challenges of Unstructured Data, Extraction of information from unstructured data, UIM Architecture for unstructured data. Semi-Structured Data, Sources of Semi structured Data. Managing, Storing and extracting information from semi-structured data, XML as a solution for Semi-structured data.	9
	3.	OLAP and OLTP OLTP, Advantages, challenges, Shortcomings of OLTP, OLAP, Dimensions of Data -One Dimensional, Two Dimensional and Three Dimensional Data, Beyond Third Dimension, MOLAP, ROLAP, HOLAP, OLAP versus OLTP,, Data Models for OLAP and OLTP, OLAP Operations on multi dimensional data: Slicing, Dicing, Roll Up, Drill Down, Drill Across, Drill Through	9
	4.	Data Integration Need for Warehouse, Data Mart, ODS, Kimball's approach versus Inmon's approach to Data warehousing, Goals of Data Warehouse, Data Sources for Data Warehouse, ETL, Data mapping, data staging, Approaches to Data integration, needs and advantages, Data Integration Technologies, Data Quality, maintaining data quality, Data Profiling.	7

	5.	Multi-Dimensional Data Modeling Data Modeling Basics: Entity, Attribute, Cardinality, Types of Data Models: Conceptual data model, Logical data model, Physical model, Normalization modelling, Dimensional modeling, Fact Table, Dimension Table, Hierarchies and Types, Star and Snowflake Schema, Designing a dimensional model. MS Excel 2010 Based Activity , Performance Management & Enterprise Reporting –Measures, Metrics, KPIs	8
		Total hours	40
TEXT BOOK	1. David Loshin, Business Intelligence, Morgan Kaufmann Publishers.		
REFERENCE BOOK/ SUGGESTED READING	1. Cindi Howson, Successful Business Intelligence: Secrets to making Killer BI Applications, TMH 2. Stephen Few, Information dashboard design: The Effective Visual Communication of Data, O'Reilly Media. 3. Mike Biere, Business intelligence for the enterprise, IBM Press 4. Hoffer Jeffrey, Prescott Mary, Modern Database Management, Pearson.		

Course: BUSINESS INTELLIGENCE CONCEPTS, TOOLS, AND APPLICATIONS			Trimester IX
Course Code: BAN 103 C	L T P	3 0 2	Credits: 4

OBJECTIVE	This course is intended to impart fundamental knowledge on concepts and tools business intelligence. After completing the course, the student is expected to be able to use BI tools in decision making.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Understand the meaning and importance of Business Intelligence in business. 2. Understand the types and platforms of Business Intelligence 3. Learn Cognos as Business Intelligence tool. 		
COURSE DETAILS	Module no	Topic	Hours
	1	Introduction Basics of Business Intelligence, Definition, History and Evolution, Business Intelligence Segments, Difference between Information and Intelligence, Defining Business Intelligence Value Chain, Factors of Business Intelligence System, Real time Business Intelligence, Business Intelligence Applications, Creating Business Intelligence Environment, Business Intelligence Landscape	6
	2	Types and Platforms of Business Intelligence Introduction, Multiplicity of Business Intelligence Tools, Types of Business Intelligence Tools, Modern Business Intelligence, the Enterprise Business Intelligence, Information Workers, Business Intelligence Platform, Dynamic roles in Business Intelligence, Roles of Business Intelligence in Modern Business- Challenges of BI. Business Intelligence Platform Capability Matrix, BI Target Databases, Data Mart, BI Products and Vendor, The Big Four Business Intelligence vendors	8
	3	Cognos as Business Intelligence Platform Introduction, application, environment, Identify data term, explore the workspace, Filter content using explore point. Data import, File handling, web based reporting system.	6
	4	Data Manipulation and Restructuring Objective, Calculate data in a work place, customization data, Restructuring of data, Customized Import, construction of workspace, formatting of data, use of numeric and text data.	12

