ST. JOSEPH'S INSTITUTE OF MANAGEMENT (JIM)

A Jesuit Business School

MASTER OF BUSINESS ADMINISTRATION

Syllabus: 2022 – 2024

Course Structure for the Two-Year MBA Programme @ JIM -Batch of 2022-2024

With significant changes happening in industry due to a variety of factors ranging from covid to digitization of business to geopolitics, JIM knew its responsibility of reconstructing its syllabus. The objective was to reframe the syllabus keeping in mind with the employment opportunities on one hand and the holistic development of our students on the other.

An academic advisory committee was put in place for the first time in JIM to study our past syllabi, the teaching-learning process, the key takeaways for the students and how it engineered for placements and entrepreneurial vocation. Simultaneously, our faculty and two external experts (Board of Studies) worked as a team for the past two months, examined the syllabi/contents, teaching - learning process and how it led to holistic growth of the students on all parameters.

Based on a through discussion of the two – Academic Advisory Committee and Board of Studies, we have evolved the following course structure which is found below.

Core courses

1. All core courses in the first year and second year carrying 3 credits are mandatory including Shepherd, Business Communication (Workshop) and Outbound training. Grade Certificates will be given for the non-credit courses based on the merit of the students. Grades will be highly satisfactory, satisfactory and not satisfactory. Students who are found not satisfactory in any non-credit course will have to repeat the non-credit course in the following semester.

Specialization courses

1. The students will have to specialize in two (dual) functional areas of their choice, in the second year.

2. Students will take 3 courses of 3 credits and 1 course of 1.5 credits from the two functional (specialization) areas. Thus, in the third semester and fourth semester, a student will have to earn 21 credits in each semester totaling 42 credits in the specialization area.

3. Any course in the specialization area will be offered only when there is a minimum of 25 students enrolled.

Others

1. Summer Internship Placement
   Students have to undergo eight (8) week internship (SIP) with a company of repute during the time period fixed by the institute. Failure to do complete the SIP will entail him/her to do the following year. SIP carries a weightage of 5 credits.

2. Project and Dissertation
   Students will have to do a project in their interested areas during the days fixed by the institute during the fourth semester.

3. Comprehensive Viva-Voce.
   During the end of the fourth semester, the students will attend a viva -voce and be tested on the core areas of management and emerging trends. Comprehensive Viva-Voce carries a weightage of 2 credits.

   For successful completion of MBA programme at JIM, a student should have to earn 108 credits as given below

   1. Core courses – Semester 1   -   24 credits
                       Semester 2   -   24 credits
                       Semester 3   -   6 credits
   2. Specialization – Semester 3   -   21 credits
                        Semester 4   -   21 credits
   3. Summer Internship Placement   -   5 credits
   4. Project cum dissertation   -   5 credits
   5. Comprehensive Viva -Voce   -   2 credits

      Total   **108 credits**

COURSE STRUCTURE FOR TWO - YEAR MBA PROGRAMME

2022 – 2024

		Title	Credits
I Semester		Personal Growth Lab (To be offered before the start the Programme)	
	22PBA1101	Business, Government & Society	3
	22PBA1102	Managerial Economics	3
	22PBA1103	Financial Statement Analysis	3
	22PBA1104	Organizational Behaviour	3
	22PBA1105	Quantitative Techniques	3
	22PBA1106	Business Communication	3
	22PBA1107	Spreadsheet for Managers	3
	22PBA1108	Introduction to Business Analytics	3
		Shepherd	
		Total	**24**
II Semester	22PBA2109	Financial Management	3
	22PBA2110	Marketing Management	3
	22PBA2111	Human Resource Management	3
	22PBA2112	Management Information Systems	3
	22PBA2113	Operations and Decision Making	3
	22PBA2114	Business Statistics	3
	22PBA2115	Innovation and Entrepreneurship	3
	22PBA2116	Corporate Ethics and Legal Aspects of Business	3
		Business Communication (Workshop)	
		Out Bound Training (3 Days)	
		Total	**24**
III Semester	22PBA3117	Global Strategy	3
	22PBA3118	Business Research	3
	22PBA3119	Summer Internship Placement (8 Weeks)	5
		Electives	21
		Total	**32**
IV Semester	22PBA4120	Project & Dissertation (3 Weeks)	5
	22PBA4121	Comprehensive Examination	2
		Electives	21
		Total	**28**

Finance

		Title	Credits
III Semester	22PBA3101	Security Analysis	3
	22PBA3102	Derivatives Management – I	3
	22PBA3103	Banking & Financial Services	3
	22PBA3104	Accounting Analytics	3
	22PBA3105	Financial Modelling using Spreadsheet - I	1.5
	22PBA3106	Mutual Funds	1.5
IV Semester	22PBA4101	Portfolio Management	3
	22PBA4102	Derivatives Management – II	3
	22PBA4103	Financial Modelling using Spreadsheet - II	3
	22PBA4104	Business Valuation	3
	22PBA4105	Personal Finance	1.5
	22PBA4106	Enterprise Risk Management	1.5

Marketing

		Title	Credits
III Semester	22PBA3201	Product and Brand Management	3
	22PBA3202	Services Marketing	3
	22PBA3203	Digital Marketing	3
	22PBA3204	Business to Business Marketing	3
	22PBA3205	Marketing of Financial Products & Services	1.5
	22PBA3206	Influencer Marketing	1.5
IV Semester	22PBA4201	Sales and Distribution Management	3
	22PBA4202	Retail Management	3
	22PBA4203	Marketing Analytics	3
	22PBA4204	International Marketing	3
	22PBA4205	Rural Marketing	1.5
	22PBA4206	Direct to Consumer Marketing	1.5

HR

		Title	Credits
III Semester	22PBA3301	Talent Acquisition	3
	22PBA3302	Learning and Development	3
	22PBA3303	Labour Codes I	3
	22PBA3304	Learning Organizations	3
	22PBA3305	People Analytics	1.5
	22PBA3306	Team Management	1.5
IV Semester	22PBA4301	Performance & Compensation Management	3
	22PBA4302	Organizational Change & Development	3
	22PBA4303	Labour Codes II	3
	22PBA4304	Cross Cultural Management	3
	22PBA4305	Negotiation Management	1.5
	22PBA4306	Talent Management	1.5

IT & Analytics

		Title	Credits
III Semester	22PBA3401	Machine Learning using Python	3
	22PBA3402	Data Mining and Data Warehousing	3
	22PBA3403	Big Data Analytics	3
	22PBA3404	Software Engineering	3
	22PBA3405	Structured Query Language (SQL)	1.5
	22PBA3406	Digital Commerce	1.5
IV Semester	22PBA4401	Deep Learning & Artificial Intelligence	3
	22PBA4402	Digital Analytics	3
	22PBA4403	Block Chain and Business Applications	3
	22PBA4404	Cyber Security	3
	22PBA4405	Data Visualization	1.5
	22PBA4406	Emerging Technologies	1.5

Supply Chain Management

		Title	Credits
III Semester	22PBA3501	Principles of Supply Chain Management	3
	22PBA3502	Supply Chain Data Management Analysis	3
	22PBA3503	Statistical Quality Control	3
	22PBA3504	Advanced Mathematical Techniques for Supply Chain Management	3
	22PBA3505	Lean Six Sigma	1.5
	22PBA3506	Digital Supply Chain Management	1.5
IV Semester	22PBA4501	Global Supply Chain Management	3
	22PBA4502	Service Process Management	3
	22PBA4503	Project Management	3
	22PBA4504	Python Programming	3
	22PBA4505	Tora Package	1.5
	22PBA4506	Introduction to Data Envelopment Analysis	1.5

Credit Distribution

S.NO.	Semester	Core	Electives	Total
1	I	24	-	24
2	II	24	-	24
3	III	6 + 5 (SIP)	21	32
4	IV	5 (Project)+ 2 (Comprehensive Viva)	21	28
TOTAL		66	42	108

CORE COURSES

Semester I

Core Course

Course Code: 22PBA1101 | Title: Business, Government and Society | Credits: 3

I. **Course Description**

The course aims to have an in-depth understanding of how business, government and society relate with each other. It also helps the students to understand various business formats and its suitability in various business sectors. The students will also appreciate the governments - central and state influence in business and its effect on the society.

II. **Course Outcomes**

At the end of the course students will be able to
1. Understand evolution of business to its current transition and the influence of the government in business and industry through programmes and policies.
2. Understand the complex relationship between business, government and society.
3. Analyze the changing scenarios in the external business environment.
4. Compare the various forms of business organizations and decide on the formats and also understand business power in totality.

III. **Course Content**
1. **Business Evolution in India and Governments**
   a. Study of business evolution in India- sectoral preference/ preferences based on geography, religion etc.
   b. Governments' role in assisting growth of Indian business.
   c. Study of sectoral models in major domains such as textiles, consumer goods and IT etc.

2. **External Environment of Business**
   a. Political
   b. Economical
   c. Social
   d. Technological
   e. Legal
   f. Environment

3. **Forms of Business Organization**
   a. Sole Proprietorship, Partnership, LLP, Joint Stock Companies – Public and Private.
   b. Government regulations relating to business formats.
   c. Regulating businesses and its effect on society.

4. **Corporates and the Natural Environment**
   a. Industrial pollution and environmental regulations.
   b. Managing environmental quality.
   c. Legal framework and ESG.

5. **Business Power**
   a. Nature of Business power and Levels
   b. Spheres of Corporate power
   c. Perspectives of Business power- national and global.
   d. Corporate Governance.

IV. **Course Materials**
   a. **Mandatory**
      Steiner, J.F., & Steiner, G.A. (2012). *Business, Government and Society: A managerial perspective - Text and cases.* (13th ed.). The Mc Graw Hill Companies.
   b. **Additional**
      Materials to be given by course coordinator.

Core Course

Course Code: 22PBA1102 | Title: Managerial Economics |Credits: 3

I. Course Description

The course combines macro and micro economics and its application in business. Under macroeconomics, the students will learn concepts relating to a country's income, growth, employment, prices and a broad framework of how fiscal and monetary policies are developed. The course introduces the students to firm level economics such as demand, supply, cost and production and integrates macroeconomics influences in market structures.

II. Course Outcomes

At the end of the course, students will be able to:

1. Acquire knowledge on national income estimates along with key macro-economic variables such as inflation, employment etc. It includes he design and development of monetary and fiscal policies and understand how it aids in the economic growth of the country.
2. Understand the nature of Managerial Economics and its linkage with other domains.
3. Understand and apply knowledge of demand and supply concepts in an organization/s.
4. Understand and apply knowledge of the basic concepts in production and cost function.
5. Gain knowledge about the market structure and apply them in business.

III. Course Content

  a. Introduction to Macroeconomics - Concepts and Theory
  a. Introduction to Macro Economics
  b. Concept and Measurement of National Income
  c. Business Cycle
  d. Fiscal and Monetary Policies
  e. Role of Market and Government

  b. Theories of firms
  a. Theories of Profit Maximization
  b. Managerial theories of firm
  c. Behavioral theories of firm

  c. Concept of Demand &Supply
  a. Law of Demand & Supply
  b. Elasticity of Demand & Supply
  c. Market Equilibrium

  d. Production Theories and Cost Concepts

    a. Types of inputs and factors of production
    b. Production with one variable input and two variable inputs
    c. ISO cost lines
    d. Returns to Scale
    e. Cost in short-run and long run

e. Market Structure
    a. Perfect Competition
    b. Imperfect Competition
    c. Monopoly
    d. Monopolistic Competition
    e. Oligopoly

IV. Course Materials
a. Mandatory
Geetika, P. G. (2013). *Managerial Economics.* Tata McGraw Hill Education.

b. Additional
Salvatore, D. (2011). *Managerial Economics.* Oxford University Press.
Jhingan, M. L. (2014). *Managerial Economics.* Vrinda Publications.
Varshney, R. L., & Maheshwari, K. L. (1972). *Managerial Economics.* Chand.

Core Course

Course Code: 22PBA1103 | Title: Financial Statement Analysis | Credits: 3

I. Course Description

The objective of this course is to familiarize the students with the accounting process carried out in an organization. This course will give the students an understanding of the concepts in financial accounting and components of financial statements. The course will develop the skills in analyzing and interpreting the income statements, balance sheets and cash flow statements of the organizations.

II. Course Outcome

By the end of this course a student will be able to:
1. Understand the key concepts of financial accounting and preparation of financial statements.
2. Demonstrate understanding of concepts relevant to financial statement analysis.
3. Demonstrate ability to analyze, diagnose and interpret financial health of companies.
4. Evaluate, report and present effectively financial results of companies.

III. Course Content
1. **Introduction to Accounting**
    a. The accounting information system
    b. Accounting transactions and the accounting equation
    c. Double Entry accounting system
    d. Recording transactions in the accounting system
    e. Generally Accepted Accounting Principles

2. **Corporate Financial Statements**
    a. Business Forms
    b. Journal entries to financial statements
    c. Multi – step income statement
    d. Classification of Balance sheet
    e. Information beyond the financial statements
       i) Notes to financial statements
       ii) Auditors report
       iii) Management's Discussion and analysis

3. **Internal Controls**
    a. Cash Controls
         Need of Bank reconciliations
         Petty cash funds
    b. Accounts Receivables
         Uncollectible – Direct write off and provision method
         Estimating Bad debt – Percentage of sales & receivables approaches
    c. Inventory Costing Methods
         FIFO, LIFO and Weighted average method
    d. Depreciation Methods
         Straight Line Method
         Reducing Balance Method

4. **Analysis of Financial Statements**
    a.   Horizontal and Vertical Analysis
    b.   Profitability Analysis
    c.   Liquidity Analysis
    d.   Solvency Analysis
    e.   Dupont Analysis

5. **Statement of Cash Flows**
    a.   Statement of cash flows indirect method
    b.   Reporting cash flows from operating, investing and financing activities
    c.   Analyzing a company's statement of cash flows
              i) Free cash flow
              ii) Cash flow adequacy ratio

IV. **Course Materials**
  a. **Mandatory**
      Godwin, N., Alderman, W., & Sanyal, D. (2016). *Financial ACCT: A South-Asian perspective*. (2nd ed.). Cengage.

  b. **Additional**
      Narayanaswamy, R. (2017). *Financial Accounting: A managerial perspective*. (6th ed.).PHI Learning.

Core Course

Course Code: 22PBA1104 | Title : Organizational Behaviour | Credits: 3

I. **Course Description**

This course provides fundamental theories and concepts of individual behavior (intrapersonal), group behavior(interpersonal) and organizational systems. Group behavior facilitates experiential learning of approaches to decision making, leadership, negotiation, power and politics. In organizational system the focus is on structure, culture, climate and change management to improve organizational effectiveness.

II. **Course Outcomes**

At the end of the course, students will be able to
1. Understand the differences between individual and group dynamics in an organization.
2. Illustrate the importance of job satisfaction and job involvement.
3. Understand the various factors that contribute to work motivation.
4. Emphasize the relevance of working in teams in modern day organizations'.
5. Analyze various leadership theories and identify them with the real world.

III. **Course Content**
1. **Introduction to Organizational Behavior**
   a. Nature and Discipline of OB
   b. Managing Diversity in the workplace
   c. Challenges and Opportunities for OB

2. **Intrapersonal Dynamics**
   a. Attitudes at the Workplace
   b. Importance of Job satisfaction
   c. Emotions and moods
   d. Personality and Traits
   e. Perception
   f. Judgements and Decision making
   g. Motivation Theories

3. **Interpersonal Dynamics**
   a. Foundations of Group behaviour
   b. Understanding work teams
   c. Leadership Theories
   d. Trust and Mentoring
   e. Power and Politics
   f. Conflict and Negotiation Management

4. **The Organisation as a System**
   a. Organization Culture
   b. Creating and sustaining culture
   c. Organizational Change
   d. Creating a culture for Change

IV. **Course Materials**
   a. **Mandatory**
   Robbins, S. P. (2018). *Organizational behaviour.* (18th ed.). Pearson.
   Luthans, F. (2011). *Organizational Behaviour-An evidence-based approach.* (12th ed.). McGraw-Hill.
   b. **Additional**
   Quick, J. C., Nelson, D. L., & Khandelwal, P. (2014). *Organizational behaviour* (7th ed.). Cengage Learning.

Core Course

Course Code : 22PBA1105 | Title: Quantitative Techniques | Credit: 3

I. **Course Description**

This curriculum Quantitative Technique is designed to catch the needs of young budding business students to know the importance of mathematical concepts and modeling with respect to the implication of managerial decision making.

II. **Course Outcomes**

At the end of the course, students will be able to

1. Identify the art of using the concept of matrix idea in decision-making.
2. Use the application of calculus in decision-making.
3. Apply the art of mathematical modeling in decision-making.
4. Analyse the use of modeling in transportation.
5. Extend the use of assignment modeling in decision-making.

III. **Course Content**

1. **Matrix Application to Business**
   a. Basics of Matrix
   b. Concept of Linear System of Equations
   c. Formulation of Business Problems
   d. Solving using TORA

2. **Functions and their Applications to Business**
   a. Introduction
   b. Functions related to Management
   c. Optimizing Functions using differential calculus

3. **Introduction to Operations Research**
   a. Mathematical Formulation of LPP
   b. TORA Application

4. **Transportation & Assignment Problem**
   a. Introduction to Transportation model
   b. Decision making using Transportation model

c. Introduction to Assignment model
d. Decision making using Assignment model

IV. Course Materials

a. Mandatory

Mariappan, P. (2015). *Business Mathematics*. (1st ed.). Pearson India Education Services Pvt.Ltd.

Mariappan, P. (2013). *Operations Research – An Introduction*, (1st ed.). Darling Kindersley (India) Pvt.Ltd.

b. Additional

Mariappan, P. (2004). *Mathematics for modern management*. (1st ed.). New Century Book House.

Core Course

Course Code: 22PBA1106 | Title: Business Communication | Credits: 3

I. Course Description

This course will enable the learner to enhance the art of listening, speaking and writing during participation in academic and business contexts. It introduces students to the strategies employed to analyze their audience effectively to communicate within and outside the organization. The students will also be exposed to typical business communication situations to prepare effective responses for business messages and reports. Over all this course enables the students to prepare for interviews and improve their level of comprehension in the workplace.

II. Course Outcomes

By the end of the course the students would be able to:

1. Comprehend the content effectively while listening.
2. Express thoughts accurately in conversations and discussions.
3. Deliver well-supported presentations.
4. Draft business messages and emails.
5. Develop the skills required to succeed in an interview.

III. Course Content

1. **Organizational Listening**
   a. Intensive & Extensive Listening
   b. Inferencing & Emotional Listening
   c. Listening Barriers
   d. Employee Listening
2. **Business Writing**
   a. Summarizing and Paraphrasing
   b. Academic Writing
   c. Business Messages, Emails & Letters
   d. Memos, notices, agenda and minutes, Business reports
3. **Speaking**

a. Non-Verbal Communication
b. Persuasive Speeches
c. Product Pitch/Sales Talk
d. Presentations

4. Business Etiquette
a. Conversations
b. Telephone Etiquette
c. Cross Cultural Communication
d. Netiquettes

5. Communication for Interview
a. Resume, Application & Covering Letter
b. Self-Introduction
c. Group Discussion
d. Interview strategies

IV. Course Materials

a. Mandatory

Chaturvedi, P. D. (2020). *Business communication - Skills, concepts and applications*. Pearson India Education Services Pvt. Ltd.

b. Additional

Mukerjee, H, S. (2016). *Business communication - Connecting at work.* (2nd ed). Oxford University Press.

Singh, M. R. (2016). *Business Communication*. Oxford University Press.

Core Course

Course Code: 22PBA1107 | Title: Spread Sheet for Managers |Credits: 3

I. Course Description

This course equips the students with skills for the effective use of Spread sheet to help students to prepare data report, analyze data set, presenting it effectively through MS Excel.

II. Course Outcomes

At the end of the course, students will be able to

1. Understand the importance of MS Excel and its application in business.
2. Learn and use the basics operations of MS Excel
3. Apply different Excel functions in business.
4. Learn and apply data tools to solve business problems.
5. Analyze data using analytical techniques to arrive at business decision using MS Excel

III. Course Content

1. **Work sheet Manipulation**
   a. Home
   b. Insert
   c. Page Layout
   d. Categories of functions
   e. Formulas
   f. Formatting

2. **Functions in Excel**
   a. Financial
   b. Logical
   c. Data and Time

3. **Functions in Excel**
   a. Lookup and Reference
   b. Mathematical
   c. Statistical
   d. Financial

4. **Data Tools using Excel**
   a. Sparklines
   b. Get Data
   c. Data Validation
   d. Text to Columns
   e. Remove Duplicates
   f. Consolidate

5. **Data Analysis using Excel**
   a. Sort and Filtering
   b. Conditional Formatting
   c. Pivot Tables
   d. What if and Scenario analysis
   e. Group and ungroup

IV. Course Materials
a. Mandatory

Walkenbach, J. (2015). *Microsoft excel 2016 Bible.* Wiley Publishing.

b. Additional

Peter, W. (2013). *Office 2013: All-in-one for dummies*. Wiley Publishing.

Core Course

Course Code: 22PBA1108 | Title : Introduction to Business Analytics | Credits: 3

I. Course Description

The course aims to prepare students to provide adequate knowledge of Business Analytics that can be used for problem solving and decision making in business. This course introduces the students to basics of Python programming and data visualization; thereby enhancing their programming and analytical skills.

II. Course Outcomes

At the end of the course, students will be able to

1. Understand types of analytics and its uses.
2. Learn the concepts of KPI and its importance in business environment.
3. Learn and apply the basics programming skills of Python Program.
4. Examine the different python Libraries and its usage for data analysis.
5. Learn and apply the techniques of data visualization using Tableau.

III. Course Content

    1. Business Analytics
        a. Data Driven Strategies
        b. Business Intelligence
        c. Types of Analytics
        d. Different models in Analytics
        e. Building an Analytics Capability Model

    2. KPI in BA
        a. Internal and external process of BA
        b. Key Performance Indicators
        c. Developing KPI
        d. KPI for different Sectors
        e. Data Hackathon

    3. Python - I

a. Basics, Variables, Operators, Data types, Lists
b. Tuples, Dictionary
c. Control Statements
d. If, if else, Switch, Looping
e. Directory

4. **Python - II**
    a. Functions, Modules, Files, Exception
    b. Python Libraries
    c. Programs using Python Libraries
    d. Pre-processing data
    f. Exploratory Data Analysis

5. **Data Visualization**
    a. Tableau Menu
    b. Data Sources
    c. Extract data
    d. Data join and blending
    e. Worksheets with tableau
    f. Sorting, filtering and Charts

IV. **Course Materials**
  a. **Mandatory**

Hardoon,D.R., & Galit, S. (2013). *Getting started with Business analytics*. CRC Press.
Rao, N. (2018). *Core Python programming* (2nd ed.). DreamTech Press.

  b. **Additional**

Davenport,H. T., Harris, G. J., & Morison, R. (2010). *Analytics at work: Smarter decisions, better results.* CRC Press.
Kumar, D. U. (2017). *Business analytics – The science of data driven decision making*. Wiley.
Martin, B.C. (2018). *Python - The complete reference*. Tata McGraw Hill.

CORE COURSES

Semester II

Core Courses

Course Code: 22PBA2109 | Title : Financial Management | Credits : 3

I. Course Description

The course is to familiarize students with the four major decision areas of finance, viz. investment, financing, earnings distribution and liquidity decisions. Subsequently, the students will be offered an integrated view of finance decisions through the process of valuation and risk management. The course aims at sharpening the financial decision-making skills of the participants.

II. Course Outcomes

Upon successful completion of the course, the students will be able to:
1. Understand the finance functions.
2. Analyze the Working capital requirement.
3. Apply the cost of capital techniques for investment and financing.
4. Evaluate the investment proposals.

III. Course Content

1.Introduction to Financial Management
a. Goals of Financial Management
b. Finance Function
c. Financial Markets & Financial Instruments
d. Time Value of Money

2. Cost of Capital
a. Cost of Capital
b. Factors influencing the cost of capital
c. Specific cost of capital
d. Weighted average cost of capital

3. Investment Decisions
a. Nature and Types of Investment Decisions
b. Investment Evaluation Criteria - Discounted cash flow methods & Non -discounted cash flow methods.

4. Capital Structure
   a. Optimal Capital Structure
   b. Capital Structure Theories
   c. EBIT - EPS approach
   d. Leverage

5. Sources of short-term funds
   a. Working Capital
   b. Estimating the Working Capital Requirement of a firm.
   c. Managing Cash
   d. Managing Receivables

IV. Course Materials
   a. Mandatory
   Khan M.Y. & Jain P.K. (2019). *Financial management - Text, problems and cases*. (8th ed.). McGraw Hill Education (India) Private Limited.
   b. Additional
   Brigham, E.F. & Ehrhardt, M.C. (2010). *Financial management.* (13th ed.). Cengage Learning.
   Chandra, P.N. (2019). *Financial management - Theory and practice.* (10th ed.). McGraw Hill Education (India) Pvt. Ltd.
   Pandey, I.M. (2015). *Financial management*. (11th ed.). Vikas Publishing House Pvt. Ltd.

Core Course

Course Code: 22PBA2110 | Title: Marketing Management |Credits: 3

I. Course Description

The course helps the students to understand the basic concepts in marketing. The course covers marketing approaches, marketing environment, Segmentation, Targeting and Positioning (STP), consumer behavior, product, pricing, place and promotion mix and emerging trends in marketing.

II. Course Outcomes

At the end of the course, students will be able to

1. Learn the basic concepts in marketing, marketing environment and STP.
2. Understand the basics of consumer behaviour.
3. Learn the components of the marketing mix.
4. Learn the emerging trends in marketing.

III. Course Content

1. **Introduction to Marketing**
   a. Core Marketing Concepts
   b. Approaches to Marketing
   c. Value Philosophy
   d. Marketing Environment
   e. Market Demand

2. **Consumer Markets and Buyer Behavior**
   a. Characteristics affecting Consumer Behavior
   b. Psychological Processes
   c. Buying Decision Behavior and the Buying Decision Process
   d. Market Segmentation, Market Targeting, Differentiation and Positioning

3. **Creating Value: Product and Price Mix**
   a. Product Levels
   b. Product Classifications
   c. The New Product Development Process
   d. Product Life-Cycle Strategies

    e.   Pricing Strategies

    4. Delivering and Communicating Value
      a.   Marketing Channels
      b.   Levels of Distribution
      c.   Advertisements
      d.   Sales Promotions
      e.   Public Relations
      f.   Direct Marketing
      g.   Personal Selling

    5. Emerging Trends in Marketing
      a.   Digital Marketing
      b.   Word of Mouth Marketing
      c.   Green Marketing
      d.   Content Marketing
      e.   Affiliate marketing
      f.   Crowd Sourcing
      g.   Direct to Consumers

IV. Course Materials
    a. Mandatory
    Kotler, P., Armstrong, G. & Agnihotri, P. (2018). *Principles of marketing.* (17th ed.). Pearson Education.

    b. Additional
    Ramaswamy, V.S. & Namakumari, S. (2018). *Marketing management: Indian context – Global perspective*. (6th ed.). SAGE Publications India Pvt. Ltd.
    Kumar, A.N. & Meenakshi, N. (2016). *Marketing management* (3rd ed.). Vikas Publishing House.

Core Course

Course Code: 22PBA2111 | Title: Human Resource Management | Credits: 3

I. **Course Description**

This course focus on all aspects of managing people at work: planning, job analysis, recruitment and selection, training and development, performance management, remuneration and benefits, career development, and dealing with HR accounting & auditing. It examines the implications of emerging challenges for human resource management practices.

II. **Course Outcomes**

At the end of the course, students will be able to:
1. Know the basic concepts and functions of human resource management.
2. Understand the importance of human resource planning and methods of job analysis.
3. Learn the process of recruitment, selection and placement.
4. Design various methods of training and development.
5. Explore various compensation and appraisal methods.

III. **Course Content**
1. **Human Resource Management**
   a. HRM trends
   b. Functions of HRM
   c. HRM Models

2. **Human Resource Planning**
   a. Introduction to Human Resource Planning
   b. Job Analysis
   c. Job Description
   d. Job Specification
   e. Job Designing

3. **Recruitment & Selection Process**
   a. Sources and Steps in Recruitment
   b. Selection Methods
   c. Interviews Types
   d. Placement and Induction

4. **Training and Development**
   a. Training Need Analysis and Methods
   b. Process of training and development
   c. Career planning and development

5. **Performance & Reward Management**
   a. Performance Appraisal Process
   b. Assessment centers, MBO, 360-degree appraisal
   c. Review of Performance appraisal
   d. Compensation and Types
   e. HR Accounting & Audit

IV. **Course Materials**
   a. **Mandatory**
   Dessler, G. (2018). *Human resource management*. (15th ed.). Pearson.

   b. **Additional**
   Sharma R.C .,& Sharma, N. (2016). *Human resource management*. (1st ed.). Sage.
   Durai, P. (2016). *Human resource management*. (2nd ed.). Pearson.

Core Course

Course Code: 22PBA2112 | Title: Management Information Systems |Credits: 3

I. **Course Description**

Management Information Systems is an applications-oriented course that provides an overview of the role of information systems in business. This course deals information systems in business, functional systems and software development life cycle. It also introduces current technologies used in the different fields of business.

II. **Course Outcomes**

At the end of the course, students will be able to
1. Understand the role of information systems in business.
2. Learn the essentials of information systems in functional business systems.
3. Examine the various decision support systems needed for a business to take better decisions for business.
4. Learn and Apply the methodology of software development process for developing business apps
5. Review the emerging technology in business.

III. **Course Content**
1. **Information Systems in Business**
    a. Types of Information
    b. Data Resource Management
    c. Virtual Company
    d. Knowledge Creating Company
    e. E- Commerce and Payment Processes

2. **Functional Business Systems**
    a. Enterprise Business Systems
    b. Enterprise Collaboration Systems
    c. Marketing IS, HRIS and Online Accounting Systems
    d. CRM, ERP, SCM
    e. Executive Information Systems
    f. Expert Systems

3. **System Development Process**
   a. SDLC
   b. Software Project Management
   c. App Design
4. **Emerging Technologies in Business**
   a. Business Analytics, Machine and Deep Learning
   b. AI and Robotics
   c. Cloud and mobile Computing, IoTs
   d. Block chain and FinTech
   e. Cyber Security

IV. **Course Materials**
   a. **Mandatory**
   Behl, R., O'Brien, J.A.,& Marakas, G.M., (2019). *Management information systems.* (11th ed.). McGraw Hill Education (India) Private Limited.

   b. **Additional**
   Laudon,K., & Laudon,P.J. (2020). *Management information systems: Managing the digital firm. (16th ed.).* Prentice Hall of India Private Limited.

Core Course

Course Code : 22PBA2113 | Title: Operations and Decision Making | Credits: 3

I. **Course Description**

This course helps the students to learn the basic concepts of operations management and decision-making. Topics include types of production systems, quality control, product design, maintenance management, replacement policies, spare parts management, materials requirements planning (MRP), inventory management, logistics management, scheduling, sequencing, project management, and environmental considerations.

II. **Course Outcomes**

At the end of the course, students will be able to:
1. Understand the basic concepts of production and operations management.
2. Learn and apply techniques to measure quality control.
3. Understand the importance of maintenance management and materials requirement planning.
4. Learn the importance of inventory management and logistics management.
5. Develop the skills of applying operations research models in scheduling and project management.

III. **Course Content**
1. **Introduction to Operations Management**
   a. Introduction
   b. Production of goods versus providing services
   c. Process Management
   d. Operation Strategy

2. **Product and a Service design**
   a. Introduction
   b. Idea generation
   c. Legal and ethical consideration
   d. global product and service design
   e. Designing for production
   f. Service design

3. **Strategic capacity planning for production and services**
    a. Capacity Design
    b. Determinants of effective capacity
    c. Forecasting capacity requirements
    d. Constraint management
    e. Evaluating alternatives

4. **Analysis of Processing, facility layout, job design, planning, and quality**
    a. Process selection
    b. Resource organization
    c. Product layout
    d. Job Design
    e. Need for location decisions
    f. Statistical Process Control

5. **Decision Sciences**
    a. Scheduling Model
    b. Sequencing Model
    c. Inventory Control
    d. PERT and CPM

IV. **Course Materials**
  a. **Mandatory**
    Stevenson, W. (2015). *Operations management*. (12th ed.). McGraw Hill Education.
    Mariappan, P. (2002). *Operations research: Methods and applications*. New Century Publications.

  b. **Additional**
    Chary, S.N. (2019). *Production and operations management*. (6th ed.). McGraw Hill Education (India) Private Limited.

Core Course

Course Code: 22PBA2114 | Title: Business Statistics | Credits: 3

I. **Course Description**

This course aims to impart the students with knowledge of statistical tools and its application in business. Enhancing decision making skills using a statistical approach is the focus of this course. Students learn various tools and its application to make proper managerial decisions. The course aids the students to do decision-making during uncertain times.

II. **Course Outcomes**

At the end of the course, students will be able to
1. Understand the need of Business Statistics for managerial decision making.
2. Know the impact of covariance in Business Decision Making.
3. Emphasize Bivariate Analysis and its business decision making.
4. Understand the need for probability and its distribution in business.

III. **Course Content**
1. **Introduction to Statistics and its Business Application**
   a. Introduction
   b. Methods for decision-making process
   c. The statistical implication in the decision-making process

2. **Analyzing Data**
   a. Data Structures – Collection – Presentation
   b. Evaluation of Mean – Standard Deviation
   c. Evaluation of Coefficient of Variation
   d. Time series and Index numbers
   e. Application to Business Decision Making

3. **Correlation and Regression Analysis**
   a. Concept of Correlation
   b. Application of correlation ideas in business
   c. Concept of Regression
   d. Application of Regression in Business

4. **Probability with Business Application**
   a. Concept of Probability
   b. Application of Probability in Business

5. **Random Variable – Probability Distributions**
   a. Random Variable
   b. Binomial Distribution
   c. Poisson Distribution
   d. Normal Distribution
   e. Managerial Application

IV. Course Materials

a. **Mandatory**
   Mariappan, P. (2019). *Statistics for business*. (1st ed.). Taylor & Francis Group.
b. **Additional**
   Levin, R.L., Rubin, D.S., Siddiqui, M.S. & Rastogi, S. (2017). *Statistics for managers*. (8th ed.). Pearson Academic Publishing India.

Core Course

Course Code: 22PBA2115 | Title: Innovation and Entrepreneurship | Credits: 3

I. Course Description

The major objective of the course is to give the students a hands-on, real-life experience on the why, what, how, and when to create a startup. The course challenges the participants to look at challenges - innovate, and discover a product or a service either a commercial or social startup. The course is taught in a real-life context, where students form teams and acquire the skills and know-how to develop their business idea from the conceptual stage to the marketplace. They are guided in building a scalable business model via real-life experiments and make efforts to launch a MVP (minimum viable product).

II. Course Outcomes

At the end of the course, students will be able to:

1. Understand and differentiate Start-up v/s Entrepreneurship and start-up mantra's of founders- traits.
2. Analyse challenges from a commercial or social perspective and through design thinking process able to come with a minimum viable product or service.
3. Understands business from a multi-disciplinary context and creation of business models.
4. Work and demonstrate team spirit and leadership qualities.

III. Course Content

1. **Entrepreneurship and Start-ups**
   a. Entrepreneurship – a brief look at its origins v/s Startups
   b. Design thinking -intro
   c. Stages in design thinking
   d. Tools for effective design thinking process
   e. Design thinking for startups -exercise.

2. **Ideation for business and social startups**
   a. Ideation
   b. Idea -Assessment
   c. Idea -Validation
   d. Market Assessment and Competitor Analysis

3. **Business Planning**
   a. Building blocks of a business plan – Business Canvas Model
   b. Integrate major business domains for effective modeling
   c. Scaling up business models in a volatile environment
   d. Fundamentals of legal foundation – MSME/LLP/Pvt/Public - Company registration, IPR's, compliances

4. **Fund raising and valuation**
   a. Business Valuation
   b. Techniques and methods of fund raising
   c. Role of Central Government and State Government in promoting Entrepreneurship
   d. Business plan in detail.

5. **Challenges in Entrepreneurship**
   a. Intrapreneur Mindset
   b. Negotiation Techniques
   c. Scaling up or Exit – when and how

IV. Course Materials
   a. **Mandatory**
   Ries, E. (2011*). The lean start-up*. Crown Business.

   b. **Additional**
   Thiel, P. & Blake, M. (2014). *Zero to one: notes on startups, or how to build the future hardcover.* Crown Business.
   Khanka, S.S. (2012). *Entrepreneurial development*. S. Chand & Co. Ltd.

Core Course

Course Code: 22PBA2116 |Title: Corporate Ethics and Legal Aspects of Business | Credits: 3

I. Course Description

Business Ethics course imparts management professionals how business has to be conducted in a given society with codes, principles and ethics. Students will be introduced to the ethical theories and essentials of business laws.

II. Course Outcomes

At the end of the course, students will be able to:
1. Understand the basic concepts of ethics.
2. Apply theoretical frameworks of ethics in business.
3. Understand the basic concepts relating to business law.
4. Apply various laws relating to contracts and sale of goods in business.

III. Course Content

1. **Ethics in business**
   a. Basics of ethics
   b. The need for ethical intervention
   c. Positions for and against ethics in Business
   d. Unethical issues in contemporary business
   e. Values and Ethical Dilemma

2. **Ethical Theories and Decision making**
   a. Deontological
   b. Teleological
   c. Rights and Duties
   d. Justice and Fairness
   e. Moral Reasoning
   f. Kohlberg's Moral Development

3. **Introduction to Legal aspects of Business**
   a. Introduction to Business Laws
   b. Structure of the Indian Legal System
   c. Sources of Law and Legal System
   d. Indian Contract Law

e. Fundamentals of contract laws
f. Formation of Contracts
g. Principles of Contract Laws
h. Legality of Object/ Consideration;
i. Performance of contract
j. Discharge of contract
k. Breach of contract
l. Types of Contracts

4. **Sale of Goods Act**
   a. Introduction to Sale of Goods
   b. Principles of Sale of Goods
   c. Transfer of Ownership and Property
   d. Performance of contract
   e. Rights of Unpaid Seller

5. **Intellectual Property Rights**
   a. Patent Rights
   b. Copyright, Trademarks
   c. Geographical Indicators

IV. **Course Materials**
   a. **Mandatory**
      Fernando, A.C., Muraleedharan, K.P., & Satheesh, E.K. (2019). *Business ethics- An Indian perspective.* (3rd ed.). Pearson Publications.
      Ravinder, K. (2021). *Legal aspects of business*. (5th ed.). Cengage Learning.

   b. **Additional**
      Ferrell, O.C. & Paul. J. (2005). *Business ethics.* (6th ed.). Biztantra Publications.
      Albuquerque, D. (2013). *Business ethics*. (5th ed.). Oxford University Press.
      Velasquez, M. G. (2011). *Business ethics - Concepts and cases*. (6th ed.). Prentice Hall of India (P) Ltd.
      Akhileshwar, P. (2018). *Legal aspects of Business*. (7th ed.). McGraw Hill.

CORE COURSES

Semester III

Core Course

Course Code: 22PBA3117 | Title: Global Strategy | Credits: 3

I. Course Description

The course exposes the students to the concepts and tools of strategy formulation and execution. The course explores the methods and tools used for scanning internal and external environment; the key drivers for business. The course builds on concepts and theories in Economics, Finance, Marketing, Organizational Behaviour etc. The course takes a general management perspective and examines how functional strategies are integrated for building a sustained competitive advantage vis-a-vis competition.

II. Course Outcome

End of the course the students will be able to

1. Analyze the structural features of an industry and develop strategies for attaining a favorable position vis-a-vis competition.
2. Review the myths and realities in vision and mission formulation and come out with novel yet practical framework of his own.
3. Learn to use different tools for scanning external environment and develop appropriate strategies integrating with firm's core competencies.
4. Appraise the resources and capabilities of the firm in terms of their ability to create sustainable strategies in functional areas.
5. Build business models, with a definite functional, business and corporate level strategies in line with the ongoing business trend.

III. Course Content

1. **Strategic Management - Process**
   a. Strategy – brief history; demystifying strategy
   b. Strategic Management Process
   c. Business Models
   d. Vision
   e. Mission
   f. Strategic Intent, Leadership and Corporate Sustainability

2. **External Environment**
   a. Understanding key external environments
   b. Tools for scanning

c. Interpretation and use in strategy formulation

3. **Internal Environment**
    a. Appraising Organizations
    b. Internal environment dynamics – capability factors
    c. Techniques for Assessment
    d. Assessment Interpretation and using them in strategy formulation.

4. **Building Strategies**
    a. Functional level
    b. Business level
    c. Corporate level
    d. Analyze competitive advantage and build sustainable strategy.
    e. Innovate existing models; create multi-business models for a global and local environment.

IV. Course Materials

Hill, C. W. L., & Jones, G. R. (2018). *An integrated approach to strategic management*. Cengage Learning.

Magretta, J. (2019). *The five forces: Competing for profits – Understanding Michael Porter's best-known framework.*

Core Course

Course Code: 22PBA3118 | Title: Business Research | Credits: 3

I. **Course Description**

This course will impart a thorough idea of how to handle business problems through a systematic process - fixing the sample size, mode of collecting the data, selection of hypothesis and the type of statistical test that can be adopted.

II. **Course Outcome**

At the end of the course, students will be able to
1. Understand how to fix the research problem for a situation.
2. Know what type of research methods to be adopted.
3. Learn the art of creating questionnaire.
4. Know how to fix the sample size.
5. Understand what type of tests to be adopted for getting proper insights to decision making.

III. **Course Content**
1. **Research problems and questions and how they relate to debates in research methods**
    a. Introduction
    b. The nature of business research
    c. What kind of business problems might need a research study?
    d. What are the key issues in research methods we need to understand?

2. **Putting the problem into context: identifying and critically reviewing relevant literature**
    a. How does literature relate to research?
    b. What kind of literature should we search for?
    c. Effective literature searching
    d. Critical analysis of literature
    e. Using APA / Harvard referencing style

3. **Choosing research methods, approaches and strategies**
    a. Different perspectives of knowledge and research which underpin research design
    b. Identify differing research paradigms for business
    c. Key differences between qualitative and quantitative research methods and how and why they may be mixed

d. Criteria of validity and reliability in the context of business research
   e. Your choice of research strategy or design
   f. Classification of research
   g. The business research process
   h. The academic business research process
   i. Understand how ethical issues arise in business research at every stage

4. **Choosing samples from populations and Questionnaire design and testing**
   a. Understand how and why sampling relates to business research
   b. Identify and use a range of probability and non-probability. Sampling techniques
   c. Selecting the size of your sample
   d. Understand and assess representativeness of samples and generalizability from samples
   e. Selecting appropriate statistical tools for the research variables
   f. Appreciate and overcome the difficulties associated with questionnaire design
   g. Choosing from a range of question formats
   h. How to design, pilot and administer questionnaires
   i. Practical issues in conducting interviews, focus groups, participant observation
   j. Your personal approach to writing a research report
   k. The differences between writing a report for a business audience and for academic purposes
   l. Producing an oral presentation of key findings

5. **Sampling Theory and Testing of hypothesis**
   a. Sampling Techniques
   b. Confidence intervals
   c. Chi-Square
   d. Z – test
   e. T- test
   f. F- test
   g. ANOVA
   h. Factor Analysis

IV. **Course Materials**

   a. **Mandatory**
      Greener, S., & Martelli, J. (2020). *Introduction to business research methods*. (4th ed.).
      Mariappan, P. (2019). *Statistics for business*. (1st ed.).Taylor & Francis Group.
   b. **Additional**
      Levin, R.L., Rubin, D.S., Siddiqui, M.S. & Rastogi, S. (2017). *Statistics for managers*. (8th ed.). Pearson Academic Publishing India.
      Greener, S. & Ventus. (2008). Business research methods.

Finance

Electives

Semester III

Electives

Course Code: 22PBA3101 | Title: Security Analysis | Credits: 3

I. Course Description

This course aims at providing students with an understanding of economy-industry-company analysis and various inter linkages that influence the securities market. It enables them to establish the valuable linkage between modern theories of finance and the analytical techniques used by investors for valuing securities.

II. Course Outcome

By the end of this course a student will be able to:

1. Understand the functioning of securities market.
2. Learn the application of tradeoff between risk and return.
3. Demonstrate the understanding of the fundamentals of economy, industry and company.
4. Demonstrate the ability to do fundamental and technical analysis of the securities.
5. Understand the theories of securities market.

III. Course Content

1. **Investment Scenario**
   a. Indian Investment scenario
   b. Investment Objectives and Constraints
   c. Investment avenues
   d. Sources of financial information

2. **Securities Market, Risk and Return**
   a. Markets and their Functions
   b. Development of Stock Market in India
   c. Methods of Raising Capital
   d. Listing of Securities
   e. Stock Market Indices
   f. Securities and Exchange Board of India

3. **Risk and Return**
   a. Concept and Components of Risk
   b. Systematic and Unsystematic Risk
   c. Benefits of Diversification
   d. Risk and Return of a Single Asset

e. Beta Estimation and Capital Asset Pricing Model
f. Efficient Market Hypothesis

4. **Valuation of Bonds and Equity Shares**
    a. Concepts of Value
    b. Features of a Bond
    c. Bonds values and yields
    d. Bond values and interest rates
    e. Valuation of equity shares
    f. Equity capitalization rate

5. **Fundamental Analysis**
    a. Economic Analysis
    b. Industry Analysis
    c. Company Analysis

6. **Technical Analysis**
    a. Introduction
    b. Charts
    c. Reversal patterns
    d. Continuation patterns
    e. Relative Strength Analysis,
    f. Moving Average Analysis
    g. Dow theory

IV. **Course Materials**
    a. **Mandatory**
    Chandra, P. (2017). *Investment analysis & portfolio management*. McGraw-Hill Professional**.**

    b. **Additional**
    Fischer, D.E., Jordan, R.J., & Pradhan, A.K. (2018). *Security analysis & portfolio management.* Pearson.

Electives

Course Code: 22PBA3102 | Title: Derivatives Management - I | Credits : 3

I. Course Description

This course has become increasingly popular and most commonly used in the world of finance. This course provides basic knowledge about various types of financial derivatives like forward, futures, options and swaps.

II. Course Outcomes

Upon successful completion of the course, the students will be able to:
1. Understand the basic features of financial derivatives.
2. Identify the difference between Forward and Futures contracts.
3. Explain the mechanics of different derivatives.
4. Examine the future and options contracts for equity, commodity, interest rate and currency.

III. Course Content
1. **Introduction to Financial Derivatives**
   a. History of Derivatives Market
   b. Types of derivatives
   c. Participants in Derivatives Market
   d. Advantages and Risks in Derivatives

2. **Forward and Futures**
   a. Specifications of Futures Contract
   b. Difference between Forwards and Futures
   c. Futures Price, Forward price and Spot Price
   d. Types of Futures

3. **Options**
   a. Terminology of Options
   b. Classification of Options
   c. Intrinsic Value and Time value of Options
   d. Exchange traded Options and OTC Options

4. **Swaps**
    a. Nature of Swap
    b. Swap Warehousing
    c. Swaptions
    d. Interest rate Swap and Currency Swap

5. **Derivatives Contract**
    a. Commodity Derivatives
    b. Equity Derivatives
    c. Interest rate derivatives
    d. Currency Derivatives

IV. **Course Materials**
    a. **Mandatory**
        Hull, J.C. (2017). *Options, futures and other derivative securities*. (10th ed.). Pearson.
    b. **Additional**
        Gupta, S.L. (2017). *Financial derivatives - Theory, concepts and problems.* (2nd ed.). Prentice Hall of India.
        Kumar, S.S.S. (2010). *Financial derivatives - Theory, concepts and practice.* (4th ed). PHI Learning.
        Stulz. (2011). *Risk management and derivatives*. (6th ed.). Cengage Learning.

Electives

Course Code: 22PBA3103 | Title: Banking and Financial Services | Credits: 3

I. Course Description

This course aims at giving an overall understanding of the banking, financial and insurance services. The course gives a basic insight about banking operations, banking financial statements, regulatory frameworks and acquaint the learners with various banking and insurance related services.

II. Course Outcome

By the end of this course a student will be able to:
1. Understand the functioning of Commercial banks.
2. Evaluate and appreciate the financial statements of banks.
3. Demonstrate the understanding of CAMELS framework.
4. Recognise the role of technology in banking.
5. Understand the merchant banking services.
6. Understand the insurance services

III. Course Content
1. **Banking Services**
   a. Origin and growth of Banking, Functions of Commercial Banking
   b. Banker Customer Relationship
   c. Fee based services
   d. Retail Products and Channels
   e. Personal Banking
   f. Bancassurance
   g. Small and payment banks

2. **Bank's Financials and BASEL Framework**
   a. Balance Sheet and Income Statement
   b. CAMELS framework
   c. NPA categories and NPA Provisioning Norms
   d. BASEL Accords

3. **Digital Banking Services**
   a. Internet Banking
   b. Mobile Banking

4. **Financial Services**
   a. Leasing Services

b. Hire Purchase Financing
c. Factoring and Forfaiting Services
d. Credit Rating Services
e. Fintech in financial services

5. **Insurance Services**
   a. Principles of Life and General Insurance
   b. Life Insurance Products
   c. Annuities and insurance premiums
   d. General Insurance products
   e. Reinsurance

IV. Course Materials

  a. Mandatory

   Gulati, N.C. (2010). *Principles of banking management*. Excel Books Pvt Ltd.

   Gurusamy, S.(2009). *Merchant banking and financial services.* (3rd ed.). Tata McGraw – Hill.

  b. Additional

   Sankaran, S. (2011). *NCFM- Banking sector module*. National Stock Exchange of India Ltd.
   Khan, M.Y. (2017). *Financial services*. (8 ed.). Tata McGraw – Hill.

Electives

Course Code: 22PBA3104 | Title: Accounting Analytics | Credits: 3

I. **Course Description**

This course familiarizes the students to understand the ratios and accounting based valuation. The course focuses on comprehensive learning in earnings management, on analytic techniques for decision making involving Discretionary Accruals Models and Prediction Models. It enables the students to analyze linking Non-Financial Metrics to Financial Performance.

II. **Course Outcome**

By the end of this course a student will be able to:
1. Understand the basic concepts related to accounting ratios.
2. Enhance the understanding in Earnings Management.
3. Be competent on Discretionary Accruals Models, Fraud Analytics, Big Data and Prediction Models.
4. Analyse and evaluate linking Non-Financial Metrics to the performance of companies.

III. **Course Content**

1. **Ratios and Forecasting**
    a. DuPont analysis
    b. Profitability, Turnover ratios & Liquidity ratios
    c. Comparative & Common Size Financial Statements
    d. Trend analysis - Forecasting Financial Statements

2. **Earnings Management**
    a. Overview of Earnings management
    b. Revenue recognition: Before and after cash collection
    c. Expense recognition: Capitalizing vs. Expensing
    d. Expense recognition: Reserve accounts and write-offs

3. **Big Data and Prediction Models**
    a. Fraudulent Financial Statements
    b. Fraud Prediction Models
    c. Beneish M-Score
    d. Benford'sLaw -Primary Benford Law test
     e. Financial Statements detecting discrepancies from Benford's Law f. Asset quality

index (AQI), Sales growth index (SGI), Depreciation index (DEPI)

4. **Linking Non-Financial Metrics to Financial Performance**
   a. Linking Nonfinancial Performance to Financial Results
   b. Key Component of Managerial Decision-Making
   c. Selecting performance measures for evaluating managerial and business performance
   d. Informal data analyses
   e. Linking Nonfinancial and Financial Results in Business Models

IV. **Course Materials**
   a. **Mandatory**

   Godwin, N., Alderman, W., & Sanyal, D. (2016). *Financial ACCT: A South-Asian Perspective.* (2nd ed.). Cengage.
   Materials will be provided for the course by the course coordinator

Electives

Course Code :22PBA3105 | Title: Financial Modelling using Spreadsheet – I | Credits: 1.5

I. Course Description

This course aims at introducing analysis of financial statements by using spreadsheet and build forecasting models to predict profitability and the financial status of the organization.

II. Course Outcome

 By the end of this course a student will be able to:
   1. Analyse financial statements using comparative and common size techniques.
   2. Forecast the financial statements.
   3. Demonstrate the skill of leverage analysis.

III. Course Content
   1. **Financial statement analysis**
        a. Comparative Financial Statement analysis
        b. Common size Financial Statement analysis
        c. Trend Analysis
        d. Ratio Analysis & Dupont Chart
   2. **Financial Forecasting**
        a. Forecasting the Income Statement
        b. Forecasting the Balance Sheet
        c. Regression analysis
   3. **Budget, Break even and Leverage Analysis**
        a. Cash Budget Scenario Analysis
        b. Break-even Analysis
        c. Degree of operating leverage, Degree of Financial leverage, and Degree of Combined leverage

IV.   Course Materials
   a. Mandatory
   Mayes, T.R. (2016). *Financial analysis with microsoft excel*. Cengage Learning.
   b. Additional
   Winston, W.L. (2017). *Microsoft excel 2016 - Data analysis and business modeling.* Microsoft Press.
   Proctor, S. K. (2010). *Building financial models with microsoft excel: A guide for business*

professionals. Wiley.

Electives

Course Code: 22PBA3106 | Title: Mutual Funds | Credits: 1.5

I. Course Description
This course provides in-depth knowledge of the mutual fund industry and its operations. It is intended to familiarize with the basic concepts related to mutual funds, how they work and its legal structure. This course describes the role of distributors, Evaluation of mutual fund schemes and the recent trends in the mutual funds industry.

II. Course Outcomes
Upon successful completion of the course, the students will be able to:
1. Understand the structure of Mutual Fund.
2. Understand the roles and responsibilities of distributors.
3. Analyze mutual fund portfolio.
4. Evaluate the risk and rewards of mutual fund schemes.

III. Course Content
1. **Mutual Fund - Introduction**
   a. Concept of Mutual Fund
   b. Classification of Mutual Fund
   c. Investing Different Asset Classes through Mutual Funds
   d. Growth of the Mutual Fund industry in India

2. **Legal Structure and Regulatory Framework of Mutual Fund**
   a. Structure of Mutual Fund
   b. Organization structure and Functions of Asset Management Company
   c. Role of Mutual Fund regulators in India
   d. Due diligence process by AMCs for Distributors
   e. Redress mechanism of Investor Grievances

3. **Mutual Fund Distribution Channel Management Practices**
   a. Mutual Fund distributors
   b. Modes of Distribution
   c. Difference between Mutual Fund distributors and Investment Advisors
   d. Nomination facilities to Agent / Distributors
   e. Revenue for Mutual Fund Distributor

4. **Net Asset Value and Taxation of Mutual Fund Scheme**
   a. Net Assets of Mutual Fund scheme and Net Asset Value
   b. Types of Loads and its impact on NAV
   c. Applicability of Taxes in respect of Mutual Funds
   d. Applicability of GST
   e. Tax benefits and Tax Deducted at Source

5. **Selection and Evaluation of Mutual Fund Scheme**
   a. Benchmarks for Equity, Debt and other schemes
   b. Factors affecting Mutual Fund performance
   c. Measuring Risk and Return of Mutual Fund Scheme
   d. Selection of Mutual Fund Scheme
   e. Do's and Don'ts while selecting Mutual Fund Schemes

IV. **Course Materials**
   a. Mandatory
   Fredman & Wiles. (2004). *How mutual funds work*. (2nd ed.). Prentice Hall.

   b. Additional
   Sharpe, W.F., Alexander, G.J., & Bailey, J.V. (2006). *Investments.* (6th ed.). Prentice Hall.
   Fischer, D.E., Jordan, R.J., & Pradhan, A.K. (2018). *Security analysis & portfolio management*. Pearson.

Marketing

Electives

Semester III

Electives

Course Code: 22PBA3201 | Title: Product and Brand Management | Credits: 3

I. Course Description

The course is designed to give the students working knowledge of product and brand management as a function is done in consumer and industrial markets. The entire cycle of need-want-product-brand is covered in detail. The students will appreciate the competitive involved right from design of the product to reaching to brand architecture to brand management strategy.

II. Course Outcome

End of the course the student will be able to
1. Understand and relate the fundamentals of product development and the various stages.
2. Appreciate consumer psychology in buying behavior and the research process.
3. Learn and apply marketing communication in different medium, costs and its metrics.
4. Experience brand management fundamentals through a case-based approach.

III. Course Content

1. **New Product Development**
   a. Introduction – why, when and how of new product - evolution – product discovery
   b. Different stages of new product development; proof of concept to commercialization – challenges and strategy development using design thinking.

2. **Marketing Communication for New products**
   a. Integrated Marketing Communication – elements and process.
   b. Big Idea – Development through creative techniques / understanding consumer psychology of buying.

3. **Communication in different mediums**
   a. Print – Layouts and other key principles for communication through print.
   b. TV – Channels and relevant process.
   c. Other mass media methods of communication
   d. Digital Marketing – basics.
   e. Relevant metrics and financials for decision making.
   f. Below the Line promotion – Trade & Consumer.

4. **Brand Management**
   a. Product to Brand – Stages and architecture for different sectors.
   b. Brand Audit.
   c. Strategy – Brand Message, building brand equity and brand loyalty.
   d. Brand equity.

IV. Couse Materials

Marc, A. & Annachino, P.E. (2006). *New product development: From initial idea to product management*. Elsevier.

D'Souza, A. & Shah, K. (2008). *Advertising and promotion.* (5th ed.). Tata McGraw-Hill.

Keller, K.L. (2012). *Strategic brand management: Building, measuring and managing brand equity*. (4th ed.). Pearson Education.

Electives

Course Code: 22PBA3202 | Title: Services Marketing | Credits: 3

I. Course Description

The course helps to understand the nature and scope of services marketing. It deals with the unique challenges in developing and managing quality service. The tools and strategies to address these challenges are dealt.

II. Course Outcome

At the end of the course, the students will be able to:

1. Understand the unique challenges in marketing of services.
2. Understand the dimensions of service quality and the various gaps that can occur during service delivery.
3. Learn service standards, service design and distribution of services.
4. Appreciate employees' role and customers' role in service delivery.
5. Develop strategies to match demand and supply of services and pricing.

III. Course Content

1. **Foundations for Services Marketing**
    a. Service Sector and Indian Economy
    b. Meaning and Characteristics of Services
    c. Classification of Services and Service Adjuncts
    d. Service and Technology
    e. Services Marketing Mix

2. **Focus on the Customer**
    a. GAPS Model of Service Quality and Service Quality Dimensions
    b. Consumer Expectations
    c. Customer Perceptions of Service
    d. Consumer Research in Services
    e. Service Encounters

3. **Service Standards, Design and Distribution**
    a. Service Standards
    b. Service Design
    c. Physical Evidence and the Servicescape
    d. Distribution
    e. Role of Intermediaries and Electronic Channels

4. **Delivering and Performing Service**
   a. Role of Employees in Service Delivery
   b. Role of Customers in Service Delivery
   c. Self Service Technologies
   d. Strategies for Enhancing Customer Participation

5. **Managing Service Promises**
   a. Managing Demand and Supply
   b. Pricing Strategies: Yield Management
   c. Customer Retention
   d. Complaints Handling and Service Recovery

IV. **Course Materials**
   a. **Mandatory**
   Zeithaml, V.A., Bitner, M.J., Gremler, D.D. (2017). *Services marketing – Integrating customer focus across the firm*. (7th ed.). McGraw Hill Education (India) Pvt. Ltd.

   b. **Additional**
   Bateson, E.G. J., & Hoffman, K. D. (2011). *Services marketing*. (4th ed.). Cengage Learning India Private Limited.
   Wirtz, J., Lovelock, C., & Chatterjee, J. (2018). *Services marketing – People, technology, strategy*. (8th ed.). Pearson Education.

Electives

Course Code: 22PBA3203 | Title: Digital Marketing | Credits: 3

I. Course Description

The course covers the what, why, and how of major approaches to digital marketing, comprising of search engine optimization, website analytics, search and display ads, email marketing, social media, and social listening/monitoring. The course is designed to make the students to gain knowledge and skills in digital marketing.

II. Course Outcome

At the end of the course, students will be able to:

1. Understand and appropriate marketing strategies in an online environment.
2. Know the working of Search Engine Optimization.
3. Be familiar with content development and e-mail and social media marketing.
4. Understand and learn the digital marketing strategies in social media.

III. Course Content

1. Online Environment
   a. Getting started online
   b. Developing online presence
   c. B2C online presence
   d. B2B online presence

2. Search Engine Optimization (SEO)
   a. How search engine works
   b. Keyword selection
   c. On-site optimization
   d. Off-site optimization
   e. Paid search

3. Content &Email Marketing
   a. Content marketing
   b. Content types
   c. Data – Email Marketing Process
   d. Design and Content
   e. Delivery and Discovery

4. Social Media Marketing
   a. Social networks and online communities
   b. Blogging
   c. Viral marketing

5. Online Advertising
   a. Online ad formats
   b. Search engine advertising
   c. Network advertising
   d. Affiliate programmes
   e. Landing pages

IV. Course Materials
   a. Mandatory

   Ryan, D. (2017). *Understanding digital marketing: Marketing strategies for engaging the digital generation.* (4th ed.). Kogan Page Limited.

   b. Additional

   Stokes, R. (2013). *The essential guide to marketing in a digital world*. (5th ed.). Quirk eMarketing.
   Charlesworth, A. (2014). *Digital marketing: A practical approach*. (2nd ed.). Routledge.
   Bhatia, P.S. (2019). *Fundamentals of digital marketing*. (2nd ed.). Pearson India Education Services Pvt. Ltd.

Electives

Course Code: 22PBA3204 | Title: Business to Business Marketing | Credits: 3

I. Course Description

The course gives a strong knowledge base to the students' in the area of B2B marketing. Students understand the elements of marketing function from a B2B perspective. Cases are used to cover the entire gamut of B2B function; starting from understanding industrial buyers to channel management to customer relationship management.

II. Course Outcome

At the end of the course, the students will be able to:
1. Understand consumer behaviour form an B2B perspective.
2. Learn to organize the marketing function in B2B businesses; segmentation and new product management.
3. Develop and apply pricing strategies and channel development**.**

III. Course Content

1. **Introduction to B2B marketing and understanding consumer environment**
   a. B2B marketing - primaries.
   b. Understanding the customer and the environment.

2. **Organizing the marketing function**
   a. Segmenting and Strategy for new industrial products. Models
   b. Innovations for business markets.

3. **Pricing Strategy and Channel Partnerships**
   a. Types and Rationale behind each pricing strategy.
   b. Designing and developing a pricing strategy.

4. **Communication and customer care for B2B marketing**
   a. Communication in vogue and innovative practices –use of digital media.
   b. Customer care – practices- in B2B.
   c. Personal Selling and Sales Productivity.

IV. Course Materials

    a. Mandatory

        Hutt, D.M., Sharma, D., & Speh, W. T. (2017). *B2B marketing: A South-Asian perspective*. (11th ed.). Cengage Learning.

    b. Additional

        Cases and articles related to B2B will be given by the Professor during the start of the course.

Electives

Course Code: 22PBA3205 | Title: Marketing of Financial Products and Services |Credits: 1.5

I. Course Description

The course aims to make the students to understand and apply financial concepts from a marketing perspective. The course penetrates into the relationship between financial services providers and customers, using finance theories and concepts on one hand and the viewpoint of marketing, on the other.

Students will acquire knowledge and understand how financial services/work, together with the marketing acumen necessary to compete successfully in the market.

II. Course Outcome

At the end of the course, students will be able to:

1. Understand frameworks and approaches related to financial services industry.
2. Apply marketing concepts such as segmentation, targeting and positioning in financial services.
3. Develop marketing/market strategies for multiple services or brand portfolios across segments.

III. Course Content

a. Marketing environment in financial products and services - past, present and future -role and importance of digital medium in marketing across business and sectors – and financial services in particular - importance of targeting and positioning of financial products to clients - loyalty and relationship – measurements and resultant strategies and tactics.
b. Types of financial services – fund and fee-based activities – cost of services and intermediation. SEBI and government's role as a catalyst to improve financial services as an industry and overall growth.
c. Mutual funds – Basics -terminologies and concepts -types – equity and debt or hybrid - open and close ended – new fund offers - key parameters for decision making and marketing to clients.
d. Mutual funds - Sector specific funds, Index funds, tax savings funds, liquid funds, gilt funds, monthly income plans, SWP, SIP and the power of compounding
e. Selection of mutual funds – guiding prospects select a mutual fund – when and how to review a mutual fund – things to do before and after investments.

IV. Course Materials

Ennew, C., Waite, N. & Waite, R. (2017). *Financial services marketing: An international guide to principles and practice.* (3rd ed.). John Wiley and Sons.

Electives

Course Code : 22PBA3206 | Title: Influencer Marketing |Credits: 1.5

I. Course Description

The course helps students to better understand the foundations of influencer marketing. It sets the base for social media promotion. The fundamentals, strategy creation, integration is dealt in detail for campaign building and its assessment are covered in this course.

II. Course Outcomes

At the end of the course, students will be able to:

1. Understand the basics of influencer marketing.
2. Analyze the importance of strategy in influence marketing.
3. Construct an error free Integrated marketing mix for influencer marketing.
4. Develop the influencer marketing campaign.
5. Evaluate the influencer marketing campaign using scorecard.

III. Course Content

1. Fundamentals
    a. Introduction to Influencer Marketing
    b. The 3 Types of Influencers
    c. The six principles of Influence
    d. Types of Impact
    e. The Four Ms of Influence Marketing

2. The Strategy of Influence
    a. The business drivers of influence marketing
    b. Integrate the influencer activity into your social media channels
    c. The power of communities
    d. Listening to customer
    e. Plan to Measure
    f. Critical to success – Brand advocates

3. Integration across the marketing mix
    a. Content
    b. Creativity
    c. Influencers and PR
    d. Power of external link building

     e. Influencer marketing and SEO
     f. Influencer Marketing Tools

4. **Building Influence Marketing Campaigns**
     a. Decide Goals
     b. Identify the right influencer through segmentation, targeting, and positioning.
     c. Build your Blueprint
     d. Prepare the pitches
     e. Four purposes of Influence
     f. Implementations.

5. **Measuring Influence Success**
     a. Analyse Right from the Start
     b. Measurement Mapping
     c. Common Influencer Marketing Mistakes
     d. Deploy the mechanisms
     e. How to measure its success
     f. The Winfluence Success Scorecard

IV. Course Materials

a. Mandatory

Falls, J. (2021). *Winfluence – Reframing influencer marketing to ignite your brand.* Entrepreneur Press.

b. Additional

Levin, A. (2020). *Influencer marketing for brands*. Apress.

Brown, D. & Hayes, N. (2008). *Influencer marketing*. Butterworth-Heinemann - Elsevier.

Brown, D. & Fiorella, S. (2013). *Influence marketing - How to create, manage, and measure brand influencers in social media marketing*. Que - Biztech.

HR

Electives

Semester III

Electives

Course Code : 22PBA3301 | Title : Talent Acquisition | Credits: 3

I. **Course Description**

This course provides the strategies, concepts, and practices essential to the effective selection of personnel to accomplish a business objective, with an emphasis on recruiting, promoting, and retraining employees.

II. **Course Outcomes**

At the end of the course, students will be able to

1. Understand the philosophy of talent acquisition.
2. Develop a recruitment strategy that is aligned with organisational objectives.
3. Analyse the various selection tools.
4. Learn the process and techniques in structuring the interview.
5. Evaluate the placement and induction strategies.

III. **Course Content**

1. **Changing Business Context in Recruitment and Selection**
   a. Philosophy of Talent Acquisition
   b. Job Analysis, Job requirement
   c. Competency-based job analysis methods
   d. Reward based job analysis methods.

2. **Recruitment**
   a. Planning
   b. Strategy development
   c. Searching, and applicant reactions
   d. E-recruitment process

3. **Selection**
   a. Process
   b. Validity of selection tools
   c. Selection tests

4. **Interviews**
   a. Types
   b. Planning
   c. Conducting interview
   d. Online interviews

5. **Placement and Induction**
   a. Objectives, needs and roles
   b. Online Induction
   c. Online training modules

IV. **Course Materials**
   a. Mandatory

   Sahay, P. (2015**).** *A strategic approach to talent acquisition*. Create Space Independent Publishing platform.

   b. Additional

   Ariss, A.A. (2014). *Global talent management: Challenges, strategies, and opportunities.* (1st ed.). Springer Publications.
   Arthur, D. (2011). *Recruiting, interviewing, selecting and orienting new employees* (4th ed.). PHI Learning Private Limited.

Electives

Course Code: 20PBA3302 | Title: Learning and Development | Credits: 3

I. Course Description
This course imparts the skills necessary to design, develop and implement a training program.

II. Course Outcomes
At the end of the course, students will be able to:
1. Understand the different learning styles.
2. Analyse need assessment and training needs of the organization.
3. Design training modules that meet the organization's objectives.
4. Develop methods of experiential learning and create a training program.
5. Evaluate training in light of the training objectives.