	5.	Data Visualization Objective , choose effective chart, Features of charts, Area Charts; Column charts, Line charts, Pie charts, Point Chart, customize chart options.	8
		Total Hours	40
TEXT BOOKS	1. Gautam, Sangeeta, IBM Cognos; <i>Business IntelligenceV10</i> ; IBM Press		
REFERENCE BOOKS	1. Wilfried, Grossmann, Rinderle-Ma, Stefanie; <i>Fundamentals of Business Intelligence</i> ; Springer, 2015 2. Loshin, David; <i>Business Intelligence</i> ; Elsevier, 2012 3. Volitich, Dan, Ruppert, Gerard; IBM Cognos; <i>Business Intelligence 10: The Official Guide</i> ; McGraw-Hill, 2012 4. Turban, E, Sharda, R, Delen, Dursun, and King, David; <i>Business Intelligence: A Managerial Approach</i> ; Pearson		

Course: FINANCIAL ANALYTICS			Trimester: X/XI
Course Code: BAN 104 E	L T P	3 0 2	Credits: 4

OBJECTIVE	This course aims to provide the students with the fundamental concepts, principles and approaches of corporate finance, enable the students to apply relevant principles and approaches in solving problems of corporate finance and help the students improve their overall capacities.		
LEARNING OUTCOME	Upon completion of the course students should be able to: 5. Learn Financial Data Analysis and Interpretation for Decision Making. 6. Adept various Statistical tools to be used for financial data analysis. 7. Do Analysis of risk and return of individual security and evaluation of portfolio performance. 8. Learn Statistical tools for predictive and forecasting modeling with financial data using Ms-Excel.		
COURSE DETAILS	Module no	Topic	Hours
	1	Introduction A Brief History of the Evolution of Analytic. Why is Analytics Important to the Finance Field, Business Model and Changing Role of Financial Department and Uses of Financial analytics Work with variable, Data files from other Statistical Tools and access and use of various packages for financial analytics.	6
	2	Dataset Analytics, Visualization and Presentation of Financial Data Understanding of Financial Datasets with descriptive statistics – univariate and bivariate analysis, Using financial Datasets for creating Graphs, Making Histograms, Bar graphs, Line graphs etc. with base and other packages.	8
	3	Risk & Return Measurement of individual security and Portfolio Importing daily stock price data, checking and plotting of data, risk and return of individual security and portfolio, Sharpe Ratio and Markowitz mean – variance optimization.	6
	4	Predictive Modeling and Forecasting Predictive modeling with Single, Multiple and Logistic Regression model, Time series modeling, Examining time series, trend analysis, stationary time series, auto regressive moving processes and data transformation.	12

	5	Analytics of Financial Statement using Excel Balance Sheet, Income Statement, Cash Flow Statement, Understanding the Financial Statements and their interlinking and financial statement forecasting.	8
		Total Hours	40
TEXT BOOK	3. Khan, M.Y., & Jain, P.K. (2012); <i>Basic Financial Management</i> ; Tata McGraw Hill 4. Chandra, Prasanna; <i>Financial Management-Theory and Practice</i> , Tata McGraw Hill.		
REFERENCE BOOK/ SUGGESTED READING	6. Rustagi, R. P.; <i>Fundamentals of Financial Management</i> ; Taxmann publication (Pvt) Ltd. 7. Pandey, I.M. (2010); <i>Financial Management</i> ; Vikas Publishing House Pvt. Ltd. 8. Van Horne, J.C. <i>Financial Management and Policy</i> , Prentice Hall of India. 9. Levy, H. and Sarnat, M. <i>Principles of Financial Management</i> , Prentice Hall. 10. Brealey, Richard, A., Myers, Stewart, C.& Allen, Franklin; <i>Principles of Corporate Finance</i> ; McGraw Hill		

Course: BIG DATA ANALYTICS			Trimester: X/XI
Course Code: BAN 105 E	L T P	3 0 2	Credits: 4