III. Course Content
1. **Training and Learning Principles**
   a. Needs assessment and needs analysis
   b. Determining whether training is the best solution
   c. Andragogy and adult learning theory
   d. Characteristics of adult learners
   e. Learning outcomes, domains
   f. Learning styles, cycle and process
   g. Learning theories

2. **Training Objectives**
   a. Setting training goals and objectives
   b. Bloom's taxonomy and the three learning domains
   c. Writing SMART objectives
   d. Establishing the training budget

3. **Developing the Training Program**
   a. Program design
   b. Content derivation
   c. Content sequencing
   d. Developing lesson plan

4. **Training Methods, Experiential Learning and Technology in Training**
   a. Training methods
   b. Determining the best method of training
   c. Using e-learning
   d. Levels of technology-based training
   e. Selecting the appropriate training design
   f. Virtual Facilitation skills
   g. Implementing Training and Presentation Skills

5. **Evaluation and Return on Investment**
   a. Training evaluation
   b. Benefit-cost ratio
   c. Link training to organization success

IV. Course Materials

a. Mandatory
Noe, R. (2017). *Employee training and development*. (7th ed.). McGraw-Hill.

b. Additional
1. Bhattacharya, D.K. (2015). *Training and Development*. Sage Publication.
2. Planning Tool - Retrieved from https://www.planware.org/strategicplanner.htm
3. Evaluation Model from Businessballs.com:www.businessballs.com/kirkpatricklearni ngevaluationmodel.html
4. Presentation skills from www.presentationskills.info/presentationskills.htm
5. Transfer of learning from www.nwlink.com/~donclark/hrd/learning/transfer.html
6. Atherton, J. (2005). *Learning and Teaching: Experiential Learning*. Retrieved September 10, 2008, from www.learningandteaching.info/learning /experience.htm
7. Bloom's Taxonomy (n.d). www.nwlink.com/~donclark/hrd/bloom.html
8. Kolb Learning (n.d). www.businessballs.com/kolblearningstyles.htm
9. Learning Style test (n.d).from www.coe.iup.edu/rjl/instruction/cm150 /self-interpretation/kolb.htm

Electives

Course Code: 22PBA3303 | Title: Labour Codes I | Credits : 3

I. Course Description

This course provides a strong framework along with knowledge and understanding of the new labor legislations in India. The Code on Industrial Relations and Occupational Safety is discussed as part of this course. The students understand the application of laws from a managerial perspective. The purpose is to provide an exposure to the students into the labor law administration.

II. Course Outcomes

At the end of the course, students will be able to

1. Understand the role played by trade unions and associations.
2. Familiarize themselves with procedures like collective bargaining and settlement of disputes.
3. Apply the concepts of employer and employee safety in the workplace.
4. Observe the role of various parties in an industrial setting and the legal position on those issues.

III. Course Content

1. **Introduction to Labour Codes and the Constitution**
   a. Basics of Indian Constitution
   b. Fundamental Rights and Duties
   c. Evolution of the new Labour Codes
   d. Need for the new Codes on Labour
   e. The Changing Nature of Employment

2. **The Code on Industrial Relations**
   a. Various actors in Industrial Relations
   b. Role of Trade unions
   c. Negotiating Union and Council
   d. Standing Orders
   e. Bipartite forums- Works Committee, Grievance Redressal Committee

3. **Settling and Handling Industrial Disputes**
   a. Mechanism for Resolution of Disputes
   b. Tribunals and Awards
   c. Strikes and Lockouts
   d. Layoffs and Retrenchments
   e. Disputes to Arbitration
   f. Bipartite and Tripartite Agreements

4. **The Code on Occupational Safety, Health and Working Conditions**
   a. Definitions in the Code
   b. Duties of Employers and Employees
   c. Occupational Safety and Health
   d. Health, Safety and Working Conditions
   e. Welfare Provisions
   f. Annual Leave with Wages
   g. Maintenance of Records and Registers
   h. Special Provisions in the Code for Contract Labour, Inter-state Migrant Workers, Factory Workers etc.
   i. Offences and Penalties

IV. **Course Materials**

a. Mandatory

The Code on Industrial Relations,2020.
The Code on Occupational Safety, health and working conditions, 2020.

b. Additional

Sinha, P.R.N., & Sinha, I.B., & Shekhar, S.P. (2021). *Industrial relation, trade unions and labour legislation*. (3rd ed.). Pearson.

Elective Course

Course Code: 22PBA3304 | Title: Learning Organizations | Credits: 3

I. Course Description

This course helps the students acquiring and transferring knowledge, modifying their behavior to reflect new knowledge and insights. It also helps them in systematic problem solving, experimentation with new approaches, learning from their own experience and past history, learning from the experiences and best practices of others.

II. Course Outcomes

At the end of the course, students will be able to:
1. Understand the basic theories and practices of learning.
2. Understand and evaluate different learning styles in organisations.
3. Design a program for effective learning.
4. Analyse the processes and skills involved in implementing in a learning organization.
5. Know that organisational learning is interrelated with most organisational and management goals.

III. Course Content

1. **Theory and practice of learning**
   a. Reflecting on and analysing learning approaches;
   b. Learning as change; change as learning
   c. Learning as research; research as learning
   d. Human Development (change and learning as life stages)
   e. Learning to learn

2. **Organizational learning- Formal**
   a. Skills and competences
   b. Skills and abilities need in the future
   c. Education and learning; lifelong learning; learning for employability
   d. Learning 'outcomes' at work; competency approaches to learning

3. **Organizational learning – Informal**
   a. Informal versus formal
   b. Social learning (Socialisation, enculturation etc)
   c. Development (professional and personal).
   d. Work-based learning
   e. Situated learning; communities of practice; narrative and storytelling.

4. **Learning organizations' – organizations' as learners**
    a. Defining and creating learning organisations
    b. Action learning as organisational learning
    c. Transforming learning philosophies into practical reality
    d. Management practice as learning practice
    e. Unlearning and Relearning

5. **Managing learning and knowledge management: Maintaining and enhancing the learning organisation**
    a. Reflective practice
    b. Action Research
    c. Policies, strategies and practice in learning organisations
    d. Internship; Apprenticeship
    e. Tactical management
    f. Designing programs for effective learning
    g. Integrating formal and informal learning at organisational level

IV. Course Materials
    a. Mandatory
        Allen, B. (1997). *Developing a learning organisation*. Pearson.
    b. Additional
        Lassey, P. (1998). *Developing a learning organization*. Kogan.
        Senge, P. (1994). *The fifth discipline fieldbook: Strategies for building a learning organisation.* Nicholas Brealey Publishing.

Electives

Course Code:22PBA3305 | Title: People Analytics | Credits : 1.5

I. Course Description

This course describes how HR effectiveness is measured in organizations. It introduces the central concepts of people orientated analytics through hands-on exercises, builds skills and competencies around the management, analysis and representation of data. The subject explores how analytics helps managers to address both tactical and strategic level human capital issues.

II. Course Outcomes

At the end of the course, students will be able to:
1. Understand the importance of identifying and aligning HR strategy with the organizational strategy.
2. Analyze the methods of measurement of various HR process and
3. Evaluate the different HR metrics.
4. Apply the descriptive analytical tools.
5. Build a HR Dashboard using Excel

III. Course Content

1. HR Metrics
   a. Types
   b. Application
   c. Payroll
   d. Performance appraisal

2. Descriptive Analytics
   a. Key excel functions
   b. HR Dashboards
   c. HR Data Visualization
   d. HR Data Mapping
   e. Use of Big Data in Data Visualization

3. Advanced HR Analytics
   a. Paired T test
   b. Factor Analysis
   c. HR modelling

d.   Sensitivity Analysis
e.   Cluster Analysis

IV. Course Materials
a. Mandatory
Bhattacharyya, D.K. (2017). *HR analytics: Understanding theories and applications*. Sage Publications.

b. Additional
Banerjee,P., Pandey.J., & Gupta.M. (2017). *Practical application of HR analytics*. Sage Publications.

Khan,N., & Millner,D. (2020). *Introduction to people analytics: A practical guide to data- driven HR.* Kogan Publications.

Walsh, M.J. (2021). *HR analytics essentials*. Vibrant Publishers.

Electives

Course Code: 22PBA3306 | Title: Team Management | Credits: 1.5

I. Course Description

This course provides insight for successful team development process that facilitates the development of a new team or the revitalization of an existing team. Students will develop the skills for team communication strategies, tools, and techniques to assure positive outcomes.

II. Course Outcomes

At the end of the course, students will be able to:

1. Learn the nature of the team and requirements for building a team.
2. Understand the role an individual play in a team and barriers to effective team communication.
3. Analyse the conflict situations in work teams and gain insight into conflict management strategies.
4. Explore the latest trends in the virtual team management and challenges faced in the organizations.

III. Course Content

1. Building a Team
   a. Team Requirement
   b. Team Work and Synergy
   c. Team Building Phases and Models
   d. Team Roles and Resources
   e. Goal Setting Strategies

2. Team Development & Culture
   a. Stages
   b. Team Stress Management
   c. Consensus
   d. Trust Development
   e. Empowerment
   f. Expanding Team Skills
   g. Team Culture
   h. Leaders and Followers

3. Trends in Team Management
   a. Virtual Team Management
   b. Virtual Leadership Challenges
   c. Cross Functional Teams
   d. Multicultural Teams
   e. Team Meetings

IV. Course Materials

   a. Mandatory

   Bhargava, N.S. & Bhargava, G. (2012). *Team building and leadership*. Himalaya Publishing House.

   b. Additional

   Mears, P. & Voehl, F. (1994*). Team building: A structured learning approach.* St. Lucie Press.

   Robbins, S.P. & Judge, T. A. (2017). *Organizational behaviour*. Pearson.

IT & Analytics

Electives

Semester III

Electives

Course Code: 22PBA3401 |Title: Machine Learning Using Python | Credits:3

I. Course Description

This course introduces the students to Machine learning techniques with analytical experiments. This course helps the students to learn core set of effective machine learning methods and concepts and apply them to solve business problems.

II. Course Outcomes

At the end of the course, students will be able to:
1. Understand the concepts of machine learning.
2. Learn and demonstrate the supervised techniques using python.
3. Apply and compare the different forecasting techniques in Machine Learning.
4. Learn and demonstrate the unsupervised learning techniques using python.
5. Learn and Apply dimension reduction techniques in Machine Learning.

III. Course Content

1. **Machine Learning**
   a. Basics of Data Science
   b. Supervised, unsupervised and reinforcement approach
   c. Business Analytics, Machine Learning, Deep Learning

2. **Supervised Learning**
   a. Bayesian Classification
   b. Decision Tree
   c. Random Forest
   d. Support Vector Machine
   e. K Nearest Neighbour

3. **Forecasting**
   a. Linear, Logistic, Multiple regression
   b. Moving average, Exponential smoothing
   c. Auto Regressive Moving Average
   d. Auto Regressive Integrated Moving Average

4. **Unsupervised Learning**
   a. Hierarchical, Partitioning and K-Mean
   b. Density, Grid, Model, Constrain based

5. Dimension Reduction
   a. Principal Component Analysis
   b. Linear Discriminant Analysis
   c. Generalized Discriminant Analysis

IV. Course Materials
   a. Mandatory
   Pradhan, M. & Kumar, U.D. (2018). *Machine learning using python*. Wiley.

   b. Additional
   Lant, B. (2015). *Machine learning with R.* (2nd ed.). Packt Publishing Ltd.
   Sebastian, R. & Vahid, M. (2017). *Python machine learning*. (2nd ed.). Packt Publishing Ltd.

Electives

Course Code: 22PBA3402 | Title : Data Mining and Data Warehousing | Credits:3

I. Course Description

This course introduces the students to the field of data mining and data warehousing. It helps the students to learn different techniques in data mining and types of web mining systems

II. Course Outcomes

At the end of the course, students will be able to:
1. Understand the concepts of data mining
2. Apply the methods for data Pre-processing
3. Apply and analyze the various association mining techniques and algorithms to solve business problem
4. Examine the various types of web mining systems in web data
5. Analyse the Data Warehousing and data cube architectures and their use in business

III. Course Content

  1. Data Mining
   a. Knowledge Discovery Process
   b. Knowledge representation Methods
   c. DM Tools
   d. Data Pre-processing

  2. Association Mining
   a. Classification vs Clustering
   b. Association Rule Mining
   c. Mining Frequent Pattern
   d. Pattern Evaluation methods
   e. Ensembles Methods
   f. Imbalance sampling
   g. Model Selection and Evaluation
   h. Feature Selection

  3. Web mining
   a. Content Mining
   b. Structure Mining
   c. Usage Mining
   d. Document Clustering

e. Indexing and Crawling
f. Architecture of Search Engine

4. **Data Warehousing**
   a. Operational data warehouses
   b. Extract, Transform and Load
   c. Online Transaction Processing
   d. Online Analytical Processing
   e. OLAP Servers

5. **Data Cube**
   a. Data Cube and operations
   b. Multidimensional data model
   c. Advancement in Warehouse architectures

IV. **Course Materials**
   a. Mandatory
   Gupta, G.K. (2014). *Introduction to data mining with case studies*. (3rd ed.). Prentice Hall of India Learning Private Limited.
   b. Additional
   Jiawei, H., Kamber, M., & Pei, J. (2012). *Data mining concepts and techniques*. (3rd ed.). Morgan Kaufmann Publishers.
   Kimball, R., Ross, M. (2014). *The data warehouse toolkit: The definitive guide to dimensional modeling*. (3rd ed.). Wiley.

Electives

Course Code: 22PBA3403 | Title : Big Data Analytics | Credits:3

I. Course Description

This course introduces the students to learn the big data analytics and their architectures. This course also deals various analytical techniques to analyze the structured, semi structured and unstructured data.

II. Course Outcomes

At the end of the course, students will be able to:
1. Understand the concepts of Big data and types of data.
2. Learn and use the various components of Big data management.
3. Understand non-relational databases by examining techniques for storing and processing large volumes of semi structured and unstructured data.
4. Apply the various web sentiment analytics to solve business problems.
5. Learn and apply the techniques to solve the problems using Natural Language Processing.

III. Course Content

1. **Big Data Analytics**
   a. Concepts
   b. Types of Big Data
   c. Virtualization
   d. Components of Big Data Technology
   e. Distributed storage systems
   f. Row and column store

2. **Big Data Management**
   a. Linux, Apache, MySQL, PHP
   b. Scale in and Scale out Architecture
   c. Map Reduce
   d. Hadoop Conceptual frame work
   e. Big Data warehouses

3. **Text Mining**
   a. Identification
   b. Mining
   c. Categorization

      d. Clustering
      e. Automatic text Summarization
      f. Review Analytics

4. Web Sentiment Analytics
      a. Sentiment Classification
      b. Word, Sentence, Document, Features Level sentiment
      c. Sentiment Lexicon Generation
      d. Opinion Summarization
      e. Opinion Spam Detection

5. Natural Language Processing
      a. Linguistic Approach
      b. Morphological Analysis, Phonology
      c. Tokenization, Stemming, Lemmatization
      d. Part of speech tagging
      e. Syntactic and Semantic representation
      f. Parsing Techniques
      g. Models in NLP

V. Course Materials

a. Mandatory
Soumendra, M., Jagadeesh, M., & Srivatsa, H. (2013). *Big data imperatives – Enterprise big data warehousing, BI implementations and analytics*. (1st ed.). A Press.

b. Additional
Michael, M., Chambers, M., & Dhiraj, A. (2013). *Big data big analytics*. Wiley India.
Bing, L. (2015). *Sentiment analytics: mining opinions, sentiments and emotions*. Cambridge University Press.

Electives

Course Code: 22PBA3404 | Title: Software Engineering | Credits: 3

I. Course Description
This course gives an overview of Software Development Life Cycle and introduces the students to different methods, approaches and process of software development.

II. Course Outcomes
At the end of the course, students will be able to:
1. Understand the concept and process of software engineering
2. Learn the basics of project management
3. Learn and apply the various methods for software analysis and design
4. Apply the various types of software testing
5. Review the latest development in the software development

III. Course Content
1. **Software Process**
   a. The Software Process Models
   b. The Linear Sequential Model
   c. Prototyping Model
   d. The Rapid Application Development Model
   e. The Evolutionary Software Process Models
   f. Agile Modeling

2. **Project Management Concepts**
   a. People, Product, Process, Project
   b. Measure, Metrics, Indicators

3. **Software Analysis**
   a. Requirements Analysis
   b. Analysis Modelling
   c. Data Modeling
   d. Functional Modeling
   e. Behaviour Modeling
   f. Agile Modelling

4. **Software Design**
   a. Design Process
   b. Modular Design
   c. Architectural Design
   d. User Interface Design
   e. Component Level Design

5. **Software Testing**
   a. Test Case Design
   b. White box Testing
   c. Black Box Testing
   d. Integration Testing
   e. Unit Testing

IV. **Course Materials**

a. **Mandatory**

Pressman, R.S. (2019). *Software engineering: A practitioner's approach*. (9th ed.). McGraw Hill Education.

b. **Additional**

Sommerville, I. (2016). *Software engineering.* (10th ed.). Pearson Education.

Electives

Course Code: 22PBA3405 | Title: Structured Query Language | Credits: 1.5

I. Course Description

In this course deals the concept of data base and highlight the need for RDBMS in the functional areas of business. The course provides knowledge on data models, constraints, functions, and queries in relational database management system.

II. Course Outcomes

At the end of the course, students will be able to:

1. Understand and Learn the basics of RDBMS and their usage in the business.
2. Apply the basics programming skills to solve problem using SQL
3. Create and Maintain data base using Constrains in SQL
4. Learn and apply built in functions to retrieve specific data for decision making

III. Course Content

1. **Data Base**
   a. Basic Concepts
   b. Relational Approach
   c. Data base Design
   d. Data Modelling
   e. Normalization
   f. Client Server Technology

2. **Structured Query Language**
   a. Data Definition Language
   b. Data Manipulation Language
   c. Data Control Language
   d. Data Transaction Language

3. **Constraints and Queries in SQL**
   a. Unique, Primary, Not Null key
   b. Foreign Key, Check, Default key
   c. Simple Queries using arithmetic operators
   d. Built in functions and sub queries
   e. Order by and Group by clause

IV. Course Materials

a. Mandatory

Shah, N. (2012). *Data base systems using Oracle - A simplified guide to SQL and PL/SQL.* (2nd ed.). PHI Learning Private Limited.

b. Additional

Loney. K, Bob, B. (2013). *Oracle Data base 12C - The complete reference: Oracle press.* McGraw Hill Education.

Electives

Course Code: 22PBA3406 |Title: Digital Commerce | Credits: 1.5

I. Course Description
This course gives the concepts of Electronic and Mobile Commerce and their applications.

II. Course Outcomes
At the end of the course, students will be able to:
1. Understand the Concept of Digital Commerce.
2. Know the various Electronic and Mobile commerce systems.
3. Examine the usage of Electronic and Mobile Commerce applications and services.
4. Analyse the E-Commerce business platforms.

III. Course Content
1. **Electronic Commerce**
   a. E-commerce and Indian Business Context
   b. E- Payment Systems
   c. Digital Signature
   d. Online financial services

2. **Mobile Commerce**
   a. Mobile Content Providers
   b. WAP, 5G
   c. GSM, TDMA, PDA, CDMA
   d. Mobile Internet, Mobile IP
   e. Message Authentication Codes

3. **M-Commerce Services**
   a. Next Generation
   b. Mobile portals, Voice portals
   c. Information services
   d. WML
   e. Wire Framing

IV. Course Materials

a. Mandatory

Kenneth, L.C. & Traver, C.G. (2019). *E-commerce 2019: Business, technology and society*. (15th ed.). Pearson Education.

b. Additional

Duhan, P. Singh, A. (2019). *M-commerce - Experiencing the phygital retail*. CRC Press.

Supply Chain Management

Electives

Semester III

Electives

Course Code: 22PBA3501 | Title: Principles of Supply Chain Management | Credits: 3

I. Course Description

Supply Chain Management course introduces high-level concepts and strategy framework while giving students the practical tools necessary to solve supply chain problems. Using a strategic framework, students are guided through all of the key drivers of supply chain performance - facilities, inventory, transportation, information, sourcing, and pricing. Case study examples are provided to illustrate how good supply chain management offers a competitive advantage and how poor supply chain management can damage an organization's performance.

II. Course Outcome

1. Helps in understanding the strategy framework related to supply chain problems.
2. Understand the key drivers of supply chain management.
3. Learn and apply quantitative tools for supply chain management issues.

III. Course Content

1. **Building A Strategic Framework to Analyse Supply Chains**
   a. Understanding the Supply Chain
   b. Supply Chain Performance: Achieving Strategic Fit and Scope
   c. Supply Chain Drivers and Metrics

2. **Designing the Supply Chain Network**
   a. Designing Distribution Networks and Applications to Online Sales
   b. Network Design in the Supply Chain
   c. Designing Global Supply Chain Networks

3. **Planning and Coordinating Demand and Supply in Supply Chain Management**
   a. Demand Forecasting in a Supply Chain
   b. Aggregate Planning in a Supply Chain
   c. Coordination in a Supply Chain

4. **Designing and Planning Transportation Networks**
   a. Transportation in a Supply Chain
   b. Design and planning for efficient and effective transportation.

5. **Managing Cross-Functional Drivers in A Supply Chain**
   a. Sourcing Decisions in a Supply Chain
   b. Pricing and Revenue Management in a Supply Chain
   c. Sustainability and the Supply Chain

IV. **Course Materials**
   a. **Mandatory**
      Chopra, S. (2019). *Supply chain management strategy, planning, and operation*. (7th ed.). Pearson.

   b. **Additional**
      Richard E. & Others. (2015). *Principles of supply chain management*.UK: CRC Press.

Electives

Course Code: 22PBA3502 | Title: Supply Chain Data Management Analysis | Credits: 3

I. **Course Description**

The course aims to provide the students an in-depth knowledge on data science concepts for solving supply chain management problems. The course helps the students to learn and understand the linkage and fends them to create an advanced forecast for supply chain. The students will create supply chain model models through a scientific process.

II. **Course Outcome**
1. Learn and apply data management principles and process, specific to supply chain management.
2. Master demand forecasting.
3. Learn new concepts such as metrics, underfitting, overfitting, outliers, feature optimization, and external demand drivers.
4. Learn and apply traditional statistical models.

III. **Course Content**
1. **Statistical Forecast I**
    a. Moving Average
    b. Forecast Error
    c. Exponential Smoothing
    d. Underfitting – Double Exponential Smoothing

2. **Statistical Forecast II**
    a. Model Optimization – Double Smoothing with Damped Trend
    b. Overfitting – Triple Exponential Smoothing

3. **Statistical Forecast III**
    a. Outliers – Triple Additive Exponential Smoothing

IV. **Course Materials**
a. **Mandatory**
Vandeput, N. (2018). *Data science for supply chain forecast*. De Gruyter.

Electives

Course Code: 22PBA3503 | Title: Statistical Quality Control | Credits: 3

I. Course Description

The course provides a comprehensive coverage from the basic principles to state-of-the-art concepts and applications. The objective is to give the student a sound understanding of the principles of statistical quality control and apply them in a variety of situations.

II. Assurance of Learning

End of the course, students will be able to:

1. Understand and apply statistical methods and tools to improve the quality of the products used.
2. Understand different quality improvement methods to improvise the product.
3. Evaluate and get ample insights for improving quality and quality checks.

III. Course content

1. **Quality Improvement in the Modern Business Environment**
   a. The Meaning of Quality and Quality Improvement
   b. Brief History of Quality Control and Improvement
   c. Statistical Methods for Quality Control and Improvement
   d. Management Aspects of Quality Improvement

2. **Methods and Philosophy of Statistical Process Control**
   a. Introduction
   b. Chance and Assignable Causes of Quality Variation
   c. Statistical Basis of the Control Chart
   d. Implementing SPC in a Quality Improvement Program
   e. Applications of Statistical Process Control
   f. Quality Improvement Tools in Transactional and Service Businesses

3. **Control Charts for Variables**
   a. Introduction 227
   b. Control Charts for –x and R
   c. Control Charts for –x and s
   d. The Shewhart Control Chart for Individual Measurements
   e. Applications of Variables Control Charts

IV. Course Materials

    a. Mandatory

        Montgomery, D.C. (2009). *Introduction to statistical quality control*. (6th ed.). John Wiley and Sons, Inc.

    b. Additional

        Mahajan, M. (2016). *Statistical quality control*. Dhan Pat Rai and Co. Pvt. Ltd.

Electives

Course Code: 22PBA3504 | Title: Advanced Mathematical techniques for Supply Chain Management | Credits: 3

I. Course Description

Advanced Mathematical modeling tools are highly essential for supply chain managers. The course deals with advanced tools like Integer Programming, Queuing Models, Game and Decision Theory, and Dynamic Programming techniques.

II. Course Outcomes
1. Helps the user to a model which suits reality.
2. Models used in this are more helpful in decision-making under uncertainty.
3. Helps in optimizing the counters for an enterprise.
4. It helps in reducing the complex models into very simple models.
5. Models help in optimizing the cash inflow and the outflow.

III. Course Content
1. Integer Programming Model
2. Game theory
3. Decision theory
4. Queuing theory
5. Dynamic Programming model

IV. Course Materials

   a. **Mandatory**
   Mariappan, P. (2002). *Operations research - methods and applications*. (2nd ed.). New Century Book House Private Limited.
   Additional
   Taha, H.A. (2019). *Operations research - An introduction*. (10th ed.). Pearson.

Electives

Course Code: 22PBA3505 | Title: Lean Six Sigma | Credits: 1.5

I. **Course Description**
   This course helps to grasp Six Sigma concepts, methodologies, and tools for quality and productivity promotion. Also, the course imparts the six sigma tools in details for manufacturing and service applications.

II. **Course Outcome**
   1. Learn and appreciate the need for six sigma.
   2. Understand the principles and concept of six sigma.
   3. Evaluate the applications from a manufacturing and service organisation standpoint.

III. **Course Content**
   1. **Six sigma**
      a. Six Sigma Overview
      b. Six Sigma Framework
      c. Six Sigma Experiences and Leadership

   2. **Tools used in Six Sigma**
      a. Basic QC and Six Sigma Tools

   3. **Six Sigma and Other Management Initiatives**
      a. Quality Cost and Six Sigma
      b. TQM and Six Sigma
      c. ISO 9000 Series and Six Sigma
      d. Lean Manufacturing and Six Sigma
      e. Seven-step Roadmap for Six Sigma
      f. Six Sigma for Quality and Productivity Promotion

   4. **Case Studies of Six Sigma Improvement Projects**
      a. Manufacturing Applications:

IV. Course Materials

a. Mandatory

Park, S.H. (2003). *Six sigma for quality and product promotion*. Asian Productivity Organization.

b. Additional

Evans, J. R., Lindsay, W. M. (2019). *Managing for quality and performance excellence*. Cengage Learning.

Finance

Electives

Semester IV

Electives

Course Code: 22PBA4101 | Title: Portfolio Management | Credits: 3

I. Course Description

The course aims at providing students with an understanding of portfolio construction and management in the context of risk diversification. Further, the course aims at providing students with skills to make intelligent decisions regarding the allocation of resources and the formation of optimal portfolios.

II. Course Outcome

By the end of this course a student will be able to:
1. Understand the nuances of managing a portfolio.
2. Learn the different approaches to asset allocation.
3. Understand the asset pricing models.
4. Demonstrate the ability to do analyse, diversify and construct a portfolio.
5. Evaluate the performance of portfolios.

III. Course Content

1. **Portfolio Analysis**
    a. Portfolio Risk Exposures
    b. Portfolio Risk Return
    c. Capital Asset Pricing Model
    d. Capital Market Line
    e. Security Market Line
    f. Portfolio Value at Risk

2. **Portfolio Theories**
    a. Efficient Market Theory
    b. Random Walk Theory
    c. Markowitz Portfolio Optimization
    d. Sharpe's single index portfolio selection method
    e. Arbitrage Pricing Theory

3. **Mutual funds**
    a. Structure and Types of Mutual funds
    b. Mutual Fund Asset Composition
    c. Fund Return Measurement

4. **Portfolio Performance Evaluation**
   a. Sharpe's Portfolio Performance Measure
   b. Treynor's Portfolio Performance Measure
   c. Jensen's Portfolio Performance Measure
   d. Comparison of Sharpe, Treynor and Jensen measure

5. **Portfolio Management**
   a. Active and Passive Management
   b. Rebalancing Portfolios
   c. Cost benefit analysis of rebalancing/ revision

IV. Course Materials

a. **Mandatory**

Chandra, P. (2017). *Investment analysis & portfolio management.* McGraw-Hill Professional.

b. **Additional**

Fischer, D.E., Jordan, R.J., & Pradhan, A.K. (2018). *Security analysis & portfolio management*. Pearson.

Electives

Course Code: 22PBA4102 | Title : Derivatives Management - II | Credits : 3

I. Course Description

The course defines the different kinds of derivatives, shows how they are used to achieve various hedging and speculating objectives, introduces a framework for pricing derivatives, and studies several applications of derivative-pricing techniques outside derivative markets. The course presents and analyzes derivatives, such as forwards, futures, and options.

II. Course Outcomes

At the end of this course, the students will

1. Gain practical skills regarding the procedures and systems being followed in the derivatives market.
2. Apply the knowledge for managing investment risks by using suitable derivative instruments.
3. Demonstrate the pricing techniques for option derivative instrument.
4. Understanding the functioning of Exotic options and Credit Derivatives.

III. Course Content

1. **Price Determination of Forward and Futures Contract**
   a. Future Pricing strategies
   b. Margin and MTM
   c. Pricing and Trading mechanism of Forward contract
   d. Payoff from Forward and Futures contract

2. **Option Pricing Models**
   a. Determinants of Option Prices
   b. Options pricing Model (Binomial and Black-Scholes Model)
   c. Payoff from long position and short position of call option
   d. Payoff from long position and short position of put option
   e. Option Strategies - Butterfly

3. **Swap Contract**
   a. Valuation of interest rate swap
   b. Valuation of currency swap

4. **Recent trends in Derivatives Market**
   a. Exotic options

b. Credit Derivatives
　　c. Currency Derivatives, Credit Linked Notes, Credit Default Swaps, , ABS, Weather derivatives, Bitcoin futures, , inflation indexed derivatives

5. **Regulations of Financial Derivatives**
　　a. Derivatives Regulations in Indian Stock Market
　　b. Genesis of Regulation in Financial Derivatives
　　c. Case studies

IV. **Course Materials**
　　a. **Mandatory**
　　　　Hull, J.C. (2017). *Options, futures and other derivative securities.* (10th ed.). Pearson.
　　b. **Additional**
　　　　Gupta, S.L. (2017). *Financial derivatives - Theory, concepts and problems.* (2nd ed.). Prentice Hall of India.
　　　　Kumar, S.S.S. (2010). *Financial derivatives - Theory, concepts and practice*. (4th ed.). PHI Learning.
　　　　Stulz (2011). *Risk management and derivatives*. (6th ed.). Cengage Learning.

Electives

Course Code: 22PBA4103 | Title: Financial Modelling using Spreadsheet – II | Credits: 3

I. Course Description
This course is aims at giving in-depth knowledge to the students on discounted cash flow techniques using spread sheet.

II. Course Outcome
By the end of this course a student will be able to:
1. Analyse systematic risk and return of securities.
2. Price an asset using CAPM.
3. Determine the cost of capital.
4. Demonstrate the understanding of discounting techniques.
5. Apply DCF model in valuing businesses.

III. Course Content
1. **Time value of money**
   a. Present value and future value of a stream of cash flows using Excel
   b. Types of cash flows encountered in financial analysis
   c. Intrinsic value Vs required rate of return
   d. Risk and Return Analysis
   e. Theory of risk analysis – CAPM

2. **Risk and Return Analysis**
   a. Capital Asset Pricing Model

3. **Cost of Capital**
   a. Firm's Weighted Average Cost of Capital (WACC)using both book- and market-value weights
   b. Firms's WACC changes vs total capital requirements

4. **Capital Budgeting**
   a. Discounted payback
   b. Net Present Value
   c. Internal Rate of Return

5. **Discounted cash flow technique**
   a. Free cash flows
   b. DCF model

IV. Course Materials
  a. Mandatory
    Mayes, T.R. (2016). *Financial analysis with microsoft excel*. Cengage Learning.
  b. Additional
    Winston, W.L. (2017). *Microsoft excel 2016 - Data analysis and business modeling*. Microsoft Press.
    Proctor, S. K. (2010). *Building financial models with microsoft excel: A guide for business professionals*. Wiley.

Electives

Course Code: 22PBA4104 | Title: Business Valuation | Credits: 3

I. Course Description

This course has been designed with an objective to familiarize students with key aspects of business analysis and valuation. It will equip the students to understand, analyze and value an enterprise.

II. Course Outcome

At the end of the course, students will be able to:

1. Understand the relationship between income statement, balance sheet and cash flow statements of an organization.
2. Know to analyse the financial statements and highlight the risks associated with the business.
3. Do the valuation of a business.

III. Course Content

1. **Overview of Financial Statement Analysis and Valuation**
   a. Purpose of underlying concepts
   b. Overview of useful tools for analyzing
   c. Role in an efficient capital market

2. **Business Analysis: Understanding Balance sheets**
   a. Mixed attribute measurement model
   b. Asset and liability valuation
   c. Income Recognition

3. **Business Analysis: Understanding Income Statements**
   a. Profitability Analysis based on various measures of income
   b. Economic and strategic determinants of ROA and ROE
   c. Benefits and limitations of financial ratios

4. **Risk Analysis**
   a. Short term liquidity risk
   b. Long term solvency risk
   c. Credit risk
   d. Bankruptcy risk

5. **Business Analysis: Understanding Cash flow Statements**
   a. Income flows versus cash flows
   b. Relationship between net income, balance sheets and cash flows
   c. Financing Activities
   d. Investing Activities
   e. Operating Activities

6. **Business Valuation**
   a. Cash – Flow Based Approaches
   b. Earnings – Based Approaches
   c. Market – Based Approaches

IV. Course Materials

Robinson, T. R., Henry, E., Pirie, W. L., & Broihahn, M. A. (2015). *International financial statement analysis*. (3rd ed.). John Wiley & Sons.

Wahlen, J. M., Baginski, S. P., & Bradshaw, M. T. (2015). *Financial reporting, financial statement analysis and valuation.* Cengage.

Electives

Course Code: 22PBA4105 | Title : Personal Finance | Credits : 1.5

I. Course Description

Personal Finance course designed to help students to understand the issues involved in planning finances and investments at a personal level, and to be in a position to provide advice on the issues. The course covers the basic principles needed for effective personal finance management, including the practical applications of money management, budgeting, taxes, credit, insurance, housing, investments, and retirement planning.

II. Course Outcomes

At the completion of this course, the students will be able to:
1. Understand one's own Financial planning.
2. Understand the computation of Personal Income Tax and filing of return.
3. Analyze the risk and return involved in savings and investment.
4. Design the best method of savings and investment for the future.

IV. Course Content
1. **Financial Planning**
   a. Financial Planning
   b. Steps in Financial Planning
   c. Personal Budget

2. **Risk and Return**
   a. Risk and Return
   b. Annuity and Power of Compounding
   c. Capital Gains on Personal Investment
3. **Personal Income Tax**
   a. Tax Planning: Concepts and Strategies
   b. Filing of Return
   c. E Filing

4. **Investment Avenues**
   a. Personal savings and Investment
   b. Savings instruments of Post Office and Banks
   c. Chit Funds
   d. Investment in debentures, equity, corporate and Government Bonds

5. **Retirement and Risk Management Planning**
   a. Retirement Plan
   b. Pension Plan
   c. Public provident Fund
   d. Gratuity
   e. Life Insurance Plan

V. Course Materials

a. Mandatory

Madura, J. (2010). *Personal finance*. (7th ed.). Pearson Education.

b. Additional

Mittra, S., Rai, S.K., Sahu, A.P. Starn, H. (2015). *Financial planning - Theory and practice*. (1st ed.). SAGE Publishing.

Sinha, M. (2016). *Financial planning.* (2nd ed.). McGraw Hill Education (India) Private Limited. Pandit. (2014). *The only financial planning book*. Network 18 Publications Ltd.

Kapoor, J.R., Dlabay, L.R. & Hughes, R.J. (2004). *Personal finance* (9th ed.). Tata McGraw Hill Publishing Company Ltd.

Electives

Course Code: 22PBA4106 |Title: Enterprise Risk Management | Credits: 1.5

I. Course Description
This course has been designed with an objective to familiarize students with key aspects of Enterprise Risk Management. It will equip the students to understand the purpose of risk management in organizations' and the systematic application of policies, procedures and practices.

II. Course Outcome
  By the end of this course a student will be able to:
  1. Understand the functioning of securities market.
  2. Learn the application of tradeoff between risk and return.
  3. Demonstrate the understanding of the fundamentals of economy, industry and company.
  4. Demonstrate the ability to do fundamental and technical analysis of the securities.
  5. Understand the theories of securities market.

III. Course Content
  1. **Introduction to Risk Management Principles**
      a. Introduction: Risk Management
      b. Risk: Appetite, Tolerance, components of risk
      c. Severity Matrix
      d. Reasoning about Probability, Uncertainty and Likelihood
      e. Recent trends and products in Mutual Funds

  2. **Stages in Risk Management**
      a. Risk Identification, Assessment &Mitigation
      b. Risk Monitoring & Review
      c. Risk Controls & residual risk
      d. Risk Register

  3. **Risk Governance and Culture**
      a. Risk and organizational Culture
      b. Measuring and Managing Risk Culture
      c. Role of the Board of Directors and Chief Risk officer
      d. COSO framework

IV. Course Materials
  a. Mandatory
    Lam, J. (2014). *Enterprise risk management: From incentives to controls.* Wiley.

Marketing

Electives

Semester IV

Electives

Course Code : 22PBA4201 | Title: Sales and Distribution Management | Credits: 3

I. Course Description

The course aims to familiarize the student with selling concepts and a broad framework which helps in developing a sound sales policy; organize and manage sales force; and develop a robust organization. Another key objective of the course is to make the students acquire sufficient understanding on marketing channels and enable them to develop a strong distribution system for companies.

II. Course Outcome

At the end of the course, the students will

1. Acquire professional and ethical selling skills.
2. Develop a strong sales organization.
3. Design innovative and realistic selling strategies across sectors.
4. Create a robust distribution model/s which includes profitability metrics and others.

III. Course Content

1. **Sales fundamentals**
   a. Marketing P's revisited.
   b. Marketing versus Selling
   c. Sales and Distribution connect.

2. **Sales Forecasting**
   a. Techniques
   b. Choosing the right technique for forecasting
   c. Sales Forecasting - practical application using statistical tools

3. **Sales Administration**
   a. Basic tenets of a sales organization
   b. Organizational designs - choosing the right one- sales specific
   c. Recruitment, training, motivation and sales costs.

4. **Distribution Management**
   a. Direct versus indirect models
   b. Distribution structure in vogue- analysis

c. Linking marketing and financials of channel partners for improving turnover and profitability

IV. Course Materials
   a. Mandatory
   Havaldar, K. (2011). *Sales and distribution management.* (4th ed.). McGraw Hill Education (India) Ltd.
   b. Additional
   Anderson, P. K. (2017). *HBR's must reads on sales*. Harvard Business Review.

Electives

Course Code: 22PBA4202 | Title: Retail Management | Credits : 3

I. Course Description

The course provides the students a comprehensive view of retailing environment in India and exposes the students to current issues and developments in the industry. It deals with the retail environment, retail strategy, shopper behavior, store location, merchandising, store operations, pricing, promotion and emerging technologies in retail.

II. Course Outcome

At the end of the course, students will be able to:
1. Understand retailing and retail formats
2. Analyze the factors influencing shopper behavior and base them for retail communications.
3. Analyze the factors affecting location decisions
4. Learn and acquire skills in merchandise management and store operations.
5. Learn and acquire skills for stores management in total including drafting of pricing and supply

III. Course Content

1. **Introduction to Retail Management**
   a. Retailing - Indian Retail Industry and Economy
   b. Functions and Activities of Retailers/Evolution of Retailing in India
   c. Trends in Retail Formats
   d. Retail Strategy
   e. Changing Face of Retailing
   f. Challenges for Retailers and Drivers of Retail Success in India

2. **Understanding the Retail Consumer**
   a. Factors Affecting Shopper Behavior
   b. Stages of the Shopper's Decision-Making Process
   c. Influence of Situational Variables on Shopping Behavior
   d. Research and Analysis of Consumer Profiles
   e. Retail Market Segmentation, Targeting and Positioning

3. **Retail Site Selection**
   a. Retail Location Strategy
   b. Factors Affecting Location Decision
   c. Types of Retail Locations
   d. Trade Area Analysis and Site Selection Analysis
   e. Mall Management
   f. Methods of Retail Expansion

4. **Merchandising and Store Operations**
   a. Merchandise Planning and Procurement
   b. Category Management
   c. Retail Branding
   d. Private Labels
   e. Store Design, Layout and Visual Merchandising
   f. Store Operations and Financial Aspects of Retail

5. **Retail Pricing, Promotion and Technologies**
   a. Retail Pricing
   b. Selection of Promotion Mix in Retail
   c. Supply Chain and Competitive advantage
   d. Electronic Data Interchange
   e. Vendor Managed Inventory
   f. Continuous Planning, Forecasting and Replenishment
   g. Emerging Retail Technologies

IV. **Course Materials**
   a. Mandatory
   Pradhan, S. (2020). *Retailing management.* (6th ed.). McGraw Hill Education (India) Private Limited.

   b. Additional
   Bajaj, C., Tuli, R., & Srivastava, V.N. (2016). *Retailing management.* (6th ed.). Oxford University Press.
   Levy, M., Weitz, B., & Pandit, A. (2012). *Retailing management.* (8th ed.). McGraw Hill Education (India) Private Limited.

Electives

Course Code: 22PBA4203 | Title: Marketing Analytics | Credits: 3

I. Course Description

This course is framed to provide students adequate knowledge in about Marketing Analytics, in a highly complex and competitive environment. The students will have an exposure about various data related to customers, suppliers and other stake holders which is important to take predictive decisions in the broad field of marketing.

II. Course Outcome

At the end of the course, students will be able to:
1. Understand about the strategic decision making during the complex situation.
2. Have the ability to forecast sales and decide profit maximizing strategies.
3. Understand the importance of data and its vital role to take right decision.
4. Determine Lifetime Customer Value.

III. Course Content

1. **Introduction to Marketing Analytics**
   a. Types of Data
   b. Decision Making
   c. Charts to summarize marketing data
   d. Descriptive, Predictive and Prescriptive data analytics

2. **Statistics**
   a. Data Visualization techniques
   b. Linear Regression Models
   c. Application of Linear Regression in sales data – Laboratory
   d. Cluster Analysis

3. **Revenue Management & Pricing**
   a. Point of Sale Data
   b. Right Pricing Approach
   c. Pricing Plans

4. **Market Segmentation and Customer Value**
   a. Market Segmentation using Analytics
   b. Net Promoter Score
   c. Calculation of Lifetime Customer Value

5. **Retailing, Advertising and Social Media**
   a. Market Basket Analysis and Lift
   b. Measuring advertisement effectiveness
   c. Media Selection Models

IV. Course Materials
   a. **Mandatory**
      Gupta, S. & Jathar, A. (2021). *Marketing analytics.* Wiley India Pvt. Ltd.
   b. **Additional**
      Grigsby, M. (2015). *Marketing analytics.* Kogan Page Limited.

Electives

Course Code: 22PBA4204 | Title: International Marketing | Credits: 3

I. Course Description

The course is intended to give the students adequate knowledge in international marketing of goods and services. It enables to differentiate domestic V/s international marketing and the opportunities and challenges in international marketing. Starting with evaluation of macro and micro environmental factors for international market entries, strategizing and implementing will be the key areas of the course.

II. Course Outcome

At the end of this course students will be able to:

1. Understand domestic and international marketing –the strategic differences.
2. Analyze the benefits of entering in different international markets.
3. Explore the possibilities of product launches, pricing, communication and other promotional efforts.
4. Have an overall understanding of entering into international markets.

III. Course Content

1. **Introduction to International Marketing**
   a. Scope and advantages for firms to go international
   b. Customer values – value equation in different international markets - International Marketing Environment
   c. Management Orientation –MNC's, TNC's etc.,
   d. Challenges in International Marketing

2. **International Trade Environment**
   a. WTO agreements
   b. Specific implication of WTO agreements on International marketing by Indian firms

3. **International Market Entry Strategies**
   a. Different entry modes and strategies – basics of what and why
   b. Joint Ventures
   c. Direct Investment
   d. Strategic Alliances

4. **International Product Planning and Logistics.**
   a. Adoption and Standardisation
   b. International Market Segmentation, Targeting and Positioning – for product and services
   c. Distribution and Logistics plan - transportation and international packaging practices.
   d. Ethical and legal issues in international marketing.

IV. **Course Materials**
   a. **Mandatory**

   Cateora P.R., Gilly, M.C., & Graham, J.L. (2010). *International marketing* (15th ed.). McGraw-Hill Education.

   b. **Additional**

   Warren, K.J. & Mark, G.C. (2017). *Global marketing.* (9th ed.). Pearson Education.

Core Courses

Course Code: 22PBA4205 | Title: Rural Marketing | Credits: 1.5

I. Course Description

This course, designed for Rural marketing, will enable students to have new outlook towards marketing. The students will revisit the basic concepts in marketing but consciously apply them to Rural Marketing segment.

II. Course Outcome

At the end of the course, students will be able to:
1. Understand the rural market environment
2. Understand and estimate Rural markets.
3. Develop marketing strategies specific to Rural markets.

III. Course Content

1. **Indian Rural Markets**
   a. Rural India: A Brief Profile
   b. Market Segmentation
   c. Consumer Behaviour
   d. Challenges and Opportunities

2. **Product and Pricing Strategies for Rural Markets**
   a. Marketing Mix
   b. Product Strategies for Rural Market
   c. Pricing Strategies for Rural Market

3. **Promotion and Distribution Strategies for Rural Markets**
   a. Designing right promotion mix
   b. Promotional campaigns
   c. Distribution and Logistics Management
   d. New approaches to reach out rural markets

IV. Course Materials

a. Mandatory

Kashyap, P. (2016). *Rural marketing*. (3rd ed.). Pearson Publication.

b. Additional

Prahalad, C. (2006). *The fortune at the bottom of the pyramid*. Pearson Education Inc.

Dogra, B., & Ghuman, K. (2008). *Rural marketing: Concepts and practices*. Tata McGraw-Hill Publishing Company Limited.

Electives

Course Code: 22PBA4206 | Title : Direct to Consumer Marketing |Credits: 1.5

I. Course Description

The students will learn the A – Z of Direct to Consumer. The course aims to discover the key issues and challenges in a Digital - Physical perspective and design a D to C model in major sectors.

II. Course Outcome

At the end of the course, students will
1. Create a strong D to C brand that can pull consumers out of the regular stores/brands.
2. Understand key intangibles such as customer's community, influencers etc. that are specific for a D to C Brand.
3. Build D to C strategies that can foster enduring customers' relationship through a data driven approach.

III. Course Content
1. **Understanding D to C**
   a. Growth levers for D to C – issues, challenges and opportunities
   b. Key growth drivers- technology, culture and economics
   c. D to C – sectors and growth paradigm

2. **Brand Development & Launches**
   a. Identifying white space- using consumer research tools to define/redefine products/ Brands
   b. Define Brand/s DNA and identity
   c. Building emotional connections with customers through story telling.
   d. Develop digital Go to market (GTM) strategies

3. **Online Market operations**
   a. Understand how different geographies and market works.
   b. Use of platform advertisements, delivery timelines, optimizing listing through proper understanding of all costs
   c. Measuring platform level profitability

4. **Performance advertising and Organic customer acquisition**
   a. Driving paid traffic – Advanced creative optimization, media planning and targeting
   b. Converting site traffic – landing page optimization, conversion tracking and lead management
   c. Planning content strategies to drive consumer via social, email, word of mouth, public relations and Search Engine Optimization

5. **Optimizing purchase experience retention strategy**
   a. Driving repeats & cross ordering.
   b. Identifying payback periods and customer life time value.
   c. Scaling delivery, managing returns and managing logistics.

IV. **Course Materials**
   a. Mandatory

   Stevens, M. (2022). *The direct to consumer playbook: the stories and strategies of brands that wrote the D to C rules.* (1st ed.). Kogan Page.
   Godin, S. (2012). *Meatball sundae: Is your marketing out of sync*?. Portfolio.
   Bird, D. (2007). *Commonsense direct and digital marketing*. (5th ed.). Kogan Page.
   Spiller, L. (2020). *Direct, digital and data-driven marketing*. (5th ed.). SAGE Publications Ltd.

HR

Electives

Semester IV

Electives

Course Code : 22PBA4301 | Title: Performance and Compensation Management | Credits: 3

I. Course Description

This course familiarizes the students with performance management process and components of compensation system followed in different institutions.

II. Course Outcomes

At the end of the course, students will be able to:
1. Understand the performance management system.
2. Analyse the various performance metrics.
3. Evaluate the different performance measurements.
4. Evaluate and Illustrate the compensation structure and differentials.
5. Develop the compensation program by taking into account of the company environment.

III. Course Content

I. Performance Management
   a. Performance Management as a system
   b. Performance Domains, Dimensions, Role Analysis
   c. Evaluating Performance Management

2. Performance Management (PM) Process and System
   a. PM planning& process
   b. Key performance indicators (KPI)/Metrics
   c. Performance Management system
   d. Measuring results and behaviour
   e. Performance accounting and audit
   f. Ethical and legal issues of PM

3. Performance measurements
   a. Appraisal Forms and Formats
   b. Appraisal Communication, Appraisal Interview, Feedback and Counselling
   c. Errors in appraisal, and reduction of errors
   d. Balance score card
   e. HR score card
   f. Employee Net Promoter Score (ENPS)

4. **Compensation management**
    a. Introduction to Compensation and Rewards
    b. Objective of Compensation and Rewards
    c. Framework of Compensation Policy
    d. Labour market characteristics

5. **Wage Incentives**
    a. Wage Incentives in India
    b. Cafeteria Style of Compensation
    c. ESOP (Employee Stock Option Plan)
    d. Executive compensation
    e. Fringe Benefits
    f. Tax Planning

IV. Course Materials
a. Mandatory
Bhattacharyya, D. K. (2011). *Performance management systems and strategies*. Pearson Publications.

Milkovich, G. T., Newman, J.M. & Gerhart, B. (2011). *Compensation*. (10th ed.). Tata McGraw-Hill Education.

b. Additional
Agunis, H. (2016). *Performance management*. (3rd ed.). Pearson Publications.

Goel, D. (2009). *Performance appraisal and compensation management*: A *modern approach*. PHI Learning Pvt. Ltd.

Electives

Course Code: 22PBA4302 | Title: Organizational Change & Development | Credits: 3

I. Course Description

This course imparts students the concepts of organizational change & development and the makes them familiar with the process of Organizational Development interventions.

II. Course Outcomes

At the end of the course, students will be able to:

1. Understand the need for change and the importance of developing skills to facilitate organizational changes.
2. Develop comprehensive understanding of OD concepts
3. Learn the values and theories of OD.
4. Evaluate the role of HR practitioner and key competencies.
5. Analyse and administer suitable OD interventions

III. Course Content

1. **Organisational Change**
   a. Nature of change- Internal & External changes
   b. Types of change
   c. Models of change
   d. Resistance to change

2. **Organization development**
   a. History of OD
   b. Values, assumption and beliefs of OD
   c. Models and theories of OD
   d. Foundations of OD

3. **OD Practice**
   a. OD practitioner qualities
   b. OD competencies

4. **The Process of Organization Development**
   a. Entering and Contracting
   b. Diagnosing
   c. Collecting, Analyzing, and Feeding Back Diagnostic Information
   d. Designing Interventions

5. **OD Interventions**
   a. Human Process Interventions
   b. Techno-structural Interventions
   c. Human Resource Interventions
   d. Strategic Change Interventions
   e. Organisational Transformation

IV. **Course Materials**
   a. **Mandatory**

   Cummings, T.G. & Worli, C G. (2015). *Organization development and change*. Cengage Learning.

   b. **Additional**

   French, W., Bell, C.H. & Veena, Jr. (2012). *Organizational development - Behavioural science interventions for organization improvement*. PHI.

   Jones, G.R. (2012). *Organizational theory, design, and change*. Pearson Education.

   Sharma, R.R. (2012). *Change management - Concepts and applications*. Tata McGraw Hill.

Elective

Course Code: 22PBA4303 | Title : Labour Codes II | Credits : 3

I. Course Description

This course provides a strong framework along with knowledge and understanding of the new labour legislations in India. The Code on Social Security and the Code on Wages is discussed as part of this course. The students understand the application of laws from a managerial perspective. The purpose is to provide an exposure to the students into the labour law administration.

II. Course Outcomes

At the end of the course, students will be able to
1. Understand the changes in the new social security and wage codes.
2. Learn to compare and classify the various types of wages, the payment of bonus, gratuity etc. from a legal perspective.
3. Understand the relevance of social security measures as an employer.
4. Learn and apply the provisions of Provident fund, insurance and other employer obligations.
5. Develop models for social security measures for the gig workers.

III. Course Content
1. **The Code on Wages**
   a. Definitions
   b. Minimum Wages
   c. Components of Minimum Wages
   d. Fixing Working Hours
   e. Fixing Floor Wages
   f. Wages for Overtime work

2. **The Code on Wages**
   a. Payment of Wages
   b. Role of Advisory Board
   c. Deductions
   d. Payment of Bonus
   e. Payment of Dues, Claims and Audit
   f. Offences and Penalties

3. **The Code on Social Security**
   a. Social Security Organisations
   b. Employees' Provident Fund
   c. Schemes and Contributions
   d. Employees State Insurance Corporation
   e. State Insurance Fund
   f. Benefits
   g. Payment of Gratuity

4. **The Code on Social Security**
   a. Payment of Maternity Benefit
   b. Medical bonus
   c. Creche Facility
   d. Employees' Compensation
   e. Claim and Distribution of Compensation
   f. Social Security and Cess for Construction workers
   g. Social security for Unorganised, Gig and Platform workers
   h. Prevention of Sexual Harassment at the Workplace

IV. **Course Materials**
   a. Mandatory
   The code on wages. (2020).
   The code on social security. (2020).
   b. Additional
   Sinha, P.N.R. (2021). *Industrial relations, trade unions and labour legislations*. (3rd ed.). Pearson.

Electives

Course Code : 22PBA4304 | Title : Cross Cultural Management |Credits: 3

I. Course Description

This course provides an understanding of culture and management and also helps to develop the attitudes and behaviors desirable in an international environment. It offers a broad view of classic and contemporary thinking on cultural management and encourages the students to apply the same.

II. Course Outcomes

At the end of the course, students will be able to:
1. Understand the link between culture and management.
2. Learn the effect of culture on the management of business.
3. Evaluate and administer different methods by which cross-cultural effectiveness can be developed.
4. Learn the cultural diversity from an international business context.
5. Evaluate cross cultural differences.

III. Course Content

1. **Introduction to culture**
   a. Importance of culture
   b. Cultural differences
   c. The historical origins of beliefs and values
   d. Communicating across cultures
   e. Cultural Identity
   f. The Culture of Industrial Civilization

2. **Cultural diversity and multicultural teams**
   a. Measuring cultural development
   b. Culture and ethics- Kohlberg
   c. Malcolm X- Relativism vs Development
   d. Respect cultural differences
   e. Stages of development

3. **International Differences**
   a. Gender differences
   b. International Sub Culture- Gender
   c. Multi ethnicity- religion- geography
   d. Hofstede's dimensions- Cultural mapping
   e. National cultures vs. organizational cultures

4. **Economic development and professional cultures**
    a. Organizational cultures
    b. Knowledge cultures
    c. Change in corporate culture
    d. Mergers and Acquisitions

5. **Managing cross-culture**
    a. Cross cultural effectiveness
    b. Managing global managers
    c. Conflict and Synergy
    d. Measuring cultural differences

IV. **Course Materials**
    a. Mandatory
    Thomas, D. (2008). *Cross - cultural management: Essential concepts.*
    (2nd ed.). SAGE Publications.
    b. Additional
    Browaeys, M. & Price, R. (2010). *Understanding cross- cultural management.* Pearson Publications.
    Gannon, M. (2008). *Paradoxes of culture and globalisation*. SAGE Publications.

Electives

Course Code : 22PBA4305 | Title : Negotiation Management |Credits: 1.5

I. Course Description
This course enables the students to learn the practical negotiation techniques and strategies. It also focuses on the principles, the preparation and the practice of negotiating skills which combines theory with practical activities and scenarios.

II. Course Outcomes
At the end of the course the student will be able to:
1. Understand the concept and process of negotiation
2. Learn how to communicate persuasively using power and persuasion tools. Analyse the strategic elements of negotiation in dispute resolution
3. Apply techniques of negotiation management.
4. Draft a negotiation agreement

III. Course Content
1. **Introduction to Negotiation**
   a. Concept, Elements & Multiparty Negotiations
   b. Negotiation process
   c. Distributive bargaining
   d. Integrative bargaining

2. **Negotiation Strategy**
   a. Power and best alternative to negotiation and agreement (BATNA)
   b. Zone of Possible Agreement (ZOPA)
   c. Key Strategy elements
   d. Impasse and Alternative Dispute Resolution

3. **The Negotiation Process**
   a. Ethics, Fairness and Trust in negotiation
   b. Influence of culture and gender
   c. Creativity and Value creation
   d. Agreement template
   e. Moving past stalemate
   f. Building relationship

IV. Course Materials

a. Mandatory

Lewicki, R.J., Saunders, D.M., & Barry, B. (2020). *Essentials of negotiation*. McGraw Hill.

b. Additional

Carrell, M. R. & Heavrerin, C.J.D. (2008). *Negotiating essentials: Theory, skills and practice*. Pearson Publications.

Electives

Course Code : 22PBA4306 |Title: Talent Management | Credits: 1.5

I. Course Description

It gives an overview to the organization's commitment to recruit, hire, retain, and develop the most talented and superior employees available in the job market. It describes how a human resource professional can manage the ability, competency and power of employees within an organization.

II. Course Outcomes

At the end of the course, students will be able to:

1. Understand the method of developing talent through knowledge, skills, competencies and strategies
2. Understand the talent integration, knowledge management and retention programs for the long term organizational commitment of employees
3. Analyze the various stages in talent life cycle
4. Learn the basic concepts in global talent management, managing diverse talents and insight into cultural intelligence

III. Course Content

1. **Talent Management-Focus on Excellence**
   a. Strategy
   b. Knowledge, Values & Beliefs
   c. Modeling Excellence
   d. Skills
   e. Competencies

2. **Talent Integration and Succession Planning**
   a. Cultural Fit
   b. Induction programs
   c. Knowledge Management & Creation
   d. Leadership
   e. Succession Planning
   f. Retention Programs

3. **Talent Life Cycle**
    a. Job Crafting
    b. Workforce Quality
    c. Assessment and Evaluation
    d. Talent Cycle
    e. Rewards and Recognition
    f. Return on Investment
    g. Job EQ Tools

IV. **Course Materials**
   a. **Mandatory**
   Merlevede, P. (2013). *Talent management: A focus on excellence managing human resources in a knowledge economy*. Bookboon e-publishing company.
   b. **Additional**
   Ariss, A.A. (2014). *Global talent management: Challenges, strategies, and opportunities*. Springer Publications.
   Shukla, R. (2009). *Talent management: Process of developing and integrating skilled workers*. Global India Publications.

IT & Analytics

Electives

Semester IV

Electives

Course Code: 22PBA4401 | Title : Deep Learning and Artificial Intelligence | Credits:3

I. **Course Description**

This course is intended to give a holistic understanding on Deep Learning and Artificial Intelligence and its applications. This course trains the students to basic of neural networks, convolutional neural networks, long and short-term memory networks.

II. **Course Outcomes**

At the end of the course, the students will be able to:
1. Understand the basics of Neural Network and their platforms.
2. Apply the various deep learning libraries to solve the problem.
3. Examine the different architectures of Artificial neural networks.
4. Demonstrate the program to use reinforcement and Convolutional Neural Networks.
5. Understand the Artificial Intelligent Systems and review their applications.

III. **Course Content**
1. **Deep Learning**
   a. Deep learning architectures
   b. Biological neural network
   c. Artificial neural Networks
   d. Perceptron
   e. Deep Neural network
   f. Recurrent Nets, Auto Encoders

2. **Platform and Libraries**
   a. H2O.ai
   b. Dato Graph Lab
   c. Tensorflow
   d. Theano, Deeplearning4j
   e. Torch, Caffe

3. **Architecture of Artificial Neural Networks**
   a. Recurrent Neural networks
   b. Memory Augmented Neural Networks
   c. Differentiable Neural Computers

4. **Reinforcement and Convolution Learning**
   a. Markov Decision Processes
   b. Boltzmann Machine
   c. DeepQ-Networks
   d. Multiple Layer Perceptron
   e. Markov Chain Monte Carlo Methods
   f. Convolution Operations

5. **Artificial Intelligence**
   a. Application Areas
   b. Cognitive Computing (Perception, Learning, Reasoning)
   c. Non-AI &AI Techniques
   d. Intelligent Agents and Environments
   e. Concept of rationality, the
   f. Nature of environments
   g. Structure of agents
   h. Problem solving agents
   i. Search Algorithms

IV. **Course Materials**
   a. Mandatory

   Buduma, N., & Locascio, N. (2017). *Fundamentals of deep learning: Designing next-generation machine intelligence algorithms*. (1st ed.). O'Reilly Media**.**
   Tom, T. (2019). *Artificial intelligence basics: A non-technical introduction*. A Press.

   b. Additional

   Goodfellow, I., Bengio, Y., & Courville, A. (2016). *Deep learning (adaptive computation and machine learning series)*. MIT Press.
   Russell, S., & Narvig, P. (2015). *Artificial intelligence - Modern approach.* (3rd ed.). Pearson Education.

Electives

Course Code: 22PBA4402 | Title : Digital Analytics | Credits: 3

I. Course Description

The course gives the knowledge on digital analytics, social network analytics and search engine optimization. It also deals the applications of digital analytics.

II. Course Outcomes

At the end of the course, the students will be able to:
1. Understand the concepts of Digital Analytics
2. Learn and apply the various techniques of Social Network Analytics
3. Learn and apply the techniques of stream Analytics
4. Demonstrate the various techniques of search engine optimization to solve the problem
5. Review the latest applications of Digital Analytics

III. Course Content

1. **Digital Analytics**
   a. Types of digital analytics
   b. Social Listening frame work
   c. Social Intelligence

2. **Social Network Analytics**
   a. Social network communities
   b. User generated communities
   c. Social Media Analytics
   d. Content and Theme Analysis

3. **Stream Analytics**
   a. Click Stream Analytics
   b. Click Density Analytics
   c. Pay per click Analytics
   d. Web Log file Analysis

4. **Search Engine Optimization**
   a. Keyword Search
   b. On page SEO audit
   c. Link analysis
   d. Search Engine Marketing Analytics
   e. Email Campaign

f.   Social Media Market Analytics

5. **Application of Digital Analytics**
    a. Google Analytics
    b. LinkedIn Analytics
    c. Twitter Analytics
    d. Retail and sales analytics
    e. Digital Analytics stack
    f.   Health services

IV. Course Materials
  a. **Mandatory**
      Clifton, B. (2012). *Advanced web metrics with google analytics*. (3rd ed.). Wiley India.
  b. **Additional**
      Kaushik, A. (2013). *Web analytics 2.0*. (1st ed.). Sybex.
      Gnais, M., Avinash, K. (2015). *Social media analytics: Techniques and insights for extracting business value out of social media*. IBM Press.

Electives

Course Code: 22PBA4403 | Title: Block Chain and Business Applications | Credits: 3

I. **Course Description**

This course gives an introduction of Block Chain Technology and its applications. This course deals the basic of bitcoin transactions in the cryptocurrency

II. **Course Outcomes**

At the end of the course, the students will be able to:
1. Understand the basics of Distributed systems
2. Learn the basic of Block chain Technology and its types
3. Learn and use Cryptocurrency systems
4. Learn and use the different Ethereum Tools for transactions
5. Review the Block chain applications and its development

III. **Course Content**
1. **Introduction**
   a. Distributed Systems
   b. Distributed Hash Table
   c. Block, Miner, Block reward
   d. Centralized and decentralizes system
   e. Types of block chain

2. **Cryptocurrency**
   a. Types of Cryptocurrency and Cryptography
   b. Block Chain Works
   c. Hash Encryptions
   d. Digital Signature
   e. Memory Hard Algorithm
   f. Bitcoin, Bitcoin Wallet and Bitcoin Exchange
   g. Merkley Tree

3. **Ethereum Tools**
   a. Ethereum node
   b. Tokens, Proofs
   c. Ethereum Tools
   d. Ethereum transactions

4. **Practical and Block Chain Applications**
   a. Distributed ledger technology
   b. Smart contracts
   c. Hyperledger Fabric – Transaction Flow
   d. Immutable records
   e. Block Chain Applications
   f. New Development of Block chain applications

IV. Course Materials
   a. Mandatory
   Antony, L. (2018). *The basics of bitcoins and blockchains: An introduction*. Mango Publishing Group.
   Saurabh, K. & Saxena, A. (2020). *Blockchain technology: Concepts and applications*. Wiley India.
   b. Additional
   Antonopoulos, A.M. (2017). *Mastering bitcoin.* (2nd ed.). O'Reilly Media.
   Danial, K. (2019). *Cryptocurrency investing for dummies*. Wiley India.

Electives

Course Code : 22PBA4404 | Title : Cyber Security | Credits: 3

 I. **Course Description**
   This course introduces the students to understand the concept of cyber security and help them to identify the security threats, types and models. The students will be able to identify the network security models and their applications.

 II. **Course Outcomes**
   At the end of the course, the students will be able to:
   1. Learn the basics in Cybersecurity.
   2. Learn the concept of cryptography and network security.
   3. Understand the concept of host and application security.
   4.   Apply different techniques to solve cyber security threats.
   5. Review the importance of Policy and cyber security awareness

 III. **Course Content**
   1. **Cyber Security Awareness**
      a. NSTISSC
      b. Information assurance
      c. Security Threats and vulnerabilities
      d. Security Standards
      e. OSI Security Architecture

   2. **Cryptography and Network security**
      a. Symmetric and Asymmetric Cryptography
      b. Modern Cryptography
      c. Intrusion Prevention
      d. Detection and Management
      e. Firewall, Computer Forensics
      f. Security for VPN and Next Generation Networks.

   3. **Host and Application security**
      a. Control hijacking
      b. Software architecture and a simple buffer overflow
      c. Side-channel attacks
      d. Mobile, GSM and Wireless LAN security
      e. Malware - Viruses and worms

4. **Policy and Security Awareness**
   a. National cyber security Policy
   b. Cyber Security Awareness

IV. Course Materials
   a. Mandatory

Whitman, M.E., & Mattord, H.J. (2017). *Principles of information security*. (6th ed.). Vikas Publishing House.

   b. Additional

Nelson, B., Phillips, A. & Steuart, C. (2018). *Guide to computer forensics and investigations.* (6th ed.). Cengage Learning.
Bishop, M. (2015). *Computer security: Art and science*. (1st ed.). Addison-Wesley Professional.

Electives

Course Code: 22PBA4405 | Title : Data Visualization | Credits: 1.5

I. Course Description

This course gives an overview of visualization tools and introduces the students to different visualization techniques in Business Analytics. The students will analyse and resolve business problems through the Power BI and Tableau tools.

II. Course Outcomes

1. Understand the importance of data visualization
2. Apply techniques of data visualization in Power BI and Tableau
3. Analyse the business data using different data modelling in visualization tools
4. Create sample dashboard/s using visualization tools

III. Course Content

1. **Power BI**
   a. Architecture
   b. Supported data sources
   c. Data modelling
   d. Dashboard options
   e. Visualization
   f. Integration with Excel
2. **Tableau**
   a. Menu
   b. Data Sources
   c. Extract data
   d. Data join and blending
   e. Worksheets with tableau
   f. Sorting and filtering
   g. Charts
3. **Dashboard**
   a. Creating sample dashboard for business

IV. Course Materials

    a. Mandatory

        Powel, B. (2017). *Microsoft power BI cook book*. Packt Publishing.

        Milliga, J. (2019). *Learning tableau 2019: Tools for business intelligence, data prep, and visualization analytics*. (3rd ed.). Packt Publishing.

    b. Additional

        Knight, D. Knight, B., Pearson, M., Quintana, M. & Powell, B. (2018). *Microsoft power BI complete reference*. Packt Publishing.

        Murray, D.G. (2016). *Tableau your data!: Fast and easy visual analysis with tableau software.*(2nd ed.). John Wiley and Sons, Inc.

Electives

Course Code : 22PBA4406 | Title: Emerging Technologies | Credits: 1.5

I. Course Description

This course introduces the students to the comprehensive and in-depth knowledge of emerging technologies and its business usage.

II. Course Outcomes

At the end of the course, the students will be able to:
1. Understand the basic concept in IoTs and its applications.
2. Learn the basics of cloud computing.
3. Learn the basics of Fog and Edge Computing.
4. Learn the various intelligent tools for business transformation.

III. Course Content
1. **Internet of Things**
   a. IoT Strategic and Innovation
   b. IoT Applications
   c. IoT with Industry
   d. M2M and WSN Protocol
   e. Architecture for WoT
   f. Smart Cities, Smart Grid, Mobility and Transport

2. **Cloud Computing**
   a. Basics of Fog and Edge Computing
   b. Introduction to Cloud Computing
   c. Types of Cloud Services
   d. Virtualization Architectures
   e. Cloud Vendors

3. **Intelligent Apps and Cognitive computing**
   a. DevOps Architecture
   b. Business Apps
   c. STRIDE Threat Model
   d. 5G Technology
   e. Quantum Computing

IV. Course Materials

    a. Mandatory

        Kumar, P., Tomar, A. & Sharmila, R. (2022). *Emerging technologies in computing: Theory, practice, and advances*. (1st ed.). CRC Press.

    b. Additional

        Anderson, J. M., Khan, F. A. (2021). *Digital transformation using emerging technologies: A CxO's guide to transform your organization.* Amazon Digital Services LLC - KDP Print US.

Supply Chain Management

Electives

Semester IV

Electives

Course Code: 22PBA4501 | Title: Global Supply Chain Management | Credits: 3

I. **Course Description**

The development of international trade is driven by international logistics and management and the provision of the global supply chain. The ultimate objective of global supply chain management is to link the marketplace, distribution network, manufacturing/processing/assembly process, and procurement activity in such a way that customers are serviced at a higher level yet lower cost. Overall, this has introduced a new breed of management in a computer literate environment operating in global infrastructure.

II. **Course Outcome**

1. Understand the principles and concepts of supply chain management from a global business perspective.
2. Understand and evaluate the production/service process in a global context.
3. Learn and evaluate the distribution network process in a global context.
4. Understand and apply the models related to supply chain management.

III. **Course Content**

1. **Introduction to global supply chain management**
   a. Role of the Supply Chain
   b. Managing the Supply Pipeline for Global Trade Flows
   c. The Global Logistics Operator
   d. Comparison Between National and International Logistics
   e. Globalization and International Trade Environment.