OBJECTIVE	This course offers an introduction to big data and the data analytics lifecycle (data acquisition, data awareness, and data analytics and data governance) to address business challenges that leverage big data. This course provides basic grounding in use of Big Data tools and techniques, including Hadoop, as well as in the ways of storing data that allow for efficient processing and analysis. This course provides knowledge of analytics applications on Big Data using Pig, Hive, Zoo Keeper and the visual data analysis techniques.		
LEARNING OUTCOME	Upon completion of the course students should be able to: <ol style="list-style-type: none"> 1. Learn Financial Data Analysis and Interpretation for Decision Making. 2. Adept various Statistical tools to be used for financial data analysis. 3. Do Analysis of risk and return of individual security and evaluation of portfolio performance. 4. Learn Statistical tools for predictive and forecasting modeling with financial data using Ms-Excel. 		
COURSE DETAILS	Module no	Topic	Hours
	1	Introduction Definition of Big Data, Types of Data, Need for Big Data, Characteristics of Big Data, Big Data with 3Vs, Limitations of Big Data, Introduction to Hadoop, History and Milestones of Hadoop, Apache Hadoop Ecosystem and new approach to Analytics. Cloudera, MapR, IBM commercial distribution of Hadoop	6
	2	Hadoop Distributed File System The Hadoop Distributed File System, Hadoop Cluster in commodity hardware, Regular file system vs. Hadoop Distributed File System, HDFS operation principle, Scaling Out - Hadoop Streaming, Hadoop core services and components, Importance of Name Node, Secondary Name Node, heartbeat, Data Node, Interfaces.	8
	3	Map Reduce Hadoop Map Reduce Characteristics, Map Reduce work flow, Analytics functions of Map, Shuffle, Reduce in Map Reduce, Importance of Job Tracker, Task Tracker, Anatomy of a Map Reduce Job run – Failures - Job Scheduling - Shuffle and Sort, Input and Output File Format, Interactive Analytics on Big Data.	6

	4	Hadoop Ecosystem Analytics applications on Big Data Using Pig and Hive, Data processing operators in Pig, Hive services, HiveQL – Querying Data in Hive, fundamentals of HBase, Zoo Keeper, Mahout, Flume, Oozie and Sqoop.	12
	5	Big Data latest Trends and Technologies Visual data analysis techniques, interaction techniques, latest trend in Bigdata related technologies and applications. Big Data security and privacy, Spark, Data Lake and new trends in Big data management.	8
		Total Hours	40
TEXT BOOK	1. White, Tom; <i>Hadoop: The Definitive Guide</i> ; Forth Edition, O'Reilley, 2015		
REFERENCE BOOK/ SUGGESTED READING	1. DT Editorial Services, Big Data, Black Book: Covers Hadoop 2, Map Reduce, Hive, YARN, Pig, R and Data Visualization, Dreamtech Press, 1st edition (2016) 2. Sathi, Arvind; <i>Big Data Analytics: Disruptive Technologies for Changing the Game</i> ; Mc Press, 2012 3. Rao, Prakasa, B. L. S., Rao, S. B.; <i>Big Data Analytics: Methods and Applications</i> ; Springer, India, Private Ltd, 2016 4. Erl, Thomas, Khattak, Wajid, Buhler, Paul; <i>Big Data Fundamentals</i> ; Pearson, 2016		

Course: MARKETING ANALYTICS			Trimester: X/XI
Course Code: BAN 106 E	L T P	3 0 2	Credits: 4

OBJECTIVE	To acquaint the students with concepts of data analysis in the field of marketing and enable them to take decisions based on data.		
LEARNING OUTCOME	Upon completion of the course students should be able to: 1. Assess the application of tools of marketing analytics in decision making 2. Develop analytical skills in the field of marketing based on data. 3. Understand the different marketing metrics to measure performance 4. Apply data in segmenting the markets		
COURSE DETAILS	Module no	Topic	Hours
	1	Introduction to Marketing Analytics Defining Marketing Analytics, Need of Marketing Analytics, Big Data: The Marketing Revolution, Role of Data in Marketing. Differences and similarities between Marketing Research and Analytics, Marketing Analytics Planning.	6
	2	Segmentation, Targeting and Positioning Analytics Applications of tools for segmentation of the market, Cluster Analysis: Meaning, Application and methods of cluster analysis including k-means clustering and Agglomerative methods. Targeting and precision Marketing with the help of data mining and digital marketing tools used for targeting consumers. Positioning: Application of the concepts of perceptual mapping. Multidimensional scaling.	8
	3	Managing Marketing Mix New Product Development: Concept development and testing using conjoint analysis and attribution models. Design of price and advertising elasticity models. Non-linear and dynamic pricing analysis, Revenue Management. Multiple Regression Analysis and its application in marketing mix decisions.	6
	4	Customer Relationship Management Customer Relationship Management: Managing big data, data storage and analysis. Logistic Regression and its application in customer management. Calculating customer lifetime value. Basic model for optimizing retention and acquisition spending.	12
	5	Marketing Performance Metrics Sales Metrics: Sales Analysis using excel, Region-wise and	8