2. **Factors and Challenges Driving Logistics and Supply Chain Management**
   a. Factors Driving Global Supply Chain Management
   b. Customs and Global Supply Chain Management
   c. Management of the Inventory in the Supply Chain
   d. Analysis Including Vendor Management
   e. Evolution and Revolution of Logistics and Supply Chain Management
   f. Modern Logistics Concepts

3. **Constituents of the International Procurement**
   a. Introduction
   b. International Purchasing Systems Strategy
   c. Financing Global Supply Chain

4. **Selecting the International Logistics Operator:**
   a. Criteria of Selecting the Third-Party Logistics Operator
   b. Contract Logistics
   c. Warehousing- Customs Clearance-
   d. Air Freight
   e. Shipment Procedures
   f. Dispatch Time Data
   g. Statutory Reporting
   h. Profitability Analysis

IV. Course Materials

a. **Mandatory**
Branch, A.E. (2009). Global supply chain management and international logistics. (1st ed.). Roultedge.

Electives

Course Code: 22PBA4502 | Title: Service Process Management | Credits: 3

I. Course Description

The course examines both traditional and new approaches in achieving operational competitiveness in service businesses. Major service sectors such as health care, repair/ technical support services, banking, and financial services, transportation, restaurants, hotels, and resorts are examined from a service process standpoint throughout the course. The course addresses the strategic analysis conundrum and operational decision-making, with emphasis on the latter. Topics include the service concept and operations strategy, the design of effective service delivery systems, productivity and quality management, response time (queueing) analysis, capacity planning, yield management, and the impact of information technology.

II. Course Outcome

1. Understand the entire service process management principles and practice.
2. Learn and apply service management process in different businesses.
3. Learn and apply the concepts that will improve service management process.
4. Evaluate the different cost areas in service management and control them.
5. Evaluate and improve customer satisfaction.

III. Course Content

1. **Introduction to service operations**
   a. The service concept, changing paradigms in the competitiveness of services
   b. Services – Manufacturing Continuum.

2. **Developing a Service Strategy**
   a. Service Positioning
   b. Implications for service delivery design
   c. Service enhancement using the Internet
   d. Pricing strategies in services.

3. **Capacity Issues**
   a. In service systems
   b. queuing theory applications in service operations

4. **The role of quality as a driver**
   a. Customer satisfaction and delivery of service.
   b. Quality improvement methods
   c. Identifying customer expectations

5. **Performance Measurement and Management**
    a. Linking operations decisions to business
    b. Developing service strategy.

IV. Course Materials
   b. **Mandatory**
      Clark, G., Johnston, R. (2008). *Service operations management: Improving service delivery*. Financial Times/Prentice Hall.
   c. **Additional**
      Wright, J. N. (1999). *The management of service operations*. Cassell.

Electives

Course Code: 22PBA4503 | Title: Project Management | Credits: 3

I. **Course Description**

Project Management is the implementation of relevant skills, knowledge, and tools to achieve the goal set for a project. Project management is divided into 5 main phases, namely- Initiating, Planning, Executing, Performance Monitoring, and Closing of the project.

II. **Course Outcome**
1. To give you the tools
2. to initiate a project plan
3. To manage both stakeholders and relationships
4. to develop a project charter
5. To build a business case for a project.

III. **Course Content**

1. Project Management Overview

a. Managing Projects

b. The Value of Project Management

c. Challenging nature of Projects.

d. Growing Demand for Effective Project Managers

e. Trends in Project Management

2. The Project Manager and Project

a. Key Skills of Project Managers

b. Qualities of Successful Project Managers

c. Common Mistakes of Project Managers

d. Project Definition Document

3. Planning a Project

a. Key Project Planning Principles

b. Project Plan Checklist

c. Managing the Risk, Managing the Estimates

d. Powerful Estimating Techniques and Methods

e. Key Inputs for Building a Schedule

4. Determining the Project Budget and Controlling

    a. Principles of an Effective Budget

    b. Creating a Project Budget

    c. Sources of Project Costs

    d. Developing an Initial Budget

    e. Finalizing a Budget

    f. Components of Project Control

    g. Powerful Techniques for Project Control

    h. Performance Reporting

5. Managing Project Risks and Quality

    a. Key Risk Management Principles

    b. The Essential Process for Managing Project Risks

    c. Risk Response Options

    d. Key Risk Management Tools

    e. Unique Aspects of Managing Project Quality

IV. Course Materials

    a. Mandatory

    Greg Horine, [2017], Project Management Absolute Beginner's Guide [4th ed.], Que Publishers, ISBN-9780134653914

Electives

Course Code: 22PBA4504 | Title: Python Programming | Credits: 3

V. **Course Description**

The course on Python will guide you to write programmes beginning with basic programming concepts and moving to functions, recursion, data structures, and object-oriented design.

VI. **Course Outcome**

1. To understand why Python is a useful scripting language for developers.
2. To learn how to design and program Python applications.
3. To learn how to use lists, tuples, and dictionaries in Python programs.

VII. **Course Content**

1. **Python Basics and Functions**

Variables – Operators – statements – Getting in Puts – Boolean Conditions – Alternative, Chained and Nested Conditions – Catching Expectations – Function Calls – Built-in Functions – Type -Conversion Function and Math Function – creating New Functions, Parameters and Arguments – Need for Functions.

2. **Loops**

While Statement – Infinite Loops – Continue Statement –
For Loops – Counting and Summing Loops – Maximum and Minimum loops.

3. **Strings**

Traversal through Strings – String Slice – looping and
Counting in Strings – The in Operator – String Comparison – String
Methods – Parsing Strings – Format Operator.

4. **Files**

Opening Files – Text Files – Reading Files – Searching
Through Files – Selecting Files Names from User – Writing Files.

5. **List - Traversing**

List – List Operations – List Slice – List Methods –
Deleting elements – Built – in List functions – Objects, Value, Aliasing – List
Arguments.

VIII. Course Materials

    b. Mandatory
    Downey, A. B. (2015). Think python: How to think like a computer scientist. O'Reilly Media.

Electives

Course Code: 22PBA4505 | Title: TORA Package | Credits: 1.5

I. **Course Description**
   TORA (Toolkit for Oracle) is a free software database development and administration GUI, available under the GNU General Public License. It features a PL/SQL debugger, an SQL worksheet with syntax highlighting, a database browser and a comprehensive set of database administration tools.
   TORA software offers modules for matrix inversion, solution of simultaneous linear equations, linear programming, transportation models, network models, project planning with CPM and PERT, queuing analysis, and game theory. TORA can be executed in automated or tutorial mode.

II. **Course Outcome**
   1. Helps in solving many mathematical models.
   2. Gives authentication to the user.
   3. Helps in saving time for getting solution.

III. **Course Content**
   1. Introduction to TORA Software
   2. Matrix Manipulations
   3. Solving system of Linear Equations
   4. Graphical Method to solve an LPP
   5. Simplex method to solve an LPP
   6. Big–M method to solve an LPP
   7. Two-phase methods to solve an LPP
   8. North West Corner Rule to solve a TP
   9. Least Cost Method to solve a TP
   10. Vogel's Approximation Method to solve a TP
   11. Project planning using CPM
   12. Project planning using PERT

IV. **Course Materials**
   a. **Mandatory**
      TORA free software Manual

b. Additional

Mariappan, P. (2013). *Operations research – An introduction*. (1st ed.). , Pearson.

Electives

Course Code: 22PBA4506 | Title: Introduction to Data Envelopment Analysis | Credits: 1.5

I. Course Description

DEA is used to empirically measure productive efficiency of decision-making units (DMUs). Although DEA has a strong link to production theory in economics, the method is also used for benchmarking in operations management, whereby a set of measures is selected to benchmark the performance of manufacturing and service operations. In benchmarking, the efficient DMUs, as defined by DEA, may not necessarily form a "production frontier", but rather lead to a "best-practice frontier."

II. Course Outcomes

1. To solve the Data Envelopment analysis
2. To create the authentication to the user.
3. Use to save the time for getting solution.

III. Course Content

1. **Introduction**
    a. Introduction to Data Envelopment Analysis
    b. Decision Making Units [DMUs] –
    c. Fundamental Concepts of Effective
    d. Fractional Programming Problem –
    e. Performance Based on single input and single output
    f. Performance Based on two input and a single output
    g. Strongly and Weakly Efficient DMUs

2. **Mathematical Modeling of DEA**
    a. Procédural Application of DEA
    b. How to choose the DMUs for the study?
    c. Selection of the Inputs and Outputs
    d. Formulation of a Mathematical Structure of additive type

3. **CRS DEA and VRS DEA Models**
    a. Constant Returns to Scale DEA Model [CRS DEA]
    b. Variable Returns to Scale DEA Model [VRS DEA]

V. Course Materials

    a. Mandatory

        Mariappan, P. (2016). I*ntroduction to Data Envelopment Analysis* [DEA]. LAP LAMBERT Academic Publishing.

ST. JOSEPH'S INSTITUTE OF MANAGEMENT (JIM)
A Jesuit Business School

MASTER OF BUSINESS ADMINISTRATION

Syllabus: 2020 – 2022

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COURSE STRUCTURE
TWO - YEAR MBA PROGRAMME
2020-2022

Core Courses
1. All core courses in the first year carrying 3 and 1.5 credits are mandatory.
2. The core courses in the second year carrying 3 credits are mandatory.

Specialization Courses
1. Specialization courses refer to courses in which the students are interested to specialize. Specialization courses are offered in the third and fourth semester's only. Specialization courses are of two types – core and optional. The student should choose both core and optional courses.

2. Students, for their major specialization should take from the four functional areas viz. Finance /Marketing /Human Resource /Systems. They will have to choose 3 specialization – core for their major specialization in the third and fourth semester respectively. The major specialization area should be the same in the third and fourth semester.

3. Students, for their minor specialization, will have to choose 2 courses from other specialization – core in the third and fourth semester respectively. The minor specialization should be the same in the third and fourth semester.

4. Apart from the major and minor specialization courses, a student has to take 4 specialization – optional courses in each semester. S/he has to choose 2 from his major specialization – optional and 2 from his minor specialization – optional.

5. Please Note: Any course in specialization area will be offered only if a minimum of 25 students sign up.

Others

6. Apart from the core and specialization areas, a student will have to mandatorily do the following:

   A) Summer Internship Placement (SIP) – students have to undergo a 10-week internship programme in an organization of repute during the moths/days fixed by the institute. SIP carries a weightage of 5 credits.

B) Project and Dissertation – Students will have to do a project in their primary area of specialization during the days stipulated for this purpose by the institute. Project and dissertation carry a weightage of 5 credits.

C) Comprehensive Viva –Voce – End of the fourth semester, a student is tested in all areas through a comprehensive viva. Comprehensive Viva carry a weightage of 2 credits.

D) Online Courses (Extra Credits)

Massive Open Online Courses are offered through various platforms such as Courseera, eDX, FutureLearn, Udacity and Swayam etc. These platforms offer the students a variety of courses and the student are requested to utilize the opportunity to learn more. A student can opt for any number of online courses and the credits given will be based only on the credits notified in the certificates. End of the successful completion of the course/s , the students are required to submit a copy of the certificate to the institute for incorporating in the mark statement. Please note that the credits obtained from online courses will be extra.

To successfully complete MBA programme in JIM, a student will have to finish
  a) Core courses – 60 credits.
  b) Specialization (primary core, secondary core and specialization elective) – 42 credits
  c) Summer Internship Placement– 5 credits
  d) Project and dissertation– 5 credits
  e) Comprehensive Viva–Voce –2 credits.
  f) Skill Based Courses – 6 credits.
  g) Online courses – extra credits.

Altogether, the total number of credits for successful completion of MBA from JIM will not be less than 120 credits.

COURSE STRUCTURE FOR TWO - YEAR MBA PROGRAMME
2020-2022

		Title	Credits
I Semester	20PBA1101	Fundamentals of Business Organisations	3
	20PBA1102	Managerial Economics	3
	20PBA1103	Quantitative Techniques	3
	20PBA1104	Accounting for Managers	3
	20PBA1105	Business Communication - I	3
	20PBA1106	Personal Growth	3
	20PBA1107	IT Skills for Managers	3
	20PBA1108	Legal Aspects of Business	1.5
	20PBA1109	Creativity & Innovation for Business	1.5
		Total	**24**
		Skill Based Courses	
		Communicative Competency (Certificate Course)	
	20PBA1110	Skills for Management Education	2
II Semester	20PBA2111	Financial Management	3
	20PBA2112	Marketing Management	3
	20PBA2113	Human Resource Management	3
	20PBA2114	Organisational Behaviour	3
	20PBA2115	Management Information Systems	3
	20PBA2116	Research Methodology	3
	20PBA2117	Production & Operations Management	3
	20PBA2118	Entrepreneurship	3
		Total	**24**
		Skill Based Courses	
	20PBA2119	Business Analytics	2
	20PBA2120	Business Communication – II	2
		Out Bound Training (3 Days)	
		Shepherd	
III Semester	20PBA3121	Summer Internship Placement (10 Weeks)	5
	20PBA3122	Project & Dissertation (2 Weeks)	5
	20PBA3123	Strategic Management	3
	20PBA3124	Logistics and Supply Chain Management	3
		Specializations	21
		Total	**37**
IV Semester	20PBA4125	International Business	3
	20PBA4126	Business Ethics	3
	20PBA4127	Comprehensive Examination	2
		Specializations	21
		Total	**29**

Finance

		Title	Credits
III Semester	Specialization Core		
	20PBA3101	Security Analysis and Portfolio Management	3
	20PBA3102	Management of Financial Services	3
	20PBA3103	Management of Banking	3
	20PBA3104	Financial Modelling using Spreadsheets	3
	20PBA3105	Wealth Management	3
	Specialization Optional		
	20PBA3106	Equity Market Trading Practices	1.5
	20PBA3107	Insurance and Risk Management	1.5
	20PBA3108	Mutual Fund	1.5
IV Semester	Specialization Core		
	20PBA4101	Derivatives Management	3
	20PBA4102	Business Analysis and Valuation	3
	20PBA4103	International Financial Management	3
	20PBA4104	Project Management	3
	20PBA4105	Fraud Analytics	3
	Specialization Optional		
	20PBA4106	Derivatives Market Trading Practices	1.5
	20PBA4107	Indirect Taxation	1.5
	20PBA4108	Enterprise Risk Management	1.5

Marketing

		Title III Sem	Credits
III Semester	Specialization Core		
	20PBA3201	Advertisement Management	3
	20PBA3202	Services Marketing	3
	20PBA3203	Consumer Behaviour	3
	20PBA3204	Marketing Research	3
	20PBA3205	Business to Business Marketing	3
	Specialization Optional		
	20PBA3206	Market Stint	1.5
	20PBA3207	Brand Management	1.5
	20PBA3208	Rural Marketing	1.5
IV Semester	Specialization Core		
	20PBA4201	Sales and Distribution Management	3
	20PBA4202	Retail Management	3
	20PBA4203	Digital Marketing	3
	20PBA4204	Marketing Analytics	3
	20PBA4205	International Marketing	3
	Specialization Optional		
	20PBA4206	Sales Promotion	1.5
	20PBA4207	Mobile Marketing	1.5
	20PBA4208	E-Mail Marketing	1.5

HR

		Title	Credits
III Semester	Specialization Core		
	20PBA3301	Learning and Development	3
	20PBA3302	Performance Management	3
	20PBA3303	Labour Legislations	3
	20PBA3304	Talent Acquisition	3
	20PBA3305	Learning Organizations	3
	Specialization Optional		
	20PBA3306	Conflict and Negotiation Management	1.5
	20PBA3307	HR Analytics	1.5
	20PBA3308	Management Consulting	1.5
IV Semester	Specialization Core		
	20PBA4301	Employee Relations	3
	20PBA4302	Organizational Change & Development	3
	20PBA4303	Compensation Management	3
	20PBA4304	Cross Cultural Management	3
	20PBA4305	Strategic Human Resource Management	3
	Specialization Optional		
	20PBA4306	Career Management	1.5
	20PBA4307	Team Management	1.5
	20PBA4308	Managing Talent	1.5

Systems

		Title	Credits
III Semester	Specialization Core		
	20PBA3401	Business Analytics and Business Intelligence	3
	20PBA3402	Data Mining and Data Warehousing	3
	20PBA3403	Introduction to R and Python Programming	3
	20PBA3404	Relational Database Management	3
	20PBA3405	Software Engineering	3
	Specialization Optional		
	20PBA3406	Data Visualization	1.5
	20PBA3407	Emerging Technologies	1.5
	20PBA3408	Digital Commerce	1.5
IV Semester	Specialization Core		
	20PBA4401	Digital Analytics	3
	20PBA4402	Big Data Analytics	3
	20PBA4403	Machine Learning using Python	3
	20PBA4404	Principles of Deep Learning	3
	20PBA4405	Natural Language Processing	3
	Specialization Optional		
	20PBA4406	Cyber Security	1.5
	20PBA4407	Knowledge Management	1.5
	20PBA4408	Enterprise Resource Planning	1.5

CREDIT DISTRIBUTION

S.NO.	Semester	Core	Skill Based Courses	Specialization -Core	Specialization - optional	Total
1	I	24	2	-	-	26
2	II	24	4		-	28
3	III	6		15 + 5 (SIP) + 5 (Project)	6	37
4	IV	6		15 + 2 (Comprehensive Viva)	6	29
TOTAL		60	6	42	12	120

CORE COURSES

Semester I

Core Course

Course Code : 20PBA1101

Title : Fundamentals of Business Organisations   **Credits: 3**

I. Course Description

This course will focus on the basic principles, concepts, and techniques of management that can be used in the organization. The students will explore the tasks that today's managers perform and delve into the key knowledge areas that managers need to master in order to run successful and profitable businesses.

II. Assurance of Learning (AoL)

At the end of the course, students will be able to:

1. Differentiate business, commerce and industries and to know the different types of business organizations.
2. Understand the different functions of management.
3. Recognize the different organizational structure for a business.

III. Course Content

1. **Evolution of business and forms of business**
   a. Concepts of business
   b. Commerce and industry
   c. Sole Proprietorship
   d. Partnership
   e. Co-operatives
   f. Joint Stock Companies
2. **Introduction to Management**
   a. Evolution of Management
   b. Principles of Management
   c. Functions of Management
3. **Planning**
   a. Planning
   b. Types
   c. Steps
   d. Management by Objectives
4. **Organizing**
   a. Organizational Structure
   b. Departmentation
   c. Line and Staff
   d. Delegation
   e. Decentralization
5. **Controlling**
   a. Nature
   b. Process
   c. Techniques
   d. Types of Control

IV. Teaching and Learning Strategies

The course will be taught by lectures using Power Point Presentation and case studies on contemporary issues relating to the business world at the global level will be discussed.

V. Course Materials

a. Mandatory

Pravin Durai. (2015). Principles of Management: Texts and Cases. Noida, India: Pearson Publications

Koontz, H. & Weihrich, H. (2015). Essentials of Management: An International Perspective. (10 ed.). New Delhi, India: Tata McGraw-Hill Publishing Company Ltd.

b. Additional

Sherlekar, S.A. (2013). Modern Business Organization Management. New Delhi, India: Himalaya Publishing House.

Tripathi, P.C. & Reddy, P.N. (2012). Principles of Management. (2 ed.). New Delhi, India: Tata McGraw-Hill Publishing Company Ltd.

Core Course

Course Code : 20PBA1102

Title: Managerial Economics Credits: 3

I. Course Description
The course combines macro and microeconomics and its application in businesses. Under macroeconomics, the students will learn concepts relating to a country's income, growth, employment, prices and a broad framework of how fiscal and monetary policies are developed**.** It considers the operation of a market economy and the problem of how best to allocate society's scarce resources. The course considers the way in which various decision-making units in the economy make their consumption and production decisions and how these decisions are coordinated. It considers the laws of demand and supply and introduces the theory of the firm, cost theories and model of market structure. The various causes of market failure are assessed and considered to understand the strategies.

II. Assurance of Learning (AoL)
At the end of the course, students will be able to:
1. Acquire knowledge on monetary and fiscal policies and understand how it aids in the economic growth of the country.
2. Understand the nature of Managerial Economics and Theory of firm.
3. Impart knowledge in demand and supply concepts in a micro-economic framework.
4. Impart the basic concepts in production and cost function.

III. Course Content
a. Macroeconomic, Concepts and Theory
a. Concept and Measurement of National Income
b. Business Cycle
c. Fiscal and Monetary Policies
b. Introduction to Micro Economics and Theories of firms
a. Introduction to Micro Economics
b. Theories of Profit Maximization
c. Managerial theories of firm
d. Behavioral theories of firm
c. Concept of Demand &Supply
a. Law of Demand & Supply
b. The elasticity of Demand & Supply
c. Market Equilibrium
d. Production Theories and Cost Concepts
a. Types of inputs and factors of production
b. Production with one variable input and two variable inputs
c. ISO cost lines
d. Returns to Scale
e. Cost in short-run and long run

  e. Market Structure
   a. Perfect Competition
   b. Imperfect Competition
   c. Monopoly
   d. Monopolistic Competition
   e. Oligopoly

IV. Teaching and Learning Strategies

Students are introduced to key concepts of a particular topic to complement the text. Recent issues are discussed in the classroom to understand the efficiency of the economic system. Case Discussion will complement the extra reading to understand the business as a whole.

Each group of students will take up one firm to understand its history, objective and its functioning in the business world. Case study will be given to understand the inter linkage of concepts in Managerial Economics. Intensifying students understanding in the application of Management Economics through group discussion on current issues related to the topic. Make them to interpret charts and information to assess their understanding and judgment.

V. Course Materials

 a. Mandatory
  Geetika, P. G. (2013). Managerial Economics. New Delhi: Tata Mcgraw Hill Education.
 b. Additional
  Salvatore, D. (2011). Managerial Economics. New Delhi: Oxford University Press. Jhingan, M. L. (2014). Managerial Economics. New Delhi: Vrinda Publications

Core Course

Course Code : 20PBA1103

Title: Quantitative Techniques   **Credits: 3**

I. Course Description

This course will help the students to learn basic quantitative and statistical techniques needed for arriving at well informed decisions. The course covers application of mathematical tools in management, measures of central tendency and dispersion, probability distributions, estimation, regression, correlation, time series and index numbers.

II. Assurance of Learning (AoL)

At the end of the course, students will be able to:

1. Learn basic quantitative techniques needed for management applications.
2. Learn the measures of central tendency and dispersion.
3. Understand the probability distributions and its practical applications.
4. Learn and apply estimation, regression and correlation techniques.
5. Understand the components of time series and the importance of index numbers.

III. Course Content

1. **Basic Mathematical Concepts**
   a. Substitution and Simplification
   b. Formulating Functions: Linear, Quadratic and Cubic
   c. Solving Equations: Linear, Quadratic and Simultaneous
   d. Straight Lines: Slope
   e. Basic Rules of Differentiation and Integration
   f. Matrices: Types and Basic Operations
2. **Applications of Differentiation, Integration and Matrices**
   a. Marginal Cost, Marginal Revenue
   b. Elasticity of Demand
   c. Maximum of Profit and Minimum of Cost
   d. Finding Cost from Marginal Cost
   e. Consumer Surplus and Producer Surplus
   f. Inverse of Matrices
   g. Solving Simultaneous Equations Using Matrices
3. **Measures of Central Tendency and Dispersion**
   a. Mean, Median and Mode
   b. Ranges: Range, Interfractile Range and Interquartile Range
   c. Average Deviation Measures
   d. Relative Dispersion
4. **Probability Distributions**
   a. Binomial Distribution
   b. Poisson Distribution
   c. Normal Distribution

5. **Estimation, Regression and Correlation**
   a. Criteria of a Good Estimator
   b. Point Estimates, Interval Estimates and Confidence Intervals
   c. Simple Regression and Correlation Analysis
   d. Multiple Regression and Correlation Analysis
6. **Time Series and Forecasting**
   a. Trend Analysis
   b. Cyclical Variation
   c. Seasonal Variation
   d. Irregular Variation
7. **Index Numbers**
   a. Unweighted Aggregates Index
   b. Weighted Aggregates Index
   c. Average of Relatives Method
   d. Quantity and Value Indices
   e. Issues in Constructing and Using Index Numbers

IV. Teaching and Learning Strategies

The concepts will be introduced by lectures, power point presentations and discussing a practical situation. Problems will be solved using MS-Excel. The students will be given live projects to take up real time data and analyse them using MS-Excel by applying the tools and techniques learnt.

V. Course Materials

a. Mandatory

Levin, R. I., Rubin, D. S., Rastogi, S., & Siddiqui, M. H. (2017). Statistics for Management (8 ed.). New Delhi: Pearson Education.

Raghavachari, M. (2009). Mathematics for management. New Delhi: Tata McGraw Hill.

b. Additional

Beri, G.C. (2013). Business Statistics (2 ed.). New Delhi: McGraw Hill.

Kothari, C.R. (2013). Quantitative Techniques (3 Revised ed.). New Delhi: Vikas Publishing House.

Vohra, N.D. (2013). Business Statistics. New Delhi: McGraw Hill Education (India) Private Limited.

Core Course

Course Code : 20PBA1104

Course: Accounting for Managers   **Credits: 3**

I. Course Description

Students will understand accounting and its key concepts. The course develops skills in interpreting income statements, balance sheets, and cash flow reports. Students will acquire knowledge in ascertaining cost of a product, Break even analysis and preparation of functional budgets.

II. Assurance of Learning (AoL)

By the end of this course a student will be able to:

1. Learn the key concepts of financial accounting and preparation of financial statements.
2. Analyze and evaluate financial statements.
3. Acquire the skill of ascertaining the cost of a product.
4. Understand breakeven analysis and preparation of functional budgets

III. Course Content

1. **Introduction to Accounting**
   a. Trading Account and Profit & Loss Account
   b. Balance Sheet
   c. Tally: Preparation and Analysis of Financial Statement
2. **Financial Statement Analysis**
   a. Ratio analysis
   b. Fund flow statement
   c. Cash Flow Statement
3. **Cost Accounting**
   a. Preparation of cost sheet
   b. Introduction to Target Costing and Activity based costing
4. **Management Accounting**
   a. Marginal Costing Vs Absorption Costing
   b. Cost Volume Profit Analysis
   c. Use of marginal costing in managerial decision making
5. **Budgetary control**
   a. Flexible Vs fixed budget
   b. Preparation of cash, production & sales budgets
   c. Zero base budgeting

IV. Teaching and Learning Strategies

The learning will be by lecture, power point presentation and discussion.

Problem solving, preparation and analysis of company financial statement using MS Excel and Tally Accounting Software

Case study, group discussion on issues related to financial statements.

Seminar and presentation.

V. Course Materials

a. Mandatory

Felicita J, Michael SammanasuJ, & Gomati V. (2017). Accounting for Decision Makers. Chennai &Kerala: Chess Educational Publishers.

b. Additional

Jain S.P, & Narang N.K. (2014). Cost Accounting. New Delhi: Kalyani Publishers.

Khan M.Y,& Jain P.K. (2017). Management Accounting: Text, Problems and Cases. New Delhi: Tata McGraw Hill.

Core Course

Course Code:20PBA1105

Title: Business Communication - I   **Credits: 3**

I. Course Description

This practical course will give the learner to enhance the art of listening, reading, speaking and writing. The content of this course, focuses on communication skills for active participation in academic and business contexts. Students will improve their level of listening, speaking, reading and writing skills, by the completion of this course.

II. Assurance of Learning (AoL)

At the end of the course, students will be able to:
1. Express thoughts accurately in conversations and discussions
2. Negotiate a solution or compromise in conversation
3. Formulate a valid response or argument to questions following a presentation
4. Deliver well-supported presentations of specified rhetorical types
5. Summarize information from resources
6. Create notes and outlines featuring main ideas and supporting details
7. Write business emails and reports for any given business scenario

III. Course Content
1. **Listening**
    a. Intensive Listening
    b. Listening Logs
    c. Inferencing
    d. Listening Barriers
    e. Responsive Listening
2. **Speaking**
    a. Conversational Skills
    b. Non Verbal Communication
    c. Impromptu Speech
    d. Storytelling
    e. Presentations
3. **Reading**
    a. Reading Comprehension
    b. Dictionary Skills
    c. Academic Reading
    d. Reading Style
    e. Book Review

4. **Writing**
    a. Note Taking
    b. Academic Writing
    c. Business Letters
    d. Email, Memos, notices, agenda and minutes
    e. Business reports

IV. Teaching and Learning Strategies

Each concept will be introduced by short lectures insisting the importance and nuances of each topic. Strategies used will be: Sitcom videos, Listening passages, Articles, News Telecasts, Presentation, Movies, Case Studies, discussions, magazine readings and various activities.

V. Suggested References:

Mukerjee, Hory Sankar. (2016). Business Communication - Connecting at Work. (2 ed). New Delhi: Oxford University Press

Singh, M. R. (2012). Business Communication. New Delhi: Oxford University Press.

BBC Learning English http://www.bbc.co.uk/learningenglish/

Randall's ESL Cyber Listening Lab http://www.esl / https://www.thoughtco.com/

Core Course

Course Code:20PBA1106

Title: Personal Growth   **Credits: 3**

I. Course Description

The course is about the discovery of self and the authentic search for self- identity. The course focuses on personal development combining theory, personal experience, and self-reflection and helps in development of positive self-image and self-esteem, and strategies for intra-personal effectiveness.

II. Assurance of Learning (AoL)

At the end of the course, students will be able to:

1. Discover their personality types traits, values, skills and interests
2. Improve their self-image and self-esteem by tackling negative thought patterns and learn positive new ones
3. Learn strategies for coping with stress, anger, and other negative emotions
4. Understand the importance of self-discipline to control impulses, break bad habits, and make positive life changes
5. Discover their interpersonal behavioral orientations and improve their interpersonal relationship

III. Course Content

1. **Interpersonal and Intrapersonal Relationships**
    a. Relationships (Interpersonal & Intrapersonal)
    b. Self-Disclosure
    c. Self-Awareness
    d. Self-Acceptance
    e. Feedback
    f. Perception
    g. Assertiveness
2. **Understanding Personality**
    a. Personality Theories
    b. Personality Types and Approaches
3. **Self-Management**
    a. Personal Value Analysis
    b. Understanding Attitudes
    c. Forming Habits
    d. Managing Stress
4. **Dealing with Relationships**
    a. Intrapersonal and Interpersonal Conflict
    b. Trust
    c. Stress
    d. FIRO-B & FIRO-F, MBTI, Big 5 & DISC analysis

5. **Transaction Analysis**
   a. TA and Self-Awareness
   b. Structural Analysis
   c. Life Positions, Transactions, Games and Strokes
   d. Life Scripts
6. **WORKSHOP**
   a. RET: Rational Emotional Therapy
   b. NLP: Nero-Linguistic Programming
   c. TA: Transactional Analysis
   d. FIRO: FIRO-B and FIRO-F analysis
   e. MBTI, Big 5 & DISC analysis
   f. Solution Focused Brief Therapy

IV. Teaching and Learning Strategies
- Self-discovery exercises with a series of tools and exercises.
- Workshop for self-awareness and building positive self-image.
- Personal journal to write down the mental process and changes that take place as a result of PG sessions.
- Self-analysis reports and reflective essays to personalize the learning.

V. Course Materials
a. Mandatory
Reading Material for every session will be given in advance along with case lets.
Different Exercises/Instruments will be administered during sessions
David A.Whetten, Kim S. Cameron D (2015) Developing Management Skills. Pearson Ninth Edition.

b. Additional
Johnson, W. Wilson. (2013). Reaching Out: Interpersonal Effectiveness and Self-Actualization. (13 ed.). New Jersey: Prentice-Hall.
Cottrell, Stella. (2013). The Study Skills Hand Book. (4ed.). Hampshire: Palgrave Macmillan.
Gallagher, Kevin. (2010). Skills Development for Business and Management Students.
Oxford University Press.

Core Course

Course Code:20PBA1107

Title: IT Skills for Managers **Credits:3**

I. Course Description

This course equips the students with skills for the effective use of Office Automation Systems and to help students to prepare report, analyze data set, presenting it effectively through MS Office.

II. Assurance of Learning (AoL)

At the end of the course, students will be able to:
1. Develop skills for preparing report using MS Word
2. Learn and apply analytical techniques to arrive at business decision using MS Excel
3. Develop the skills for presentation using MS Power Point

III. Course Content
1. **Documentation**
   a. Home
   b. Edit
   c. Insert
   d. Page Layout
   e. View
   f. Reference
2. **Work sheep Manipulation**
   a. Home
   b. Insert
   c. Page Layout
   d. Categories of functions
   e. Formulas
   f. Formatting
3. **Data Analysis using Excel**
   a. Sort and Filtering
   b. Conditional Formatting
   c. Charts
   d. What if and Scenario analysis
   e. Look up and data validation
   f. Pivot Table
   g. Data Analysis tool pack

4. **Presentation**
   a. Home
   b. Insert
   c. Design
   d. Customs Animation
   e. Transition
   f. View

IV. Teaching and Learning Methods

The course will be taught by demonstration. Practical exercises will be given to understand the use of office automation systems.

V. Course Materials
a. **Mandatory**

Walkenbach, J. (2013). Excel 2013 Formulas. New Delhi: Wiley Publishing.

b. **Additional**

Weverka Peter (2013). Office 2013 All-In-One for Dummies. New Delhi: Wiley Publishing.

Core Course

Course Code:20PBA1108

Title: Legal Aspect of Business   **Credits : 1.5**

I. Course Description:

Introduction to Business Laws- Business Management and Jurisprudence; structure of the Indian Legal Systems: sources of Law; Manager and Legal System; Fundamentals of contract laws-Formation of Contracts;- Principles of Contract Laws-Legality of Object Consideration; Performance of contract-Discharge of contract- breach of contract-Quasi contracts-Contract Management-Special Contracts-Laws of Agency; Principal-Agent Problem-Bailment, Pledge, Guarantee and Indemnity-Sales of Goods- Principles of Sales of Goods- Transfer of Ownership& Property–Performance of contract-Consumer Protection Laws-Law relating to Business Organizations-Partnership Trusts- Company form of organization Protecting the property of Business-Copyright, Trademark, secret, Geographical Indications-Alternate Dispute resolutions.

Core Course

Course Code: 20PBA1109   **Credits: 1.5**

Title: Creativity and Innovation for Business

I. Course Description

The course is based on theoretical foundations in creativity and innovation; essential for organizational success. The students are trained in creative thinking techniques individually and in groups through a mix of pedagogical tools; lectures, hands on individual exercises and team projects that facilitate creativity and innovation. Primarily, the course is aimed for generating ideas for starting new ventures.

II. Assurance of Learning (AoL)

At the end of the course, students will be able to:
1. Know and understand the building blocks of innovation
2. Use processes of creative problem solving
3. Build on groups' team creativity for problem solving
4. Innovate and create new product/service designs and deliver

III. Course Content
1. **Creativity and Innovation**
   a. Differences between creativity and innovation
   b. Corporate examples and cases of creativity and innovation
   c. Self-awareness inventory –through Edward de Bono's Six Thinking Hats or TRIZ method
   d. Project – Creative and Innovative Individual.
2. **Group creative thinking techniques**
   a. Creative leadership in organizations –cases and examples.
   b. Group creative thinking techniques – linking Edward de bono six thinking hats with team members.
   c. Group project – creative and innovative company -basics
3. **Functional Creativity and innovation**
   a. Functional creativity and innovation in organizations –examples
   b. Exploring creativity and innovation in functions based on group idea-from product development to finance
   c. Creative business models – cases and examples
4. **Creativity and innovation in the formation of a new company**
   a. Role of social and culture in forming creative organizations: market acceptance.
   b. Group project – including functional innovation in the group projects.

IV. Teaching and Learning Strategies

Students, after inputs on theoretical foundations of creativity and innovation, will experiment their ideas, individually and in groups. They work in groups for idea consolidation and cross functional adaptation. Students will learn how to be creative and build on creative ideas in a group.

V. Course Materials
   a. **Mandatory**
      Bono. De Edward. (2017). Six Thinking Hats. New York, U.S.: Back Bay Books
   b. **Additional**
      Fogler H.S. and LeBlanc. (2014). Strategies for Creative Problem Solving (3 ed). New York. U.S.A. : Penguin Publishers

Skill Based Course

Course Code : 20PBA1110   **Credits: 2**

Title: Skills for Management Education

I. Course Description
The Course aims to prepare students for the challenges and approaches of Management Education. It introduces them to the new and innovative process and methods of learning and use online learning tools. It also equips them with analytical and creative thinking process and trains them in case analysis, presentation, academic writing and reporting. The students will realize that academic and professional success can be achieved by systematic and persistent efforts.

II. Assurance of Learning (AoL)
At the end of the course, students will be able to:
1. Use strategies and techniques for addressing core academic tasks at MBA level
2. Develop professional grooming skills
3. Develop critical and analytical thinking ability
4. Formulate a road map for their academic goals and manage the resources efficiently
5. Acquire core skills for Business Management

III. Course Content
1. **Understanding Business Competencies**
   a. Nature of Management Education
   b. Skill Profile of a Manager
   c. Transferable/Soft skills
   d. Learning in MBA: Styles, process, cycle
2. **Grooming**
   a. Personal Grooming, Dress Code in Professional Environment.
   b. Social Etiquette
3. **Information Processing and Reflective Skills**
   a. Study Skills: SQ3R
   b. Note taking
   c. Critical and Analytical Thinking
   d. Creative Thinking
   e. Participative Learning in Classrooms, Team Study
4. **Presentation Skills**
   a. Case Study
   b. Public Presentations
   c. Academic Writing and assignments
5. **Competency Development Goal**
   a. Academic Goal Setting
   b. Personal Development Plan

IV. Teaching and Learning Strategies

Students will be introduced to the new approaches of learning at MBA level and the set of Managerial and student skills needed to do MBA. They will also be trained in personal grooming, study skills, analytical thinking, case study and academic writing. There will be workshops on each of the topics and the students are required to practice each skill and manifest the same in the form of writing or presentations. Each student will have an opportunity to showcase his/her learning in front of a faculty. All the JIM faculty will be involved in assessing the progress of the students in case study, public presentation and academic writing. Students learn the skills in classroom, practice individually or in groups and present it before a faculty on the specified dates.

V. Course Materials

a. Mandatory

Course Materials to be given during the course.

b. Additional

Cottrell, Stella. (2013). The Study Skills Hand Book. (4ed.). Hampshire: Palgrave Macmillan.

Gallagher,Kevin. (2010). Skills Development for Business and Management Students.Oxford University Press.

CORE COURSES

Semester II

Core Course

Course Code:20PBA2111

Title: Financial Management   **Credits : 3**

I. Course Description

The course is to familiarize students with the four major decision areas of Finance, viz. Investment, Financing, Earnings Distribution and Liquidity Decisions. Subsequently the students will be offered an integrated view of Finance decision through the process of Valuation and Risk Management. The course aims at sharpening the financial decision-making skills of the participants.

II. Assurance of Learning (AoL)

At the end of the course, students will be able to:

1. Understand the basic concepts in financial management.
2. Critically analyze and evaluate the cost of capital, acquire the skill to analyze various methods in evaluation of capital budgeting proposal.
3. Ascertain the optimal capital structure and understand the importance of EBIT-EPS analysis and leverage.
4. Learn the significances of dividend policy decision.
5. Know the importance of working capital, its various components and estimation.

III. Course Content

1.Introduction to Financial Management
   a. Goals of financial management
   b. Finance Function
   c. Financial Markets & Financial Instruments
   d. Time Value of Money

2. Cost of Capital
   a. Cost of Capital
   b. Factors influencing the cost of capital
   c. Specific cost of capital
   d. Weighted average cost of capital

3. Investment Decisions
   a. Nature and Types of Investment Decisions
   b. Investment Evaluation Criteria - Discounted cash flow methods & Non -discounted cash flow methods

4. Financing and Dividend Policy Decision
   a. Optimal capital structure
   b. Capital structure theories
   c. EBIT - EPS approach
   d. Leverage
   e. Dividend theories

5. **Sources of short term funds**
   a. Working capital
   b. Estimating the working capital requirement of a firm.
   c. Managing cash
   d. Managing receivables

IV. Teaching Learning methods

The course will be taught by power point presentation, discussion, problem solving using MS Excel, games and case study.

V. Course Materials

a. **Mandatory**

Khan M.Y. & Jain P.K. (2019). Financial Management Text, Problems and Cases (8ed). New Delhi, McGraw Hill Education (India) Private Limited.

b. **Additional**

Eugene F.Brigham/Michael C.Ehrhardt.(2010).Financial Management**(**13ed.). New Delhi: Cengage Learning.

Prasanna Chandra N. (2019). Financial Management Theory and Practice (10ed). New Delhi, McGraw Hill Education (India) Pvt. Ltd.

Pandey I.M. (2015). Financial Management. (11 ed.). Noida, Vikas Publishing House Pvt.Ltd.

Core Course

Course Code : 20PBA2112

Title: Marketing Management   **Credits: 3**

I. Course Description

The course helps the students to understand the basic concepts in marketing. The course covers marketing approaches, marketing environment, Segmentation, Targeting and Positioning (STP), consumer behavior, product, pricing, place and promotion mix and emerging trends in marketing.

II. Assurance of Learning (AoL)

At the end of the course, students will be able to:

1.   Learn the basic concepts in marketing, marketing environment and STP.
2.   Understand the basics of consumer behaviour.
3.   Learn the components of the marketing mix.
4.   Learn the emerging trends in marketing.

III. Course Content

1. **Introduction to Marketing**
    a.   Core Marketing Concepts
    b.   Approaches to Marketing
    c.   Value Philosophy
    d.   Marketing Environment
    e.   Market Demand
2. **Connecting with Customers**
    a.   Factors Influencing Consumer Behavior
    b.   Psychological Processes
    c.   The Buying Decision Process: The 5 Stage Model
    d.   Segmentation, Targeting and Positioning
3. **Creating Value: Product and Price Mix**
    a.   Product Levels
    b.   Product Classifications
    c.   Product Life-Cycle
    d.   New Product Development
    e.   Pricing Strategies
4. **Communicating and Delivering Value**
    a.   Advertisements
    b.   Sales Promotions
    c.   Public Relations
    d.   Direct Marketing
    e.   Personal Selling
    f.   Levels of Distribution

5. **Emerging Trends in Marketing**
   a. Digital Marketing
   b. Word of Mouth Marketing
   c. Green Marketing
   d. Content Marketing
   e. Affiliate marketing
   f. Crowd Sourcing

IV. Teaching and Learning Strategies

The concepts will be introduced by lectures and power point presentations. Cases will be used for practical application of the concepts. The students will discuss in groups, analyse the cases and make presentations of their analysis. Videos will be shown to enhance effective learning. Field study will be organized for practical learning.

V. Course Materials

a. Mandatory

Kotler, P., Armstrong, G. & Agnihotri, P. (2018). Principles of Marketing (17 ed.). Noida: Pearson Education.

b. Additional

Ramaswamy, V.S. & Namakumari, S. (2018). Marketing Management: Indian Context – Global Perspective (6 ed.). New Delhi: SAGE Publications India Pvt. Ltd.

Kumar, A.N. & Meenakshi, N. (2016). Marketing Management (3 ed.). New Delhi: Vikas Publishing House.

Core Course

Course Code : 20PBA2113

Title: Human Resource Management   **Credits: 3**

I. Course Description

This course focus on all aspects of managing people at work, including: planning, job analysis, recruitment and selection, training and development, performance management, remuneration and benefits, career development, and dealing with HR accounting & auditing. It examines the implications of emerging challenges for human resource management practices.

II. Assurance of Learning (AoL)

At the end of the course, students will be able to:
1. Know the basic concepts and functions of human resource management.
2. Understand the importance of human resource planning and methods of job analysis.
3. Learn the process of recruitment, selection and placement.
4. Know the various methods of training and development.
5. Learn the various compensation and appraisal methods.

III. Course Content

1. **Human Resource Management**
   a. HRM trends
   b. Functions of HRM
   c. HRM Models
   d. Talent Management
2. **Human Resource Planning**
   a. Importance and factors of HRP
   b. Job Analysis
   c. Job Description
   d. Job Specification
   e. Job Designing
3. **Recruitment & Selection Process**
   a. Sources and Steps Recruitment
   b. Selection Methods
   c. Interviews Types
   d. Placement and Induction
4. **Training and Development**
   a. Process of training and development
   b. Learning Organization
   c. Career planning and development

5. **Performance & Reward Management**
   a. Performance Appraisal Process
   b. Assessment centers, MBO, 360 degree
   c. Compensation and Types
   d. HR Accounting & Audit

IV. Teaching and Learning Strategies

Power point presentation to explain theories and models. Necessary case studies will be provided to understand the concept and experiential exercises & assignments to personalize the concepts.

V. Course Materials

a. Mandatory
Durai, P. (2016). Human Resource Management. (2nd ed.). Delhi, Pearson.

b. Additional
Dessler, G. (2018). Human Resource Management. (15th ed.). Delhi, Pearson.
Sharma R.C Nipun Sharma (2016). Human Resource Management. (1st ed.). Delhi, Sage.

Core Course

Course Code : 20PBA2114

Title: Organizational Behaviour   **Credits: 3**

I. Course Description
This course provides fundamental theories and concepts of group behavior(interpersonal) and organizational system. Group behavior facilitates experiential learning of approaches to decision making, leadership, negotiation, power and politics. In organizational system the focus is on structure, culture, climate and change management to improve the organizational effectiveness.

II. Assurance of Learning (AoL)
At the end of the course, students will be able to:
1. Understand group dynamics and its implications on organizational behavior.
2. Discuss the difference between work groups and work teams and various models of team development.
3. Understand the conflict and negotiation strategies.
4. Learn contemporary leadership theories and identify major leadership and power issues in contemporary organizations.
5. Explain the components of culture, climate and its importance in improving organizational performance.

III. Course Content
1. **Introduction to Organizational Behaviour**
   a. OB model
   b. Discipline that contribute to the OB field
   c. Workplace Diversity
2. **Foundations of Organizational Behaviour**
   a. Job Satisfaction
   b. Organizational Commitment
   c. Decision Making Process
   d. Emotional Intelligence
3. **Group Behaviour**
   a. Foundations of Group Behaviour
   b. Understanding Work Teams
   c. Leadership
   d. Power and Politics
   e. Conflict & Negotiation
4. **Organization System**
   a. Organizational Structure
   b. Organizational Climate
   c. Organizational Culture
   d. Organizational Change & Development

IV. Teaching and Learning Strategies

- PowerPoint presentations and videos to understand theories and models
- Experiential exercises and worksheets to personalize various concepts
- Case study method of teaching & learning for concept clarity

V. Course Materials

a. Mandatory

Robbins Stephen P., J. T. (2018). Organizational Behaviour (18 ed.). Noida: Pearson
Luthans Fred (2011). Organizational Behaviour-An evidence based approach (12ed.). New York: McGraw-Hill

b. Additional

Quick, J. C., Nelson, D. L., & Khandelwal, P. (2014). Organizational Behaviour (7 ed.). Delhi: Cengage Learning.

Core Course

Course Code : 20PBA2115

Title: Management Information Systems   **Credits: 3**

I.   Course Description
Management Information Systems is an applications-oriented course that provides an overview of the role of information systems in business. It also introduces current technologies used in the different fields of business.

II. Assurance of Learning (AoL)
At the end of the course, students will be able to:
1. Understand the role of information systems in business.
2. Learn the essentials of information systems in functional business systems.
3. Identify the various decision support systems needed for a business to take better decisions for business.
4. Learn the methodology of software development process.
5. Learn the emerging technology in business.

III. Course Content
   1. Information Systems in Business
   a. Types of Information
   b. Data Resource Management
   c. Virtual Company
   d. Knowledge Creating Company
   e. E- Commerce and Payment Processes

   2. Functional Business Systems
   a. Enterprise Business Systems
   b. Enterprise Collaboration Systems
   c. Marketing IS HRIS and Online Accounting Systems
   d. CRM, ERP, SCM
   e. Executive Information Systems
   f. Expert Systems

   3. System Development Process and Security Systems
   a. SDLC
   b. Hardware and Software Evaluation
   c. Tools of security management
   d. Ethical challenges

4. **Emerging Technology in Business**
   a. Business Analytics, Machine and Deep Learning
   b. AI and Robotics
   c. Quantum Computing, Cloud Computing, IoTs
   d. Block chain
   e. VR, AR ,3D Printing
   f. Bioinformatics, Intelligent Apps, Mobile Computing

IV. Teaching and Learning Methods

The course will be taught by lectures using Power Point Presentation. The functional business systems tools will be trained by demonstration using software.

V. Course Materials

a. Mandatory

Behl, R.,O'Brien, J.A.,& Marakas, G.M., (2019). Management Information Systems (11 ed.). New Delhi: McGraw Hill Education (India) Private Limited.

b. Additional

Laudon,K., & Laudon,P.J. (2020). Management Information Systems: Managing the digital Firm. (16 ed.). New Delhi: Prentice Hall of India Private Limited.

Core Course

Course Code : 20PBA2116

Title: Research Methodology   **Credits: 3**

I. Course Description

This course is designed to provide students with the necessary knowledge and skills to understand and undertake research in various business scenarios. Students will take up a manageable research study, design tools of data collection, analyse the data using software and submit the research report.

II. Assurance of Learning (AoL)

At the end of the course, students will be able to:
1. Understand the basic concepts of research, the process of research and research designs.
2. Review the literature, formulate a problem statement pertaining to the area of their research, identify variables and formulate hypotheses.
3. Prepare an instrument for collecting data.
4. Analyse the data using a software.
5. Prepare a quality research report.

III. Course Content

1. **Introduction**
   a. Introduction to Business Research
   b. Types of research: Qualitative vs Quantitative
   c. The Process of research
2. **Review of Literature, Problem Formulation and Hypotheses Development**
   a. Review of Literature: Sources and Importance
   b. Problem Identification and Formulation
   c. Types of Research Designs: Exploratory, Descriptive and Experimental
   d. Variables - Types
   e. Hypotheses
   f. Measurement and Scaling
   g. Reliability and Validity
3. **Data Collection and Selection of Respondents**
   a. Types of Data
   b. Methods of Data Collection: Survey and Case method, focus group, in – depth interview, Observation, Focus Group Discussion, Psychographic Methods
   c. Questionnaire Design
   d. Census vs Sampling Methods
4. **Data Processing and Analysis**
   a. Data Editing and Coding
   b. Classification and Tabulation of Data
   c. Descriptive vs Inferential Analysis
   d. Hypotheses Testing

    e. Parametric Tests

    f. Non-Parametric Tests

    g. Correlation and Regression

5. **Report Writing**

    a. Types and Layout of Research Report

    b. Guidelines for Effective Documentation

    c. Reference and Citation

6. **Ethical Considerations in Research**

IV. Teaching and Learning Methods

The concepts will be introduced by lectures and power point presentations. Library and Lab Resources will be used for reviewing the literature. Worksheets will be provided for problem formulation, identification of variables, formulation of hypotheses and questionnaire development. Cases will be used. Software will be used for data analysis. Templates will be given for writing research reports.

V. Course Materials

a. Mandatory

Chawla, D., & Sodhi, N. (2015). Research Methodology: Concepts and cases. New Delhi: Vikas Publishing House.

b. Additional

Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2013). Business Research Methods. Cengage Learning

Core Course

Course Code : 20PBA2117

Title: Production and Operations Management   **Credits: 3**

I. Course Description

This course helps the students to learn the basic concepts of production and operations management. Topics include types of production systems, quality control, product design, maintenance management, replacement policies, spare parts management, materials requirements planning (MRP), inventory management, logistics management, scheduling, sequencing, project management and environmental considerations.

II. Assurance of Learning (AoL)

At the end of the course, students will be able to:
1. Understand the basic concepts of production and operations management.
2. Learn and apply techniques to measure quality control.
3. Understand the importance of maintenance management and materials requirement planning.
4. Learn the importance of inventory management and logistics management.
5. Develop the skills of applying operations research models in scheduling and project management.

III. Course Content

1. **Introduction to Production Technology and Operations Management**
   a. Types of Production Systems
   b. Decision Areas
   c. Operations/Manufacturing Strategies
   d. Basic Issues of Operations Function
2. **Imperatives of Quality**
   a. Quality as a Corporate Strategy
   b. Control Charts
   c. Acceptance Sampling & OC Curves
   d. Managing Quality
   e. Quality Function Deployment
   f. Kaizen, 5S, 3R, 5W, Deming Models
   g. TQM & Six Sigma
3. **Imperatives of Productivity**
   a. Product Design
   b. Maintenance Management
   c. Replacement Policies
   d. Spare Parts Management
   e. Work Study
   f. MRP I, MRP II and ERP

4. **Aspects of Managing the Supply Chain**
   a. Purchasing & Vendor Relations
   b. Inventory Management: Basic Function and Relevant Costs
   c. Economic Order Quantity (EOQ)
   d. Models with Purchase Discounts
   e. Inventory Classification: ABC and Other Models
   f. Queueing Theory
   g. Physical Distribution
   h. Location of Facilities and Warehouse
   i. Transportation Problem
5. **Timing Decisions and Future Concerns**
   a. Scheduling
   b. Sequencing
   c. Assignment Problem
   d. Linear Programming Problem
   e. PERT and CPM
   f. Just in Time (JIT) Production
   g. Environmental Considerations

IV. Teaching and Learning Strategies

The concepts will be introduced by lectures and power point presentations. Industrial visits will be arranged to have practical exposure. Videos will be used for class discussions. Cases will be discussed. POM Software will be used for solving problems. The students will learn the importance of production and operations as a functional area of management.

V. Course Materials
a. Mandatory
Chary, S.N. (2019). Production and Operations Management. (6 ed.). New Delhi: McGraw Hill Education (India) Private Limited.
b. Additional
Mahadevan, B. (2015). Operations Management: Theory and practice. (3 ed.). New Delhi: Pearson Education.
Chase, R.B., Aquilano, N.J. , Jacobs, F.R. & Agarwal, N.K. (2006). Operations management for Competitive Advantage (11 ed.). New Delhi: Tata McGraw-Hill Publishing Company Limited.

Core Course

Course Code : 20PBA2118

Title: Entrepreneurship   **Credits: 3**

I. Course Description

The course explores the basic tenets of entrepreneurship. Generated ideas will be re-examined from commercial/social perspectives**.** The validated ideas will go for a thorough haul of market need assessment vis-à-vis competition. The legal foundations for business are examined for choosing the right type.

Preparation of business canvas will help the student to apply the validated idea, looking into cost and revenue issues.

The course will finally help the students in preparing a full scale business plan and will have the knowledge and skill to apply them in real world scenarios.

II. Assurance of Learning (AoL)

At the end of the course, students will be able to:
1. Develop, refine and validate business ideas; relevant to market and customer needs.
2. Identify unique value propositions; base them to work on different cost structures and multiple revenue drivers.
3. Translate key metrics to develop a business model canvas and work on appropriate business plan in the short and long run.

III. Course Content
1. **Entrepreneurship and Start-ups**
    a. Entrepreneurship – a brief look at its origins v/s Startups
    b. Idea identification
    c. Idea assessment and validation
    d. Market assessment and competitor analysis
2. **Motivation**
    a. Motivation Theories, Achieve Motivation Training
    b. AMT tools: Self Rating, Business Games, Discovery & Delivery Test
    c. Entrepreneurial competencies
3. **Business Planning**
    a. Building blocks of a business plan – Business Canvas Model
    b. Integrate major business domains for effective modeling
    c. Scaling up business models in a volatile environment
    d. Fundamentals of legal foundation – MSME/LLP/Pvt/Public - Company registration, IPR's, compliances
4. **Fund raising and valuation**
    a. Business Valuation
    b. Techniques and methods of fund raising
    c. Role of Central Government and State Government in promoting Entrepreneurship

5. **Challenges in Entrepreneurship**
   a. Intrapreneur Mindset
   b. Negotiations Techniques
   c. Scaling up or Exit – when and how

IV. Teaching and Learning Strategies

The students will be divided into teams based on commonality of ideas. Students will learn to do market assessment and also do an in-depth competitor analysis. Based on inputs given, the students will finalise a particular form and financials will be worked adhering with the chosen format. Student teams will present a stretched business plan with all the elements included. Evaluated from various pointers; the business plan is redone by the student teams after corrections. The students will develop a model of them to-be ventures with adequate information.

V. Course Materials

a. **Mandatory**

   Ries Eric (2011). The Lean Start-up. New York: New York: Crown Business

b. **Additional**

   Thiel Peter & Masters Blake (2014). Zero to One: notes on Startups, or how to build the future hardcover. New York: Crown Business

   Dr.S.S.Khanka, "Entrepreneurial Development", S. Chand & Co. Ltd., New Delhi, 2010.

Skill Based Course

Course Code:20PBA2119

Title: Business Analytics   **Credits: 2**

I. Course Description

The course will familiarize the students with statistical software tool (SPSS) for data analysis. Data sets will be provided to the students to analyse and learn how to interpret output. The application of each technique for analysis of problems and data will be learnt.

II. Assurance of Learning (AoL)

At the end of the course, students will be able to:
1. Understand and transform the data according to their need of analysis
2. Test their hypotheses using appropriate techniques
3. Establish cause effect relationship
4. Apply data reduction and grouping techniques

III. Course Content
1. **Data Processing**
   a. Entering data into a data file
   b. Providing labels
   c. Cleansing of data
   d. Transforming data into suitable form
   e. Simple tabulation and cross tabulation
2. **Data Analysis (Using SPSS)**
   a. Hypotheses Testing: Steps
   b. Errors in Hypotheses testing
   c. Parametric Tests: 't' – Test, ANOVA
   d. Non-Parametric Tests: Chi-Square Test
3. **Association and Causation**
   a. Correlation
   b. Regression
4. **Data Reduction & Grouping**
   a. Factor Analysis
   b. Cluster Analysis

IV. Course Materials
   a. Mandatory
   Chawla, D., & Sodhi, N. (2015). Research Methodology: Concepts and cases. New Delhi: Vikas Publishing House.
   b. Additional
   Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2013). Business Research Methods. Cengage Learning

Skill Based Course

Course Code:20PBA2120

Title: Business Communication II   **Credits: 2**

I. Course Description

This practical course is a follow up of the LSRW skills given as a base in the I semester. In this course the learners would be taught to apply the acquired skills in the business scenario. The focus of the sessions would be to prepare the learner for Corporate. The learners would be oriented with the elements of organizational communication models. They would also learn the techniques employed in negotiation, and team communication. Inputs on organizing business meeting, and strengthening connections in diverse workplace would be given. This course would therefore help the learner to prepare themselves for their Interview and professional career.

II. Assurance of Learning (AoL)

At the end of the course, students will be able to:
1. Define professional excellence and communication
2. Identify the presenting opportunities and deliver content effectively
3. Handle Business meetings and analyze the roles and norms displayed by a group
4. Equip themselves for facing an Interview

III. Course Content
1. **Corporate Communication**
   a. Organizational communication
   b. Cross Cultural communication
2. **Specific Communication Needs**
   a. Communication for Negotiation
   b. Communication for Conflict Management
3. **Professional Communication**
   a. Dynamics of Business Meeting
   b. Ethics in Business Communication
4. **Interview Facing Skills**
   a. Group Discussion and Team Presentations
   b. Strategies for Success at Interview

IV. Teaching and Learning Strategies

The course would be presented in form of short workshops. The learners would acquire the skills and exhibit the learning through live demonstrations and presentations.

V. Suggested References:
1. **Mandatory Book**:
   a. Chaturvedi, P. D. (2013). Business Communication - Skills, concepts and Applications. Noida U.P: Pearson India Education Services Pvt. Ltd.

CORE COURSES

Semester III

Core Course

Course Code : 20PBA3123

Title : Strategic Management   **Credits : 3**

I. Course Description

The course exposes the students to the concepts and tools of strategy formulation and execution. The course explores the methods and tools used for scanning internal and external environment; the key drivers for business. The course builds on concepts and theories in Economics, Finance, Marketing, Organizational Behaviour etc. The course takes a general management perspective and examines how functional strategies are integrated for building a sustained competitive advantage vis-a-vis competition. Maximizing shareholders wealth through unique business models is the focal point of the course.

II. Assurance of Learning (AoL)

At the end of the course, students will be able to:
1. Analyze the structural features of an industry and develop strategies for attaining a favourable position vis-a-vis competition.
2. Use tools for scanning external environment and develop appropriate strategies integrating with firm's' core competencies.
3. Appraise the resources and capabilities of the firm in terms of their ability to create a sustainable strategy.
4. Review the myths and realities in vision and mission formulation and come out with his/her own framework in the formulation.
5. Build a robust business model, with functional, business and corporate level strategies which can navigate and steer the organization to greater heights.

III. Course Content
1. **Strategic Management - Process**
   a. Strategy –brief history; demystifying strategy
   b. Strategic Management Process
   c. Business Models
   d. Vision
   e. Mission
   f. Strategic Intent, Leadership and Corporate Sustainability
2. **External Environment**
   a. Understanding key external environments
   b. Tools for scanning
   c. Interpretation and use in strategy formulation
3. **Internal Environment**
   a. Appraising Organizations
   b. Internal environment dynamics – capability factors
   c. Techniques for assessment
   d. Assessment Interpretation and using them in strategy formulation

4. **Building Strategies**
   a. Functional level
   b. Business level
   c. Corporate level
   d. Analyze competitive advantage and build sustainable strategy
   e. Innovate existing models; create multi-business models

IV. Teaching and Learning Strategies

The course is case driven; each theme will be dealt with a case. After initial inputs in the form of lectures and discussions based on articles, student teams will discuss and come out with strategic solutions for the case/s.

The students will learn to do a comprehensive analysis of a company with particular emphasis on the development and execution of business and functional level strategies. S/he will understand and gain specific knowledge of frameworks and concepts and the why's and how's of strategy formulation.

V. Course Materials

a. Mandatory

Hill, C. W. L., & Jones, G. R. (2017). An Integrated Approach to Strategic Management. New Delhi: Cengage Learning.

b. Additional

Michael A.E. Porter (2011). HBR's 10 must reads an Strategy. Boston: Harvard Business School Publishing Corporation.

Core Course

Course Code : 20PBA3124

Title : Logistics and Supply Chain Management   **Credits: 3**

I. Course Description

The course will explore the elements of integrated business logistics and the role and application of logistics principles to supply/demand/value chain management. Logistics and the closely related concept of supply chain management (SCM) under business or corporate strategy as far as the latter sets company objectives in sales, market share, share price, returns on shareholder funds, investment and assets are covered. The course also covers key activities related to logistics and supply chain management, including transportation, warehousing, inventory management, customer service, and purchasing.

II. Assurance of Learning (AoL)

At the end of the course, students will be able to:
1. Draw on key logistics and supply chain management concepts and theories to inform a variety of business situations.
2. Apply logistics and supply chain management strategies to assist other functional areas of a business organization.
3. Apply leadership and organisational skills to leverage resources of a group and develop solutions for operational issues.
4. Interact and communicate effectively in team settings to solve problems in supply chain management.

III. Course Content

1. **Introduction: Distribution Channels and Logistics**
   a. Definition, Scope, Functions & Objectives of logistics
   b. Customer Value Chain and Service Phases and Attributes
   c. Role of Logistics in Competitive Strategy and Customer Service
   d. Distribution channel structure, channel members and channel strategy
   e. Role of logistics and support in distribution channels, logistics requirements of channel members.
   f. Logistics outsourcing – catalysts, benefits, value proposition.
   g. Third- and fourth-party logistics.
   h. Selection of service provider
2. **Transportation and Packaging**
   a. Transportation System – Evolution, Infrastructure and Networks
   b. Freight Management – Vehicle Routing – Containerization
   c. Modal Characteristics, Inter-modal Operators and Transport Economies
   d. Packaging- Design considerations, Material and Cost
   e. Packaging as Unitisation, Consumer and Industrial Packaging
3. **Performance Measurement and Costs**
   a. Performance Measurement – Need, System, Levels and Dimensions
   b. Internal and External Performance Measurement
   c. Logistics Audit. Total Logistics Cost – Concept, Accounting Methods
   d. Cost – Identification, Time Frame and Formatting

4. **Introduction to Supply Chain Management**
   a. Supply Chain – Fundamentals –Evolution- Role in Economy - Importance
   b. Decision Phases - Supplier- Manufacturer-Customer chain
   c. Enablers/ Drivers of Supply Chain Performance
   d. Supply chain strategy - Supply Chain Performance Measures
5. **Strategic Sourcing and Supply Chain Network**
   a. Outsourcing – Make Vs buy - Identifying core processes
   b. Market Vs Hierarchy - Make Vs buy continuum
   c. Sourcing strategy - Supplier Selection and Contract Negotiation
   d. Creating a world class supply base
   e. Supplier Development - World Wide Sourcing
   f. Distribution Network Design – Role - Factors Influencing Options,
6. **Planning Demand, Inventory and Supply**
   a. Managing supply chain cycle inventory, uncertainty in the supply chain
   b. Analysing impact of supply chain redesign on the inventory
   c. Risk Pooling - Managing inventory for short life - cycle products
   d. Multiple item -multiple location inventory management
   e. Pricing and Revenue Management

IV. Teaching and Learning Strategies

The learning will be by lectures, power point presentation and discussion, problem solving, case study, group discussion on contemporary issue related to real world logistics and supply chain management and seminar presentation. The students will gain knowledge and understand the content and techniques of logistics and supply chain management at the levels that are recognized in the corporate world.

V. Course Materials
   ### a. Mandatory
   Bowersox, D.J., Closs, D.J. & Cooper, B.M. (2013). Supply chain logistics management (4 ed.). New Delhi: McGraw-Hill.
   Ballou, R.H. & Srivastava, K.S. (2007). Business logistics supply chain management (5 ed.). New Delhi: Pearson Education.
   ### b. Additional
   Chopra, S., Meindl, P., & Kalra, V.D. (2016). Supply chain management – strategy, planning and operation (6 ed.). New Delhi: Pearson Education.
   Shah, J. (2009). Supply chain management – text and cases. New Delhi: Pearson Education.

Finance

Specialization

Semester III

Specialization Core

Course Code : 20PBA3101

Title: Security Analysis and Portfolio Management   **Credits : 3**

I. Course Description
Security Analysis and Portfolio Management concerns itself with investment in financial assets with specific attention to the returns and risk associated with investing in securities. The subject is aimed at providing insight to the various analytical techniques used in evaluation of the various investment opportunities. The course also provides of extension of these concepts to the portfolio of securities and the concept of diversification, management of a portfolio.

II. Assurance of Learning (AoL)
At the end of the course, students will be able to:
1. Familiarize the participants with the stock markets of India, its terminology, types of securities.
2. Understanding the functioning of capital markets.
3. Determinants of the price behaviour of securities, evaluation of fair price, and to provide a conceptual insight to the valuation of securities.
4. Construct, evaluate and revise a portfolio for a specific investment policy.

III. Course Content
1. **Basic concepts of investment**
   a. Financial and economic meaning of Investment
   b. Characteristics and objectives of Investment
   c. Types of Investment, Investment alternatives and Choice and Evaluation
   d. Risk and return concepts.
2. **Security Market**
   a. Financial Market
   b. Primary Market – Merchant Banking
   c. Methods of floating IPO
   d. Stock exchanges in India
   e. SEBI
3. **Fundamental Analysis for Investment**
   a. Economic Analysis
   b. Economic forecasting techniques
   c. Industry Analysis
   d. Company Analysis – Due diligence
4. **Technical Analysis for Investment**
   a. Fundamental Analysis Vs Technical Analysis
   b. Risk and uncertainty
   c. Dow theory
   d. Charting methods
   e. Technical indicators
   f. Efficient Market theory

5. **Portfolio Management**

a.   Portfolio theories
b.   Capital Asset Pricing Theory, Efficient frontier, SML and CML, Pricing of securities with CAPM and its arbitrage theory
c.   Portfolio Evaluation
d.   Portfolio Revision

IV. Teaching Learning Methods

The course will be delivered by power point presentation, discussion, problem solving, portfolio games, news article discussion and case study.

V. Course Materials

a. Mandatory

Prasanna Chandra. (2017). Investment analysis & portfolio management. New Delhi: McGraw-Hill Professional

b. Additional

Donald, E. Fischer, Ronald, J. Jordan, Ashwini, K. Pradhan (2018). Security analysis & portfolio management. New Delhi: Pearson.,

Pandian, P. (2013). Security Analysis and Portfolio Management. Noida: Vikas Publishing House .

Specialization Core

Course Code : 20PBA3102

Title: Management of Financial Services   **Credits: 3**

I. Course Description

This course familiarises the students to understand the financial market, financial institutions and financial products. The course focuses on comprehensive learning in fund based and fee based financial services in the industry for the capital and working capital management. It enables the students to analyse the valuation of business, leasing, merger and the scope of venture capital.

II. Assurance of Learning (AoL)

At the end of the course, students will be able to:
1. Understand the basic concepts related to financial services.
2. Be trained on valuation methods with recent cases of merger and acquisition.
3. Evaluate the functioning of leasing services in the industry.
4. Exhibit understanding in various credit appraisal methods.
5. Enhance the understanding of securitization and venture capital.

III. Course Content

1. Overview of Financial System
   a. Banking and Non-Banking Financial Companies
   b. Micro finance management
   c. Recent trends in banking
   d. Introduction to international financial system
   e. Fin-Technology
   f. Artificial intelligence in financial services

2. Leasing
   a. Leasing Types
   b. Estimation of lease rent
   c. Financial evaluation of Leases

3. Securitization
   a. Factoring
   b. Forfaiting
   c. Consequences of Securitization.

4. Investment Banking
   a. Credit rating, consumer credit
   b. Credit syndication
   c. Merger and Acquisition
   d. Underwriting

5. Sources of Investment
   a. Venture capital
   b. Private equity
   c. Angel Investors

IV. Teaching and Learning Strategies

The course will be taught by power point presentation, discussion on cases demonstration in MS- Excel, group work with presentation and evaluation. The student will learn through group work, presentation, discussion on cases.

V. Course Materials

a. Mandatory

Khan, M.Y. (2017). Financial Services. (8 ed.). New Delhi : Tata McGraw – Hill.

b. Additional

Machiraju. (2015). Indian Financial System. (4 ed.). New Delhi :Vikas Publishing House
GurusamyS.(2009). Merchant Banking and Financial Services. (3 ed.). New Delhi: Tata   McGraw – Hill.