		distribution channel-wise sales analysis. Sales Forecasting using linear and multiple regression. Monte Carlo Simulation for prediction of marketing success, Social Media and SEO Metrics: Measuring Conversion rates and click through rates in online marketing	
		Total hours	40
TEXT BOOK	<ol style="list-style-type: none"> 1. Winston, Wayne L.; <i>Marketing Analytics: Data driven techniques with Microsoft Excel</i>, Wiley 2. Venkatesan, Rajkumar Paul Farris and Roanld T. Wilcox; <i>Cutting edge Marketing Analytics: Real world cases and data sets for hands on learning</i>, Pearson Education 		
REFERENCE BOOK/ SUGGESTED READING	<ol style="list-style-type: none"> 1. Ryan, D. and Jones, C.; <i>Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation</i>; Kogan Page 2. Stokes, R. Blake, S. and Education, Q.; <i>eMarketing: The Essential Guide to Marketing in Digital World</i>; Quirk eMarketing 		

Course: HR ANALYTICS			Trimester: X/XI
Course Code: BAN 107 E	L T P	3 0 2	Credits: 4

OBJECTIVE	To familiarize the students to head an HR analytics function in the company to succeed.		
LEARNING OUTCOME	<ol style="list-style-type: none"> 1. The course will provide insights about the use of HR analytics in improving decision making 2. It will help in implementing and strategizing people analytics to boost performance and efficiency in the organisations 3. It will develop essential skills to lead an organization to people analytics success 4. The students will find the best ways to categorize and evaluate metrics in order to avoid misuse of data 		
COURSE DETAILS	Module no	Topic	Hours
	1.	Introduction Introduction to HRM, HR Decision-making, Concept and Definitions of Analytics, Importance and Significance of HR Analytics, Benefits of HR Analytics, Steps to implement HR Analytics, Critical HR decision making and HR analytics, Predictive HR Analytics, Aligning HR to Business through HR Analytics, Steps for Alignment of HR Analytics with Business Goals and Strategies, HR Analytics Framework and Models	12
	2.	HR Business Process and HR Analytics Statistics and Statistical Modelling for HR Research and HR Decision making, HR Research Tools and Techniques, Data Analysis for Human Resources, Parametric and Non-Parametric Tests, HRIS for Decision making, HR Metrics, Recruitment Metrics, Metrics for Training and Development Function, HR Scorecard, HR Dashboards, HR Analytics for a Better Tool for HR Decisions	15
	3.	HR Analytics and Data HR Data and Data Quality, HR Data Collection, Big Data for HR, Transforming HR Data into HR Information, Process for Data Collection for HR Analytics, HR Reporting, Data Visualization, Performing Root Cause Analysis, Ratification for HR	9

	4.	HR Analytics and Predictive Modelling Different Phases of HR Analytics, Examples, Data and Information for HR Predictive Analysis, Software Solutions, Predictive Analytics Tools and Techniques, Understanding Future HR	4
		Total hours	40
TEXT BOOK	1. Bhattacharya, D. K.; <i>HR Analytics</i> ; Sage Publishing House.		
REFERENCE BOOK/ SUGGESTED READING	1. Fitz-Enz, J.; <i>The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investment</i> ; AMACOM Div American Mgmt Assn. 2. Edwards, M. R., & Edwards, K. (2016). <i>Predictive HR Analytics: Mastering the HR Metric</i> . Kogan Page Publishers. 3. Fitz-Enz, J., & John Mattox, I. I. (2014). <i>Predictive analytics for human resources</i> . John Wiley & Sons. 4. Isson, J. P., & Harriott, J. S. (2016). <i>People analytics in the era of big data: Changing the way you attract, acquire, develop, and retain talent</i> . John Wiley & Sons.		