URL:
   a) www.sebi.gov.in
   b) www.cibil.com
   c) www.careratings.com

Specialization Core

Course Code : 20PBA3103

Title: Management of Banking   **Credits : 3**

I. Course Description

Businesses need funds for establishment, growth and development. Banks remain as the main pillar for financing business activities. There is an increased need for qualified individuals who possess requisite skills and significant knowledge in banking in these fast moving, globalized financial markets. The course aims at providing a basic insight about banking operations and to acquaint the learners with various banking related services.

II. Assurance of Learning (AoL)

At the end of the course, students will be able to:
1. Learn the fundamentals of banking and monetary parameters of banking system.
2. Competent in Security creation, NPA and BASEL Frameworks.
4. Understand the regulatory framework of banking sector.
5. Learn the significance of financial inclusion and digital banking.

III. Course Content
1. **Introduction to Banking and Economy**
   a. Banking structure in India
   b. Reserve Ratio (CRR), Statutory Liquidity Ratio (SLR), Repo, Reverse Repo and Long Term Repo
   c. Kinds of deposits, Joint accounts, Nomination.
   d. Money Remittance Services and Banking Channels Roles of Banks, Bankers' obligation of secrecy
   e. Pledge, Hypothecation, Mortgage and Assignment
2. **Bank's Financials and BASEL Framework**
   a. Balance Sheet and Profit and Loss account
   b. CAMELS framework
   c. Bank for International Settlements (BIS)
   d. BASEL Accords
3. **Non-Performing Assets**
   a. NPA categories
   b. NPA Provisioning Norms
   c. SARFAESI Act
4. **Regulatory Framework and Financial Inclusion**
   a. Anti-Money Laundering and Know Your Customer
   b. Banking Ombudsman Scheme, 2006
   c. Financial Inclusion
5. **Digital Banking**
   a. Internet banking
   b. Mobile Banking
   c. Fin-Tech

6. **Modern Banking credit system**
   Role of AI in banking services, Machine learning.

IV. Teaching and Learning Strategies

The course will be taught by lecture session, PPT & discussion, case study, group discussion on contemporary issues related to banking sector and seminar presentation. The students should know principles and functioning of banking sector and also understand the relationship between banking and economy. Teamwork and communication skills are honed through assessment throughout the course.

V. Course Materials

a. Mandatory
Neelam C. Gulati. (2010). Principles of Banking Management. New Delhi: Excel Books Pvt Ltd.

b. Additional
Robert Wright. (2012). Money and Banking. Washington: Saylor Foundation.
SundarSankaran. (2011). NCFM- Banking Sector Module. Mumbai: National Stock Exchange of India Ltd.

Specialization Core

Course Code : 20PBA3104

Title: Financial Modelling using Spreadsheet   **Credits : 3**

I. Course Description

Spreadsheet contain built-in analytical capabilities to do financial modelling. Spreadsheet, users can perform tasks ranging from the routine maintenance of financial statements to multivariate regression analysis. With spreadsheet it is a fairly simple matter to build a spreadsheet to prepare cash budget, financial forecasting, marginal costing techniques, time value of money, monitor your investment portfolio, do retirement planning, experiment with various mortgage options when buying a house, etc.

II. Assurance of Learning (AoL)

At the end of the course, students will be able to:
1. Critically analyse and evaluate financial statements using Spreadsheet.
2. Prepare cash budget and do break even analysis.
3. Acquire the skill of leverage analysis, understanding the utility of time value of money and rate of return.
4. Determine the cost of capital, investment decision and portfolio diversification.

III. Course Content
1. **Financial statement analysis**
   a. Comparative Financial Statement analysis
   b. Common size Financial Statement analysis
   c. Trend Analysis
   d. Ratio Analysis & Dupont Chart
2. **Financial Forecasting**
   a. Forecasting the Income Statement
   b. Forecasting the Balance Sheet
   c. Regression analysis
3. **Budget, Break even and Leverage Analysis**
   a. Cash Budget Scenario Analysis
   b. Break-even Analysis
   c. Degree of operating leverage, Degree of Financial leverage, and Degree of Combined leverage
4. **Time value of money and Rate of return**
   a. Present value and future value of a stream of cash flows using Excel
   b. Types of cash flows encountered in financial analysis
   c. Intrinsic value Vs required rate of return
   d. Risk and Return Analysis
   e. Theory of risk analysis – CAPM

5. **Financial Management**
    a. Firm's Weighted Average Cost of Capital (WACC)using both book- and market-value weights
    b. Firm's WACC changes Vs total capital requirements
    c. Capital budgeting decision techniques: payback period, discounted payback, NPV, PI, IRR
    d. Risk-adjusted discount rate
    e. Portfolio risk measures

IV. Teaching Learning strategies

The course will be taught by lecture, Power Point Presentation, modelling using MS Excel with real world cases.

V. Course Materials

a. Mandatory

Timothy R. Mayes. (2016). Financial Analysis with Microsoft Excel. Boston: Cengage Learning.

b. Additional

Wayne L. Winston. (2017). Microsoft Excel 2016- Data Analysis and Business Modeling. Washington: Microsoft Press.

Scott Proctor K. (2010). Building Financial Models with Microsoft Excel: A Guide for Business Professionals. New Jersey, USA: Wiley.

Specialization Core

Course Code: 20PBA3105

Title: Wealth Management   **Credits: 3**

I. Course Description
This course examines the investment and financial issues arising from personal wealth management activities. The course commences with an introduction of the financial planning industry and the regulatory framework. It covers various topics required for the construction of a comprehensive financial plan including the identification of client financial status and goals, asset allocation, securities trading, managed funds, superannuation, estate planning and social security. This course focuses on understanding the nature, usage and regulations on the advice of various financial products and legal instruments for developing personal wealth management plan.

II. Assurance of Learning (AoL)
At the end of the course, students will be able to:
1. To understand the purpose and structure of the financial services industry and the economic factors that affect investment returns.
2. To identify investment planning process and the approach used to structure a portfolio of financial assets to suit the needs of a client
3. To process of giving financial advice, including the retirement planning process, the risks faced by investors and how an investor's risk profile is determined.

III. Course Content
1. **Introduction to Financial Planning**
    a. Role of Financial Planner
    b. Systematic Approach to Investing, Systematic Investment Plan (SIP), Systematic Withdrawal Plan (SWP)
    c. Systematic Transfer Plan (STP), Financial Plan, Goal-based Financial Plan
    d. Comprehensive Financial Plan, Financial Blood-Test Report (FBR), Financial Planning in India,
    e. Legal aspects of Financial Planning.
2. **Economy & Wealth Management**
    a. Financial Planning to Wealth Management
    b. Economic Cycles and Indicators
    c. Interest Rate Views, Currency Exchange Rate,
    d. The Deficits, Revenue Deficit and Fiscal Deficit
    e. Current Account Deficit
3. **Client Relationship Management**
    a. Client segmentation
    b. Strategic value
    c. Effective communication and Negotiation
4. **Investment & Risk Management**
    a. Role of Equity, Debts & Alternative Assets
    b. Deposits and Debt Securities, Credit Exposure and Debt Investments
    c. Returns from alternative Assets

      d. Role of Real Estate, Real Estate Investment Routes, Real Estate Indices
      e. Risk Management through Insurance
      f. Implications of tax planning in wealth management

5. Retirement Planning & Employee Benefits
      a. Introduction to Retirement Planning, Types of Retirement Plans
      b. Insurance Planning
      c. Post Retirement Counselling
      d. Developing and implementing a Financial plan

IV. Teaching and Learning Strategies

The course will be taught by lectures, Power Point Presentation and Discussion, Financial Plan using real cases. Students will learn the investment tools and how to plan personal finance.

V. Course Materials

b. Mandatory

Dun & Bradstreet (2009). Wealth Management, New Delhi. Tata McGraw Hills Publications.

b. Additional

Machiraju. (2015). Indian Financial System. (4 ed.). New Delhi: Vikas Publishing House

Khan, M.Y.(2015). Financial Services. (7 ed.). New Delhi: Tata McGraw – Hill.

Specialization Optional

Course Code: 20PBA3106

Title: Equity Market Trading Practices   **Credits: 1.5**

I. Course Description

This practical course uses NSE SMART Application Trading Simulation platform supports Cash Market, which is virtual trading platform for equity trading with live data connected to NSE. The students will learn Order Management System, Market Watch, Charting, Assessment Sheet, Technical Charting Tool, Trading, Tools & Utilities, Tools & Utilities, Market Movement, Reports and Master Management

II. Assurance of Learning (AoL)

At the end of this course, students will be able to:
1. Understand the importance of virtual trading platforms.
2. Learn the techniques of Order Management System, Market Watch, Charting, Assessment Sheet and Technical Charting Tools.
3. Know about the market movements and the master management.

III. Course Content

1. **Introduction to Virtual trading platforms**
   a. Equity trading
   b. Order management system
   c. Market watch

2. **Techniques**
   a. Charting
   b. Assessment Sheet
   c. Technical Charting Tools

3. **Master management**
   a. Introduction to master management
   b. Market movements

Specialization Optional

Course Code: 20PBA3107

Title: Insurance and risk management   **Credits: 1.5**

I. Course Description

The course covers the nature and importance of life and health risks and the functions of insurance contracts in treating these risks. Business insurance, annuities, and risk management are included. Primary modes of instruction are lectures and discussions. includes instruction in insurance company operations.

II. Assurance of Learning (AoL)

At the end of the course, students will be able to:
1. To learn the fundamentals of Insurance.
2. To evaluate services provided by Insurance companies to the Insurer.
3. To identify and categorize the various risks face by an organization and Individual.

III. Course Content

1. **Introduction to Insurance**
   a. Introduction to Insurance Risk and Insurance
   b. Indian Insurance Industry
   c. Regulation of Insurance
2. **Life Insurance**
   a. Life Insurance Basics of Life Insurance
   b. Life Insurance Classification
   c. Annuities
3. **Non-life Insurance**
   a. General Insurance
   b. Health Insurance
   c. Fire Insurance
   d. Marine Insurance
4. **Management of Insurance Companies**
   a. Functions and Organization of Insurers
   b. Underwriting
   c. Insurance Pricing
   d. Claims Management
5. **Risk Management**
   a. Risk Management Techniques
   b. Risk management techniques used by various Industries
   c. Insurance Marketing

IV. Teaching and Learning Strategies

The course will be taught by lecture, Power Point Presentation and Discussion, Problem solving using real cases to know how to minimise risk, Students will learn hedging tools and how to market Insurance products.

V. Course Materials

    c. Mandatory

Risk Management and Insurance (McGraw-Hill/Irwin Series in Finance, Insurance, and Real Estate) by Scott E Harrington

    b. Additional

Risk Management. London, The CII.

Secrets of Successful Insurance Sales by Jack Kinder Jr. Garry Kinder (2012)

Principles of Risk Management and Insurance 2017 by E. Rejda George (Author), McNamara Michael (Author)

Specialization Optional

Course Code: 20PBA3108

Title: Mutual Funds   **Credits: 1.5**

I. Course Description

This course introduces to the various aspects of Mutual Funds - from its structure and type, to investment approach and tax implications. The course will help the student to select the right scheme to suit their investment goal, improve return by investing directly with AMC, and choose the tax efficient equity oriented schemes as well as take the right approach to investing depending on their individual circumstances.

II. Assurance of Learning (AoL)

At the end of the course, students will be able to:

1. Recognise the trend of mutual funds in India over a period of time.
2. Understand the fundamentals of mutual funds, Key terminologies and Operational aspects for mutual fund investing.
3. understand the various schemes of mutual funds, advantages and risk involved in Mutual Fund investment and
4. Know the importance of SEBI laws that govern the mutual fund operations in India.

III. Course Content

1. **Introduction, Mutual Fund Schemes**
   a. Structure of a Mutual Fund
   b. Overview of Mutual Funds Industry in India
   c. Types of Mutual Funds- Schemes according to Investment Objective
   d. Risks involved in Mutual Funds
   e. Key Players in Mutual Fund, Systematic Investment Plan (SIP)
2. **Performance Attribution of Mutual Fund and SEBI Regulations**
   a. Net Asset Value- Expense Ratio- Holding Period Return
   b. Evaluating Performance of Mutual Fund
   c. SEBI (Mutual Fund) Regulations, 1996
   d. Constitution and Management of Mutual Funds
3. **Investor Protection**
   a. Constitution and Management of Asset Management Company and Custodian-
   b. Schemes of Mutual Fund- Code of Conduct of Mutual Funds-
   c. The Stock Exchange Infrastructure- SEBI Regulations, 2015
   d. Recent trends and products in Mutual Funds

VI. Course Materials

Indian Mutual Funds Handbook (5th Edition) - Sundar Sankaran · (2018)

Marketing

Specialization

Semester III

Specialization Core

Course Code: 20PBA3201

Title : Advertisement Management   **Credits : 3**

I. Course Description

The primary objective of the course is to ensure the students understand the principles and practice of promotions in industry and services. Students are introduced to various communication tools such as advertising, social media etc., and make them develop an Integrated Marketing Communication plan. The course will help them understand and appreciate how IMC fits in the overall marketing mix process and strategy.

II. Assurance of Learning (AoL)

At the end of the course, the students will be able to:

1. Decode consumer behaviour.
2. Understand and critically analyze different types of promotion media using media metrics.
3. Develop a media plan for a well-researched and planned media mix.

III. Course Content

    1. Marketing communication
        a. Marketing Communication Objectives
        b. Promotional mix elements
        c. Primary tools of Marketing Communication and Integration of Marketing Communication

    2. Consumer Behaviour and STP process
        a. Consumer behaviour models
        b. Decoding consumer behaviour
        c. Segmenting-Targeting-Positioning process.
        d. Concept of Big Idea

    3. Creative Techniques
        a. Print
        b. Radio
        c. Television
        c. Out of Home and other IMC tools.

    4. Media Planning
        a. Creating and execution of effective advertisements in different media.
        b. Account planning media planning
        c. Measuring advertisement effectiveness.

IV. Teaching and Learning Methods

The students will be taught how to decode consumer behaviour and use them for building the 'Big Idea'
Based on the big idea, creatively develop marketing communication for a product or service.
Working in a team, s/he will be exposed and engineer new creatives for a product/service, do media planning and also measure its effectiveness.

V. Course Materials

    a. Mandatory

        D'Souza Alan & Shah Kruti. (2008). Advertising and Promotions. (5 ed). New Delhi, India: Tata McGraw Hill.

    b. Additional

        Jethwaney, J. N., & Jain, S. (2016). Advertising Management (3 ed). New Delhi: India Oxford University Press.

Specialization Core

Course Code: 20PBA3202

Title: Services Marketing   **Credits: 3**

I. Course Description

The course helps to understand the nature and scope of services marketing. It deals with the unique challenges in developing and managing quality service. The tools and strategies to address these challenges are dealt.

II. Assurance of Learning (AoL)

At the end of the course, the students will be able to:
1. Understand the unique challenges in marketing of services.
2. Understand the dimensions of service quality and the various gaps that can occur during service delivery.
3. Learn service standards, service design and distribution of services.
4. Appreciate employees' role and customers' role in service delivery.
5. Develop strategies to match demand and supply of services and pricing.

III. Course Content
1. **Foundations for Services Marketing**
   a. Service Sector and Indian Economy
   b. Meaning and Characteristics of Services
   c. Classification of Services and Service Adjuncts
   d. Service and Technology
   e. Services Marketing Mix
2. **Focus on the Customer**
   a. GAPS Model of Service Quality and Service Quality Dimensions
   b. Consumer Expectations
   c. Customer Perceptions of Service
   d. Consumer Research in Services
   e. Service Encounters
3. **Service Standards, Design and Distribution**
   a. Service Standards
   b. Service Design
   c. Physical Evidence and the Servicescape
   d. Distribution
   e. Role of Intermediaries and Electronic Channels
4. **Delivering and Performing Service**
   a. Role of Employees in Service Delivery
   b. Role of Customers in Service Delivery
   c. Self Service Technologies
   d. Strategies for Enhancing Customer Participation

5. **Managing Service Promises**
   a. Managing Demand and Supply
   b. Pricing Strategies: Yield Management
   c. Customer Retention
   d. Complaints Handling and Service Recovery

IV. Teaching and Learning Strategies

Concepts are introduced through lectures and power point presentations. Cases will be used for practical application of the concepts. The students will discuss in groups, analyse the cases and make presentations. Field study will be organized to enhance learning. The students learn the various aspects of services marketing and develop a "service" mindset.

V. Course Materials

a. Mandatory
Zeithaml, V.A., Bitner, M.J., Gremler, D.D. (2017). Services marketing – Integrating customer focus across the firm. (7 ed.). New Delhi, India: McGraw Hill Education (India) Pvt. Ltd.

b. Additional
Bateson E.G. J., & Hoffman K. D. (2011). Services Marketing (4 ed.). New Delhi, India: Cengage Learning India Private Limited.

Specialization Core

Course Code: 20PBA3203

Title: Consumer Behavior   **Credits: 3**

I. Course Description

The course introduces the basic aspects of consumer behavior and the consumer research process. It deals with the internal and external factors that influence consumer behavior and the consumer decision making process. The basics of neuromarketing and digital marketing behavior are also included.

II. Assurance of Learning (AoL)

At the end of the course, the students will be able to:
1. Understand the consumer research process.
2. Analyze the internal and external factors that influence consumer behavior.
3. Understand the consumer decision making process.
4. Learn the basics of neuromarketing and digital marketing behaviour.

III. Course Content

1. **Introduction to Consumer Behaviour**
    a. Consumer Behavior, Customer Value, Satisfaction, Trust and Retention
    b. Consumer Research Process
2. **The Consumer as an Individual – Motivation, Personality and Perception**
    a. The Dynamics of Motivation
    b. Personality and Understanding Consumer Behavior
    c. Self and Self Image
    d. Sensory Dynamics of Perception and its Elements
    e. Consumer Imagery
3. **The Consumer as an Individual – Learning and Attitude Formation**
    a. Consumer Learning
    b. Consumer Involvement and Passive Learning
    c. Attitude Formation and Attitude Change
    d. Cognitive Dissonance and Attribution Theory
4. **Consumers in their Social and Cultural Settings**
    a. Family and Decision-Making Process
    b. Social Class
    c. Culture
5. **The Consumer's Decision-Making Process and Ethical Dimensions**
    a. Diffusion and Adoption of Innovation
    b. Consumer Decision Making Process
    c. Consumer Behavior and Ethics
    d. Neuromarketing and Digital Marketing Behaviour

IV. Teaching and Learning Strategies

The concepts will be introduced through lectures and power point presentations. Cases will be used for practical application of the concepts. The students will discuss in groups, analyse the cases and make presentations of their analyses. Field visits will be organized for practical learning. The students learn the various aspects of consumer behaviour and how to apply them in real life situations.

V. Course Materials

a. Mandatory

Schiffman, L.G., Wisenblit, J. & Kumar, R.S. (2019). Consumer behavior. (12 ed.). New Delhi, India: Pearson Education.

b. Additional

Underhill, P. (2009). Why we buy: The science of shopping. New York: Simon & Schuster Paperbacks.

Lindstrom, M. (2008). Buyology: Truth and lies about why we buy. (1 ed.). New York: Doubleday.

Dutta, T., & Mandal, M.K. (2019). Neuromarketing in India: Understanding the Indian Consumer. New York: Routledge.

Ryan, D. & Jones, C. (2012). Understanding digital marketing: Marketing strategies for engaging the digital generation. New Delhi: KoganPage.

Specialization Core

Course Code: 20PBA3204

Title: Marketing Research   **Credits: 3**

I. Course Description

This course is to provide a user's perspective to the research process. The first part of the course starts by differentiating the decision process from the research process and focuses on 'what' (problem definition) and 'how' (methodology) of the research process to ensure that the data collected is valid. The second part of the course discusses the commonly used multivariate techniques to analyze the data and derive meaningful appropriate information to help in marketing decisions.

II. Assurance of Learning (AoL)

At the end of the course, students will be able to:
1. Introduce the basic concepts of research and methodology of conducting researches in marketing domain, and
2. Foundation to pursue a professional career in Marketing Research domain.

III. Course Content

1. The Marketing Research System
   a. Definition of MR
   b. Basic and Applied Research
   c. The Marketing Research Process
   d. Types of Research
   e. Research Design

2. Sampling Process in Marketing Research
   a. Sampling Design and Procedure
   b. Sampling Methods
   c. Sampling Techniques
   d. Sample Size determination

3. Measurement & Scaling in Marketing Research
   a. Measurement concept
   b. Sources of variation in Measurement
   c. Validity & reliability of Measurement
   d. Attitude measurement
   e. Scaling Procedure

4. Data Instruments
   a. Data Collection methods
   b. Field Operations
   c. Errors and Difficulties in Data Processing
   d. Coding and Editing
   e. Data Analysis
   f. Hypothesis Testing
   g. Report Writing
   h. Presentation of Data.

5. **Application of Marketing Research**
    a. Product Research
    b. Motivation Research
    c. Advertising Research
    d. Sales Control Research
    e. Rural Marketing research

IV. Teaching and Learning Strategies

The course will be taught through a combination of spread sheets, lectures, case studies, articles and reading materials. The students will be involved in peer learning activities like developing and posing questions to their peers, brainstorming solutions to problems, conducting quizzes, debates, teaching peers and quick writes on topics learnt.

V. Course Materials

a. **Mandatory**

Malhotra K.N. (2019). Marketing Research: An Applied Orientation, (7 ed.) Pearson Education, Asia.

b. **Additional**

Donald R. Cooper & Schindler (2018), Marketing Research Concept & Cases, (12 ed.) Tata McGraw-Hill Publishing Company Limited.

Gupta, S.C. (2004) Marketing Research, Excel Books India.

Specialization Core

Course Code: 20PBA3205

Title : Business to Business Marketing   **Credits : 3**

I. Course Description

The course gives a strong knowledge base to the students' in the area of B2B marketing. Students understand the elements of marketing function from a B2B perspective. Cases are used to cover the entire gamut of B2B function; starting from understanding industrial buyers to channel management to customer relationship management.

II. Assurance of Learning (AoL)

At the end of the course, the students will be able to:
1. Understand consumer behaviour form an B2B perspective.
2. Learn how to organise the marketing function in B2B businesses; segmentation and new product management.
3. Develop and apply pricing strategies and channel development.

III. Course Content

1. **Introduction to B2B marketing and understanding consumer environment**
   a. B2B marketing - primaries.
   b. Understanding the customer and the environment
2. **Organising the marketing function**
   a. Segmenting and Strategy for new industrial products. Models
   b. Innovations for business markets.
3. **Pricing Strategy and Channel Partnerships.**
   a. Types and Rationale behind each pricing strategy.
   b. Designing and developing a pricing strategy.
4. **Communication and customer care for B2B marketing**
   a. Communication in vogue and innovative practices –use of digital media.
   b. Customer care – practices- in B2B.
   c. Personal Selling and Sales Productivity.

IV. Teaching and Learning Strategies

The course will be taught through cases. The students will learn the fundamentals of the marketing function from a B2B perspective with the aid of cases. Group presentations will give them space to look into others view point and at the end learn B2B comprehensively.

V. Course Materials

a. **Mandatory**

Hutt, D.M., Sharma, D., Speh, W. T. (2017). B2B Marketing: A South-Asian Perspective (11E). New Delhi: Cengage Learning

b. **Optional**

Cases and articles related to B2B will be given by the Professor during the start of the course.

Specialization Optional

Course Code: 20PBA3206

Title: Market Stint   **Credits : 1.5**

I. Course Description

The course is the market based experiential learning course. Students will, in groups, will do a market stint and learn from reality, how products are marketed and distributed in urban and rural pockets. In the process they will learn the marketing mix as a whole for different brands. They will also learn the gaps between theory and practice.

Specialization Optional

Course Code: 20PBA3207

Title: Brand Management   **Credits : 1.5**

I. Course Description

The course gives an overview of how brands are born, nurtured and extended in different product categories. Students will audit brands from a consumer perspective and link them with brand equity and other metrics. The course will make the students aware of branding initiatives. Additionally, the role of marketing communication in building brands is examined vis-à-vis competition.

II. Assurance of Learning (AoL)

At the end of the course, students will be able to:
1. Know how to audit brands.
2. Apply branding principles to ensure superior brand performance.
3. Acquire skills for building, measuring and evaluating strategies that build brand equity.

III. Course Content

1. **Brand Reflections**
   a. Self-positioning statement – self branding
   b. Brand reflections
   c. Brand Message – analysis –leveraging brand associations
2. **Brand Audit**
   a. Secondary Research –company/brands –history
   b. Additional Secondary Research – Brand's DNA. Marketing programmes and other marketing elements
   c. Qualitative research – buyer primary research
3. **Brand Management**
   a. Integrate secondary and primary research
   b. Strategic and tactical recommendations for brands
   c. Creation of a brand strategy to enhance brand equity
4. **Strategic Brand Management**
   a. Aligning brand management principles with corporate/business strategy

IV. Teaching and Learning Strategies

The students will be taught the brand management essentials. They will choose brands of their choice for reflection and learn how to do a competitive brand message analysis. Student teams will work on a brand, doing an in-depth secondary and primary analysis. Further, they will integrate them for strategy and give tactical recommendations for the chosen brand.

Student teams will learn how to evaluate brands and give recommendations for enhancing brand awareness and equity. They will also learn how to align brands with the company's overall corporate and business strategy.

V. Course Materials

a. **Mandatory**
   Keller, K.L. (2012), Strategic Brand Management: Building, Measuring, and Managing Brand Equity. (4ed). Noida, India: Pearson Education
b. **Additional**
   Select readings from HBR as directed by the course coordinator.

Specialization Optional

Course Code: 20PBA3208

Title: Rural Marketing   **Credits: 1.5**

I. Course Description
This course, designed for rural marketing segment, will enable students to have new outlook towards marketing. The students will revisit the basic concepts in marketing but consciously apply them to rural marketing segment.

II. Assurance of Learning (AoL)
At the end of the course, students will be able to:
1. Understand the rural market environment
2. Understand and estimate rural markets.
3. Develop marketing strategies specific to rural markets.

III. Course Content
1. Indian Rural Market
   a. Rural India: a brief profile
   b. Market segmentation
   c. Consumer behaviour
   d. Challenges and opportunities

2. Product and pricing strategies for rural market
   a. Marketing mix
   b. Product strategies for rural market
   c. Pricing strategies for rural market

3. Promotion and distribution strategies for rural market
   a. Designing right promotion mix
   b. Promotional campaigns
   c. Distribution and logistics management
   d. New approaches to reach out rural markets

IV. Teaching and Learning Strategies
The course will be taught using lectures, case studies, articles and reading materials. Understanding the Rural Marketing mindset and buyer behaviour through regular field visits, connecting with their actual needs and product servings and drawing a marketing/market plan will be the strategy for effective learning.

V. Course Materials
a. Mandatory
Dogra, B., & Ghuman, K. (2008). Rural Marketing: Concepts and Practices. New Delhi, India: Tata McGraw-Hill Publishing Company Limited.
b. Additional
Prahalad, C. (2006). The Fortune at the Bottom of the Pyramid. New Jersey, USA: Pearson Education Inc
Pradeep Kashyap (2016). Rural Marketing (3rd ed.) Pearson Publication.

HR

Specialization

Semester III

Specialization Core

Course Code : 20PBA3301

Title : Learning and Development   **Credits: 3**

I. Course Description
This course imparts the skills necessary to design, develop and implement a training program.

II. Assurance of Learning (AoL)
At the end of the course, students will be able to:
1. Understand the perspective of learning and identify their learning styles.
2. Conduct a need assessment to determine the training needs of the organization.
3. Design training that meets the organization's strategic goals.
4. Develop methods of experiential learning and conduct a training program.
5. Evaluate training in light of the training objectives.

III. Course Content
1. **Training and Learning Principles**
   a. Needs assessment and needs analysis
   b. Determining whether training is the best solution
   c. Andragogy and adult learning theory
   d. Characteristics of adult learners
   e. Learning outcomes, domains
   f. Learning styles, cycle and process
   g. Learning theories
2. **Training Objectives**
   a. Setting training goals and objectives
   b. Bloom's taxonomy and the three learning domains
   c. Writing SMART objectives
   d. Establishing the training budget
3. **Developing the Training Program**
   a. Program design
   b. Content derivation
   c. Content sequencing
   d. Developing lesson plan
4. **Training Methods, Experiential Learning and Technology in Training**
   a. Training methods
   b. Determining the best method of training
   c. Using e-learning
   d. Levels of technology-based training
   e. Selecting the appropriate training design
   f. Virtual Facilitation skills
   g. Implementing Training and Presentation Skills

5. **Evaluation and Return on Investment**
   a. Training evaluation
   b. Benefit-cost ratio
   c. Link training to organization success

IV. Teaching and Learning Strategies

The learning in classroom is linked to a live project that a group of students have to take. The learning in classroom helps them to take up training need analysis, design training program, develop contents and session plan, make a presentation in the classroom and design an evaluation system. Students read the text book for further learning and use the online resources to design tools for the live project.

V. Course Materials

a. Mandatory

Noe, R. (2008). Employee Training and Development. New York, USA: McGraw-Hill.

b. Additional

1. Bhattacharya, D.K. (2011). Training and Development. Delhi,Sage
2. Planning Tool (n.d). Retrieved from https://www.planware.org/strategicplanner.htm
3. Evaluation Model from Businessballs.com:www.businessballs.com/kirkpatricklearningevaluation model.html
4. Presentation skills from www.presentationskills.info/presentationskills.htm
5. Transfer of learning from www.nwlink.com/~donclark/hrd/learning/transfer.html
6. Atherton, J. (2005). Learning and Teaching: Experiential Learning. Retrieved September 10, 2008, from www.learningandteaching.info/learning /experience.htm
7. Bloom's Taxonomy from www.nwlink.com/~donclark/hrd/bloom.html
8. Kolb Learning from www.businessballs.com/kolblearningstyles.htm
9. Learning Style test from www.coe.iup.edu/rjl/instruction/cm150 /selfinterpretation /kolb.htm

Specialization Core

Course Code : 20PBA3302

Title: Performance Management   **Credits: 3**

I. Course Description

This course familiarizes the students with performance management concepts, process, system, standards and different measurements types. It helps to develop the skills and competencies for understanding the performance management system and effectively measure their own performance with the given standards.

II. Assurance of Learning (AoL)

At the end of the course, students will be able to:

1. Learn performance management system.
2. Understand the linkage between the recruitment and performance management.
3. Recognize performance standards and competencies.
4. To construct, evaluate and revise performance standards and rewards.

III. Course Content

I. Performance Management
   a. Performance Management as a system
   b. Performance Domains, Dimensions, Role Analysis
   c. Evaluating Performance Management

2. Performance Management (PM) Process and System
   a. PM planning& process
   b. Key performance indicators (KPI)/Metrics
   c. Performance Management system
   d. Measuring results and behaviour
   e. Performance accounting and audit
   f. Ethical and legal issues of PM

3. Developing Performance Management Standards
   a. Performance Management Standards Concept
   b. Management skills and competencies
   c. Performance based compensation (PFP) through job evaluation
   d. Competency mapping, Competency model
   e. Appraisal Forms and Formats

4. Performance measurements
   a. Measurement -Concepts, Process
   b. Methods, matrix and models
   c. Balanced and HR score cards
   d. Process and Documentation of PA
   e. Appraisal Communication, Appraisal Interview, Feedback and Counselling
   f. Errors in appraisal, and reduction of errors
   g. Employee Net Promoter Score (ENPS) and Assessment Centre

5. **Trends in Performance Management**
    a. Virtual performance management
    b. Role of Counselling in handling Poor performers
    c. Role of Coaching in Top & Average Performers.

IV. Teaching and Learning Strategies

Power point presentation and Group Discussion will be used for concept understanding.
Published articles will be reviewed and course materials will be given. Students will prepare appraisal forms and test the same for different type of employments.

V. Course Materials

a. Mandatory

Bhattacharyya, D. K. (2011). Performance Management Systems and Strategies. New Delhi, India: Pearson Publications.

b. Additional

Agunis, H. (2016). Performance Management, (3rd ed.). Noida, UP, India: Pearson Publications.
Goel, D. (2009). Performance Appraisal and Compensation Management: A Modern Approach. New Delhi, India: PHI Learning Pvt. Ltd.

Specialization Core

Course Code : 20PBA3303

Title: Labour Legislations   **Credits: 3**

I. Course Description
This course provides a strong framework of knowledge and understanding the relationship between management and labour organizations. It creates structures with specific responsibilities and powers for the administration of legislations and schemes. The purpose is to provide an exposure to the students into the labour law administration.

II. Assurance of Learning (AoL)
At the end of the course, students will be able to:
1. Discuss various acts and agencies related to labour management
2. Familiarize the students with the administration of labour laws
3. Gain hands-on experience on various forms and returns

III. Course Content
1. **Basics of Constitution & Labour Legislations**
   a. Pillars of Constitution
   b. Separation of Powers
   c. Concurrent List
   d. Indian Contract Act and its impact on Employment and Service Contracts.
2. **Laws relating to Wages**
   a. Payment of Wages Act
   b. Minimum Wages Act
   c. Bonus Act
3. **Laws relating to Occupational Safety & Health**
   a. Factories Act
   b. Tamil Nadu Shops and Establishment Act
   c. Contract Labour (Registration and Abolition) Act
4. **Laws relating to Social Security**
   a. Employees' State Insurance Act
   b. Employees Provident Fund Act
   c. Employee Gratuity Act
5. **Laws relating to Social Security**
   a. Employee compensation
   b. Maternity benefit
   c. Paternity benefit

IV. Teaching and Learning Strategies

Interactive guides, individual and small group activities and role-play exercises will be used. Class participation, periodic assignments and group project will also be deployed

V. Course Materials

a. Mandatory

Kapoor, N. D (2013). Handbook of Industrial Law. New Delhi, India: Sultan Chand & Sons.

b. Additional

Ministry of Labour & Employment | GoI. Labour.gov.in. (2021). Retrieved 26 March 2021, from http://labour.gov.in/.

Specialization Core

Course Code : 20PBA3304

Title: Talent Acquisition   **Credits: 3**

I. Course Description

This course is intended to help students with an understanding of recruitment and selection methods and processes.

II. Assurance of Learning (AoL)

1. Understand the concept, terms in recruitment & selection.
2. Draft job specification, job description with skills required.
3. Understand the process of job analysis and competency based assessment.
4. Align the recruitment & selection process with the organization's strategy.
5. Discover how to leverage technology for better recruitment.

III. Course Content

1. **Changing Business Context in Recruitment and Selection**
   a. Philosophy of Talent Acquistion
   b. Job analysis: Job requirements job analysis
   c. Competency-based job analysis methods
   d. Reward based job analysis methods.
2. **Recruitment**
   a. Planning
   b. Strategy development
   c. Searching, and applicant reactions
   d. E-recruitment process
3. **Selection**
   a. Process
   b. Validity of selection tools
   c. Selection tests
4. **Interviews**
   a. Types
   b. Planning
   c. Conducting interview
   d. Online interviews
5. **Placement and Induction**
   a. Objectives, needs and roles
   b. Online Induction
   c. Online training modules

IV. Teaching and Learning Strategies

Lecture through power points and videos will explain the basic concepts. Case study relating to the selection process of organisations will be discussed. Required reading materials will be provided unit wise.

V. Course Materials

a. Mandatory

Gatewood, Robert D. and Field, Hubert S. (2001) Human Resource Selection, Ohio: South Western Cengage Learning.

b. Additional

Arthur, D. (2011). Recruiting, Interviewing, Selecting and Orienting new Employees (4 ed.). PHI Learning Private Limited.

Specialization Core

Course Code : 20PBA3305

Title: Learning Organizations   Credits: 3

I. Course Description

This course helps the students acquiring and transferring knowledge, modifying their behavior to reflect new knowledge and insights. It also helps them in systematic problem solving, experimentation with new approaches, learning from their own experience and past history, learning from the experiences and best practices of others.

II. Assurance of Learning (AoL)

At the end of the course, students will be able to:

1. Learn the forces that are reshaping workplaces and pressing managers to consider the role of learning in organisations.
2. Understand the processes and skills involved in implementing in a learning organization.
3. Know that organisational learning is interrelated with most organisational and management goals.

III. Course Content

1. **Theory and practice of learning**
   a. Reflecting on and analysing learning approaches;
   b. Learning as change; change as learning
   c. Learning as research; research as learning
   d. Human Development (change and learning as life stages)
   e. Learning to learn

2. **Organisational learning- Formal**
   a. Skills and competences
   b. Skills and abilities need in the future
   c. Education and learning; lifelong learning; learning for employability
   d. Learning 'outcomes' at work; competency approaches to learning

3. **Organisational learning – Informal**
   a. Informal versus formal
   b. Social learning (Socialisation, enculturation etc)
   c. Development (professional and personal).
   d. Work-based learning
   e. Situated learning; communities of practice; narrative and storytelling.

4. **Learning organisations – organisations as learners**
   a. Defining and creating learning organisations
   b. Action learning as organisational learning
   c. Transforming learning philosophies into practical reality
   d. Management practice as learning practice
   e. Unlearning and Relearning

5. **Managing learning and knowledge management: Maintaining and enhancing the learning organisation**
   a. Reflective practice
   b. Action Research
   c. Policies, strategies and practice in learning organisations
   d. Internship; Apprenticeship
   e. Tactical management
   f. Designing programs for effective learning
   g. Integrating formal and informal learning at organisational level

IV. Teaching and Learning Strategies

Practical exercises and power point will be used to teach the basic concepts. Case study discussions and presentations will be conducted where, significant contributions to case discussions will be considered. Experiential exercises will be used from various sources online on organisational learnings. Practical Project will be assigned during the course.

V. Course Materials

a. Mandatory
Allen, B. (1997). Developing a Learning Organisation. New Delhi: Pearson.

b. Additional
Lassey, P. (1998). Developing a Learning organisation : Kogan
Senge, P. (1994). The Fifth Discipline Fieldbook: Strategies for Building a Learning Organisation. Nicholas Brealey Publishing.

Specialization Optional

Course Code : 20PBA3306

Title: Conflict and Negotiation Management   **Credits: 1.5**

I. Course Description

This course introduces students the theory and practices of negotiation. It also focuses on the concepts and theories of conflict and negotiation, constituent elements of negotiation process.

II. Assurance of Learning (AoL)

At the end of the course the student will be able to:
1. Identify and learn strategies for encouraging constructive conflict
2. Communicate persuasively in their interactions
3. Demonstrate an ability to negotiate beneficial transactions and to resolve disputes
4. Apply techniques of conflict management in common workplace settings
5. Understand the role of mediation as an alternate in dispute resolution

III. Course Content

1. Conflict and Inter Group Behaviour
   a. Concept
   b. Transition in conflict thought
   c. Functional Vs Dysfunctional conflict
   d. Conflict paradox
   e. Conflict process

2. Negotiation
   a. Concept, Elements & Multiparty Negotiations
   b. Negotiation process
   c. Distributive bargaining
   d. Integrative bargaining

3. Leveraging through Power and Persuasion
   a. Concept of power
   b. Sources of Power
   c. Power of persuasion
   d. Persuasion tools
   e. Persuasion process

4. Negotiation Strategy
   a. Power and best alternative to negotiation and agreement (BATNA)
   b. Key Strategy elements
   c. List of strategies
   d. Communication
   e. Emotions
   f. Impasse and Alternative Dispute Resolution

5. Closing the Negotiation
   a. Ethics, Fairness and Trust in negotiation
   b. Influence of culture and gender
   c. Creativity and Value creation
   d. Agreement template
   e. Moving past stalemate
   f. Building relationship

IV. Teaching and Learning Strategies

Individual and group presentations and guided group interactions will be the mode of making the student learn the concepts. Case studies will be discussed in the class. The mock negotiation will be done by the groups on different topics to help the student practice the persuasion skill, role plays and GD. The E-book suggested will be read by the students.

V. Course Materials

a. Mandatory

Carrell, M. R. & Heavrerin, C.J.D. (2008). Negotiating Essentials: Theory, Skills and Practice. New Delhi, India: Pearson Publications.

b. Additional

Corvette, B.A. B. (2015). Conflict Management: A Practical Guide to Developing Negotiation Strategies. New Delhi, India: Pearson Publications.

Specialization Optional

Course Code : 20PBA3307

Title: HR Analytics   **Credits: 1.5**

I. Course Description

This course describes on how HR effectiveness is measured in organizations. It focuses on applying metrics to business and helps to understand the importance of HR metrics.

II. Assurance of Learning (AoL)

At the end of the course, students will be able to:
1. Learn the importance of identifying and aligning HR strategy with the organizational strategy
2. Understand the methods of measurement of various HR process and increase the process effectiveness
3. Gain familiarity in framing HR Score Card and drafting KPI's
4. Understand the concept of implementation and evaluation of HR metrics
5. Learn the basic concepts in HR Analytics and its applications

III. Course Content

1. HR and Strategy
   a.   HR as Strategic Partner
   b.   Measuring HR's Strategic Influence
   c.   Human Capital Deliverables
   d.   Management by Measurement

2. Process Measurement
   a.   Manpower Planning and hiring
   b.   Performance Appraisal
   c.   Training and Development
   d.   HR Communication
   e.   Compensation Management
   f.   Employee Turn Over

3. HR Score Card
   a.   Framework for HR Scorecard
   b.   KPI
   c.   KRA
   d.   HR deliverables
   e.   Aligning Strategy
   f.   HR Architecture
   g.   Implementation

4. HR Evaluation
   a.   Goal based evaluation
   b.   Outcome based evaluation
   c.   ROI
   d.   HR Metrics
5. HR Analytics
   a.   Predictive Analytics
   b.   Human Resource Accounting
   c.   Analytics in Functional HR Process
   d.   HR Analyst

IV. Teaching and Learning Strategies

Lecture through power points and videos will explain the basic concepts. Case study discussions and group presentations will be conducted and significant contributions to case discussions will be considered. Experiential exercises will be used from various sources online on measuring HR effectiveness throughout the semester. Required reading materials will be provided unit wise. Assessment at the end of each unit (Quiz and Test) will be conducted. Practical Project will be assigned during the course.

V. Course Materials

a. Mandatory

Sharpio,J.P., Burkholder, N.C.,& Golas, S. (2007). Ultimate Performance: Measuring Human Resources at Work. New York, USA: John Wiley & Sons.

b. Additional

Becker, B.E., Huselid, M.A., & Ulrich, D. (2007). The HR Scorecard: Linking People, Strategy and Performance. Brighton, USA: Harvard Business Press

Hunter, I. (2006). HR Business Partners. Aldershot, U K: Gower Publishing Limited.

Jack E. Edwards, J. C. (2007). Evaluating Human Resources Programs: A 6-Phase Approach for Optimizing Performance. CA, USA: Pfeiffer.

Specialization Optional

Course Code : 20PBA3308

Title: Management Consulting   **Credits: 1.5**

I. Course Description

The course helps the students to understand the scope, skills and tools of a consulting professional. It also enables them to start their own consultancy.

II. Assurance of Learning (AoL)

At the end of the course, students will be able to:
1. Have an overall perspective on management consulting.
2. Learn the techniques and skills of a consultant.
3. Develop skills of handling a client.

III. Course Content

1. **Introduction to Management Consulting**
   a. Stages in Consulting
   b. Gaining Access to a Client
2. **Preparing a Consulting Proposal**
   a. Contracting Overview and Meeting
   b. Roles consultants play
3. **Entering the Client Firm**
   a. Diagnosis: Several Approaches
   b. Diagnosis: Defining the Information Need
4. **Presenting Diagnosis**
   a. Several Data Collection Techniques
   b. Review
5. **Analysing Resistance**
   a. Developing Recommendations and Planning Intervention
   b. Presenting analysis
   c. Managing Resistance

IV. Teaching and Learning Strategies

Basic concepts, importance and process of consulting will be taught through lectures, power point presentation, case study and group activities. The Students will be trained on the techniques of developing consulting proposal and the skills of managing a client.

V. Course Materials

a. Mandatory

Parikh, S. (2015). Competitive Marketplace. New York, USA: John Wiley & Sons, Inc.

b. Additional

Sobel, A. &. Banas,J. (2012). Power Questions: Build Relationships, Win New Business, and Influence Others. New York, USA: John Wiley & Sons, Inc.

Systems

Specialization

Semester III

Specialization Core

Course Code : 20PBA3401

Title: Business Analytics and Business Intelligence   **Credits: 3**

I. Course Description
The Course aims to prepare students to provide in depth knowledge of Business Analytics that can be used for problem solving and decision making. It introduces Key Performance indicators of different business.

II. Assurance of Learning (AoL)
At the end of the course, students will be able to:
1. Understand types of analytics and its uses
2. Apply the techniques of business analytics to solve real time business problem
3. Learn the concepts of KPI and its important in business environment
4. Learn BA tools and use of dash board for solving business problems

III. Course Content
1. **Business Analytics**
   a. Data Driven Strategies
   b. Business Intelligence
   c. Types of Analytics
   d. Different models in Analytics Industries
   e. Building an Analytics Capability Model
2. **Building an analytical Capability**
   a. Linkages of BA and Business
   b. Internal process of BA
   c. External process in BA
   d. Analytical Maturity Model
3. **KPI in BA**
   a. Key Performance Indicators
   b. Developing KPI
   c. KPI for different business industries
   d. KPI in Dash board
   e. Create dash board
4. **Predictive Analytics**
   a. Predictive business analytics model
   b. Drivers of Predictive analytics
   c. Retail Analytics
   d. Data Hackathon
5. **Analytics**
   a. Operational Analytics
   b. Location Analytics
   c. Customer Analytics
   d. Workforce Analytics
   e. People Analytics

IV. Teaching and Learning Methods

The course will be taught by lectures using Power Point Presentation, web sources and video presentation. Students will be introduced the concept of BA and its important of learning and will be trained in data analytics to understand the insights of the data and come out with business solution using analytical tool.

V. Course Materials

a. Mandatory

Hardoon,D.R., Shmueli Galit. (2013). Getting Started with Business Analytics. Florid: CRC Press.

b. Additional

Davenport,H. T., Harris, G. J,.Morison,R. (2010). Analytics at Work: Smarter Decisions Better Results. Florida: CRC Press.

Kumar Dinesh. U. (2017). Business analytics – the science of data driven decision making.New Delhi : Wiley.

Specialization Core

Course Code : 20PBA3402

Title: Data Mining and Data Warehousing   **Credits:3**

I. Course Description

This course introduces the students to the emerging field of data mining and data warehousing. It helps the students to learn different algorithms and techniques in data mining.

II. Assurance of Learning (AoL)

At the end of the course, students will be able to:
1. Understand the concepts of data mining and data warehousing
2. Apply the various techniques and algorithms to solve business problem
3. Understand nature of business data and to select appropriate tools and techniques by using tool to solve business problems.
4. Understand the concepts, types of web mining systems and data warehousing

III. Course Content

1. **Data Mining**
   a. Knowledge Discovery Process
   b. DM Tools
   c. Data Pre-processing
2. **Classification, Clustering and Prediction**
   a. Supervised and Unsupervised Learning
   b. Classification and Clustering
   c. Association Rule Mining
   d. Prediction
3. **Web mining**
   a. Content Mining
   b. Structure Mining
   c. Usage Mining
   d. Document Clustering
   e. Crawling
   f. Architecture of Search Engine
4. **Data Warehousing**
   a. Operational data warehouses
   b. Extract, Transform and Load
   c. Online Transaction Processing
   d. Online Analytical Processing
   e. OLAP Servers
5. **Data Cube**
   a. Data Cube and operations
   b. Multidimensional data model
   c. Advancement in Warehouse architectures

IV. Teaching and Learning Methods

The Classroom presentations will help students understand the basic principles involved in Data mining and Data warehousing. There will be practical demonstrations on different data mining techniques using analytical Tools.

VI. Course Materials

a. Mandatory

Gupta, G.K. (2014). Introduction to data mining with case studies (3 ed.). New Delhi, India: Prentice Hall of India Learning Private Limited.

b. Additional

Jiawei, H., Kamber, M., & Pei, J. (2012). Data mining concepts and techniques (3 ed.). USA: Morgan Kaufmann Publishers.

Kimball, R., Ross, M. (2014). The data warehouse toolkit: The definitive guide to dimensional modeling (3 ed.). New Delhi, India: Wiley.

Specialization Core

Course Code : 20PBA3403

Title: Introduction to R and Python Programming   **Credits:3**

I. Course Description
This course introduces the students to basics of R and Python programming. It helps the students to improve the programming skills.

II. Assurance of Learning (AoL)
At the end of the course, students will be able to:
1   Understand the concepts of R and Python Programming
2   Learn the Programming structure of R and Python
3   Learn various packages in R and Python programming
4   Learn the file handling techniques in R and Python Programming

III. Course Content
1. **R Tool**
   a.   Basics, Variables, Operators, Data types
   b.   Vector, List, Array
   c.   Data Frames, Factors
2. **Control Statements**
   a.   If, if else, Switch, Looping
3. **Other Concepts**
   a.   Metrics, Functions, Packages, Read and Write files
4. **Python Tool**
   a.   Basics, Variables, Operators, Data types, Lists
   b.   Tuples, Dictionary
5. **Control Statements**
   a.   If, if else, Switch, Looping
6. **Other Concepts**
   a.   Functions, Modules, Files, Exception

IV. Teaching and Learning Methods
The course will be taught by demonstration. Practical exercises will be given to understand the different programming concepts using R and Python.

V. Course Materials
a. Mandatory
Leander P. Jared (2018). R for everyone. (2 ed.). New Delhi: Pearson Education.
Rao Nageswara (2018). Core Python Programming (2 ed.). New Delhi: DreamTech Press.
b. Additional
Matloff Norman (2011). The Art of R Programming. Sanfrancisco: No Starch Press, Inc.
Brown C Martin (2018). Python the complete reference Python. New Delhi: Tata McGraw Hill.

Specialization Core

Course Code : 20PBA3404

Title: Relational Database Management   **Credits: 3**

I. Course Description
In this course deals the concept of data base and highlight the need for RDBMS in the functional areas of business. The course provides knowledge on data models, constraints, functions, and queries in relational database management system.

II. Assurance of Learning (AoL)
At the end of the course, students will be able to:
1. Learn the basics of RDBMS and their usage in the business.
2. Develop skills for using SQL
3. Create and Maintain data base
4. Learn and apply built in functions to retrieve specific data to decision making

III. Course Content
1. **Data Base**
   a. Basic Concepts
   b. Relational Approach
   c. Data base Design
   d. Data Modelling
   e. Normalization
   f. Client Server Technology
2. **Structured Query Language**
   a. Data Definition Language
   b. Data Manipulation Language
   c. Data Control Language
   d. Data Transaction Language
3. **Constraints in SQL**
   a. Unique key
   b. Primary Key
   c. Not Null
   d. Foreign Key
   e. Check, Default key
4. **Queries in SQL**
   a. Simple Queries using arithmetic operators
   b. Simple queries using built-in functions
   c. Subqueries, Set Operators
   d. Order by, Group by having clause
   e. Join

5. **Advanced data bases**
    a. Distributed Data Base
    b. Spatial Data Base
    c. XML Data Base
    d. Temporal Data base

IV. Teaching and Learning Methods

The course will be taught by demonstration. Practical exercises will be given to understand the usage of SQL. The concepts will be introduced by lectures and power point presentations and online tutorial.

V. Course Materials

a. Mandatory

Shah, N. (2012). Data base systems Using Oracle a Simplified Guide to SQL and PL/SQL. (2 ed.) New Delhi: PHI Learning Private Limited.

b. Additional

Loney. K, Bryla Bob. (2013). Oracle Data base 12c The Complete Reference: Oracle Press. New Delhi: McGraw Hill Education.

Specialization Core

Course Code : 20PBA3405

Title: Software Engineering   **Credits: 3**

I. Course Description

This course gives an overview of Software Development Life Cycle and introduces the students to different methods, approaches and process of software development.

II. Assurance of Learning (AoL)

At the end of this course, students will be able to:
1. Understand the concept and process of software engineering
2. Learn analysis, design of software development
3. Understand the concepts and types of software testing
4. Learn the knowledge of software quality assurance and their importance of software project management

III. Course Content
1. **Software Process**
   a. The Software Process Models
   b. The Linear Sequential Model
   c. Prototyping Model
   d. The Rapid Application Development Model
   e. The Evolutionary Software Process Models
   f. Agile Modeling
2. **Project Management Concepts**
   a. People, Product, Process, Project
   b. Measure, Metrics, Indicators
3. **Software Analysis**
   a. Requirements Analysis
   b. Analysis Modelling
   c. Data Modeling
   d. Functional Modeling
   e. Behavior Modeling
   f. Agile / scrum modelling
4. **Software Design**
   a. Design Process
   b. Modular Design
   c. Architectural Design
   d. User Interface Design
   e. Component Level Design

5. **Software Testing**
   a. Test Case Design
   b. White box Testing
   c. Black Box Testing
   d. Integration Testing
   e. Unit Testing
6. **Software Quality Assurance**
   a. Software Metrics

IV. Teaching and Learning Methods

The course will be taught by classroom presentations. There will be practical demonstrations on software testing and other terminologies will teach through demonstration and presentations. The students will analyse and resolve business functional problem through the application of systematic approaches and diagnostic tools.

V. Course Materials

a. Mandatory

Pressman, R.S. (2019). Software Engineering: a Practitioner's Approach. (9 ed.). New Delhi: McGraw Hill Education.

b. Additional

Sommerville, I. (2016). Software Engineering. (10 ed.). New Delhi: Pearson Education.

Specialization Optional

Course Code : 20PBA3406

Title: Data Visualization   **Credits: 1.5**

I. Course Description

This course gives an overview of visualization tools and introduces the students to different visualization techniques in Business Analytics. The students will analyse and resolve business problems through the Power BI and Tableau tools.

II. Assurance of Learning (AoL)

At the end of this course, students will be able to:
1. Understand the importance of data visualization
2. Know the techniques of data visualization in Power BI and Tableau
3. Learn the different data modelling in visualization tools

III. Course Content
1. **Power BI**
   a. Architecture
   b. Supported data sources
   c. Data modelling
   d. Dashboard options
   e. Visualization
   f. Integration with Excel
2. **Tableau**
   a. Menu
   b. Data Sources
   c. Extract data
   d. Data join and blending
   e. Worksheets with tableau
   f. Sorting and filtering
   g. Charts

IV. Teaching and Learning Methods

The course will be taught by practical demonstrations on Power BI and Tableau. Hands on training will be given on data analysis, extracting data sources and dash board creation. The use of a demonstration shows visually how visualization tools are helping in the decision-making process.

VI. Course Materials
   a. Mandatory
   Powel Brett l (2017). Microsoft Power BI Cook Book. UK: Packt Publishing.
   Milliga Joshua (2019). Learning Tableau 2019: tools for business intelligence, data prep, and visualization analytics (3 ed.) UK: Packt Publishing.
   b. Additional
   Knight Devin et. al. (2018). Microsoft Power BI Complete Reference.UK: Packt Publishing.
   Murray DanielG. (2016). Tableau your data. New Jersey: John Wiley and Sons, Inc.

Specialization Optional

Course Code : 20PBA3407

Title: Emerging Technologies   **Credits: 1.5**

I. Course Description

This course introduces the students to the comprehensive and in-depth knowledge of IoTs and Cloud Computing concepts, technologies, architecture and other applications.

II. Assurance of Learning (AoL)

At the end of the course, students will be able to:
1. Understand the basic concept of IoTs and its applications
2. Learn the various applications of IoTs
3. Learn the basics of Fog, Edge Computing
4. Understand the basic concept of cloud computing

III. Course Content
1. **Internet of Things**
   a. IoT Strategic and Innovation
   b. IoT Applications
   c. IoT with Industry
   d. M2M and WSN Protocol
   e. Architecture for WoT
   f. Smart Cities, Smart Grid, Mobility and Transport
2. **Cloud Computing**
   a. Basics of Fog and Edge Computing
   b. Introduction to Cloud Computing
   c. Types of Cloud Services
   d. Virtualization Architectures
   e. Cloud Vendors
   f. DevOps Architecture
   g. Intelligent Apps
   h. STRIDE Threat Model
3. **Block Chain and FinTech**
   a. BitCoin
   b. Block Chain Transaction Flow
   c. Ethereum Concepts
   d. FinTech Platform
   e. Crowdfunding and Leading
4. **Machine Learning**
   a. Supervise, Unsupervised and Reinforcement Learning
   b. Structured, unstructured and semi structure data
   c. Deep Learning
   d. Artificial Intelligence

IV. Teaching and Learning Methods

The course will be taught by classroom presentations. The Students will be given latest web sources for learning.

V. Course Materials

a. Mandatory

Miller, M. (2009). Cloud Computing: Web-Based Applications That Change the Way You Work and Collaborate On-Line. (1 ed.). New Delhi: Person.

Vermesan, O., Friess,P.(2013). Internet of Things: Converging Technologies for Smart Environments and Integrated Ecosystems. Denmark: Revier Publisher.

b. Additional

Velte T Antony, Toby, Elsenpeter Robert (2018). Cloud Computing: A Practical Approach. New Delhi: McGraw Hill Education.

Follett, J. (2015). Design of Emerging Technologies: UX for Genomics, Robotics and the Internet of Things. (1ed.). USA: O'Reilly.

Specialization Optional

Course Code : 20PBA3408

Title: Digital Commerce   **Credits: 1.5**

I. Course Description

   This course gives the concepts of Electronic and Mobile Commerce and their applications.

II. Assurance of Learning (AoL)

   At the end of this course, students will be able to:
   1. Understand the Concept of Digital Commerce
   2. Know the various Electronic and Mobile commerce systems
   3. Understand usage of Electronic and Mobile Commerce applications and services

III. Course Content
   1. **Electronic Commerce**
      a. E-commerce and Indian Business Context
      b. E- Payment Systems
      c. Digital Signature
      d. Online financial services
   2. **Mobile Commerce**
      a. Mobile Content Providers
      b. WAP, 5G
      c. GSM, TDMA, PDA, CDMA
      d. Mobile Internet, Mobile IP
      e. Message Authentication Codes
   3. **M-Commerce Services**
      a. Next Generation
      b. Mobile portals, Voice portals
      c. Information services
      d. WML
      e. Wire Framing

IV. Teaching and Learning Methods

   The students are introduced to the basic concepts and process of E- Commerce and M – Commerce through classroom presentations. Video demonstration will be shown to the students to understand the concept of Digital Commerce Services in the business.

V. Course Materials

a. Mandatory

Laudon C Kenneth. Carol Guercio Traver (2019). E-Commerce 2019: Business, Technology and society. (15ed.). New Delhi: Pearson Education.

b. Additional

Duhan Punita. Singh Anurag (2019). M-Commerce Experiencing the Phygital Retail. Florida: CRC Press.

CORE COURSES

Semester IV

Core Course

Course Code : 20PBA4125

Title: International Business   **Credits: 3**

I. Course Description

The course introduces students to the basic concepts of international business. Topics include international trade theories; the impact of technology on multinational corporations; understanding documentation used in the international business arena; financing multinational operations; and international governance issues. There will be a focus on appropriate theory and the course will aim to provide opportunities for the practical implementation of the main concepts covered.

II. Assurance of Learning (AoL)

At the end of the course, students will be able to:

1. Understand what international business is and how it is done beyond domestic frontiers in the environment of physical, social, political and cultural contexts
2. Comprehend theories, international organisations, institutions, and actors in international business
3. Understand the marketing strategies international businesses use in the process of trading goods, products and services
4. Appreciate the strategies used by MNCs in selecting the countries for investment
5. Understand the EXIM policies and procedures relevant to Indian context

III. Course Content

1. **Environmental Frameworks**
   a. International Business Environment
   b. National Economic Environment
   c. Political Environment & Legal Environment
   d. Social and Cultural Environment – Hofstede model
   e. Technological Environment
2. **International Trade Theories**
   a. Mercantilism
   b. Theory of Absolute Advantage
   c. Theory of Comparative Advantage
   d. Hecksher – Ohlin Theory
   e. Leontief's Paradox
   f. Product Life Cycle Theory
   g. National Competitive Advantage: Porter's Diamond
3. **Regulation of Trading**
   a. World Trade Organisation
   b. International Monetary Fund
   c. World Bank
   d. Trading Blocks

4. **Strategy of International Business**
   a. Country – Market Selection Strategies: CAGE Analysis, BCG & GE Matrix
   b. International Market Entry Strategies
5. **Indian Exports**
   a. Indian Export Scenario
   b. EXIM Policy
   c. Export Documentation Procedures

IV. Teaching and Learning Strategies

The course will be taught using lectures, case studies, articles and reading materials. The students will be assessed on their participation and performance in case discussions, class room participation, regular class tests and timely submission of their assignments. The students will be involved in peer learning activities like developing and posing questions to their peers, brainstorming solutions to problems, conducting quizzes, debates, teaching peers and quick writes on topics learnt.

V. Course Materials

a. Mandatory
Hill, C. W., & Jain, A. K. (2014). International Business. New Delhi: McGraw Hill Education (India) Private Limited.

b. Additional
S.C.Gupta. (2010). International Business Management. New Delhi: Ane Books Pvt. Ltd.

Core Course

Course Code : 20PBA4126

Title: Business Ethics   **Credits: 3**

I. Course Description

Business Ethics teaches management professionals how business has to be conducted in a given society with codes, principles and ethics. They will be introduced to the ethical theories and trained in moral development. It also deals with corporate social responsibility and how ethics can be applied in all the functional areas of business.

II. Assurance of Learning (AoL)

At the end of the course, students will be able to:

1. Have clear understanding of basic concepts of ethics.
2. Apply the foundations/theoretical frameworks of ethics in business and real life situations.
3. Understand the different approaches of corporate social responsibility and corporate governance of business
4. Analyze ethical issues in functional areas of management.

III. Course Content

1. **Ethics in business today**
   a. Basics of ethics
   b. The need for ethical intervention today
   c. Positions for and against ethics in Business
   d. Unethical issues in contemporary business
2. **Ethical Theories**
   a. Deontological
   b. Teleological
   c. Rights and Duties
   d. Justice and Fairness
3. **Ethical Decision Making**
   a. Moral Reasoning
   b. Kohlberg's Moral Development
   c. Ethical dilemma
   d. Values
4. **Corporate Social Responsibility**
   a. Basics and approaches of CSR
   b. Social Accountability Standards/Audit
   c. Corporate Governance
5. **Ethics in Functional Areas**
   a. Finance
   b. Marketing
   c. HR/ Workplace diversity
   d. Intellectual property rights
   e. IT
   f. Production and Environment

IV. Teaching and Learning Strategies

The course uses cases for all the topics and enables the students to apply the basic ethical theories in the complex business situations.

V. Course Materials

a. Mandatory

Fernando,A.C.,Muraleedharan, K.P., & Satheesh,E.K. (2019). Business Ethics- An Indian Perspective.(3 ed). New Delhi: Pearson Publications.

Velasquez, M. G. (2011). Business Ethics-Concepts and Cases. (6 ed.). New Delhi: Prentice Hall of India (P) Ltd.

b. Additional

Ferrell, O.C. & Paul,F. J. (2005). Business Ethics (6 ed.). New Delhi: Biztantra Publications.

Albuquerque, D. (2013). Business Ethics. (5 ed.). New Delhi: Oxford University Press.

Finance

Specialization

Semester IV

Specialization Core

Course Code: 20PBA4101

Title: Derivatives Management   **Credits: 3**

I. Course Description

The course defines the different kind of derivatives, shows how they are used to achieve various hedging and speculating objectives, introduces a framework for pricing derivatives, and studies several applications of derivative-pricing techniques outside derivative markets. The course presents and analyzes derivatives, such as forwards, futures, and options. These instruments have become extremely popular investment tools over the past several decades, as they allow one to tailor the amount and kind of risk one takes, be it risk associated with changes in interest rates, exchange rates, stock prices, commodity prices, inflation, weather, etc.

II. Assurance of Learning (AoL)

At the end of the course, students will be able to:
1. Understand the concepts of various derivative instruments used in derivatives market.
2. Gain practical skills regarding the procedures and systems being followed in derivatives market.
3. Apply the knowledge for managing investment risks by using suitable derivative instruments.
4. Demonstrate the pricing techniques for option derivative instrument
5. Understanding the functioning of Exotic options and Credit Derivatives

III. Course Content
1. **Introduction to derivative instruments**
    a. Types of derivatives
    b. Derivative market
    c. Types of traders
    d. Specifications of derivative instruments
2. **Hedging strategies using futures**
    a. Introduction
    b. Pricing of future
    c. Basis Risk, Cross Hedging
    d.   Futures: Optimal Hedge Ratio; Liquidity and Other Risks
    e. Index Futures
    f. Interest Rate Futures
3. **Swaps**
    a. Interest rate swaps
    b. Currency swaps
    c. Other types of swaps
4. **Option**
    a. Option Basics
    b. Pricing of options
    c. Trading strategies involving options
    d. Bounds for option prices and Put-Call Parity
    e. Binomial trees
    f. Black–Scholes–Merton model

5. **Recent trends in derivative market**
    a. Exotic Options
    b. Credit Derivatives
    c. Currency Derivatives, Credit Linked Notes, Credit Default Swaps, , ABS, Weather derivatives, Bitcoin futures, , inflation indexed derivatives

IV. Teaching and Learning methods

The course will be taught by lecture, power point presentation, problem solving using MS Excel, case let, demo of various website related to derivative market, group discussion on contemporary issue related to real world derivative market and seminar presentation.

V. Course Materials

a. Mandatory

Hull C. John, SankarshanBasu. (2016). Options Futures and other Derivatives, **(**9 ed.). New Delhi: Pearson Education.

b. Additional

Patrick Boyle, Jesse McDougall . (2018). Trading and Pricing Financial Derivatives: A Guide to Futures, Options, and Swaps. Boston: Walter de Gruyster Inc.

Prakash Yaragol.(2018).Financial Derivatives: Text and Cases. New Delhi: Vikas publishing House

Specialization Core

Course Code: 20PBA4102

Title: Business Analysis and Valuation   **Credits:3**

I. Course Description
This course has been designed with an objective to familiarize students with key aspects of business analysis and valuation. It will equip the students to understand, analyse and value an enterprise based on the financial statements of the business.

II. Assurance of Learning (AoL)
At the end of the course, students will be able to:
1. Understand the relationship between income statement, balance sheet and cash flow statement of an organization.
2. Know to analyse the financial statements and highlight the risks associated with the business
3. Be able to do the valuation of a business

III. Course Content
1. **A Framework for Business Analysis and Valuation Using Financial Statements**
   a. Role of Financial Reporting in Capital Markets
   b. Influences of the Accounting System on Information Quality
   c. From Financial Statements to Business Analysis
2. **Corporate valuation**
   a. Different Approaches to corporate valuation –Discounted Cash Flow valuation- FCFF, NOPLAT, FCFE, EVA
   b. problems on DCF method of valuation-
   c. Traditional techniques of evaluating value- ROI, EBIT, EBIDTA, ROCE, RONA-
   d. New approaches to shareholder valuation
3. **Business Analysis**
   a. Accounting Analysis
      i. Steps in Accounting Analysis
      ii. Accounting Analysis Pitfalls
      iii. Recognition of Assets
      iv. Asset Distortions
      v. Recognition of Liabilities
      vi. Liability Distortions
      vii. Equity Distortions
   b. Financial Analysis
      i. Ratio Analysis
      ii. Cash Flow Analysis
   c. Prospective Analysis
      i. Forecasting Assumptions
      ii. From Assumptions to Forecasts

4. **Valuation: Theory, Concepts and Implementation**
   a. Valuation Theory and Concepts
      i. Defining Value for Shareholders
      ii. The Discounted Cash Flow Model
      iii. Valuation Using Price Multiples
   b. Valuation Implementation
      i. Computing a Discount Rate
      ii. Detailed Forecasts of Performance
      iii. Terminal Values
      iv. Computing Estimated Values
5. **Valuation Applications**
   a. Equity Security Analysis
      i. Investor Objectives and Investment Vehicles
      ii. Equity Security Analysis and Market Efficiency
      iii. Approaches to Fund Management and Securities Analysis
   b. Credit Analysis and Distress Prediction
      i. Why Do Firms Use Debt Financing?
      ii. The Credit Analysis Process in Private Debt Markets
      iii. Financial Statement Analysis and Public Debt
      iv. Prediction of Distress and Turnaround
      v. Credit Ratings, Default Probabilities and Debt Valuation
   c. Mergers & Acquisitions
      i. Motivation for Merger or Acquisition
      ii. Acquisition Pricing
      iii. Acquisition Financing and Form of Payment
      iv. Acquisition Outcome
      v. Reporting on Mergers and Acquisitions: Purchase Price Allocations

IV. Teaching and Learning Strategies

The course will be taught using lectures, case studies, articles and reading materials. The students will be assessed on their participation and performance in case discussions, class room participation, regular class tests and timely submission of their assignments.The students will be involved in peer learning activities like developing and posing questions to their peers, brainstorming solutions to problems, conducting quizzes, debates, teaching peers and quick writes on topics learnt.

V. Course Materials

a. Mandatory

Palepu, K. G., Healy, P. M., & Peek, E. (2013). Business Analysis and Valuation: IFRS edition. Cengage Learning EMEA..

b. Additional

Damodaran, A. (2016). Damodaran on valuation: security analysis for investment and corporate finance (Vol. 324). John Wiley & Sons.

Specialization Core

Course Code: 20PBA4103

Title: **International Financial Management** **Credits: 3**

I. Course Description

This course focuses on the theoretical and practical knowledge required for the International Financial Management. Students will discover how the international capital markets, foreign exchange markets and currency derivatives can be used to manage transaction and operating exposure in multinational firms. Students will learn through case studies the investment and financing activities.

II. Assurance of Learning (AoL)

At the end of the course, students will be able to:

1. Understand the basic concepts in International Financial Management.

2. Analyze the Forex Market and to understand the factors responsible for the determination of Foreign Exchange Rate.

3. To facilitate the students to take decision while come across foreign exchange exposure.

4. Identify and appraise investment opportunities and understand international capital management.

III. Course Content

1. Introduction to International Financial Management
   a. Domestic Vs International Finance
   b. Globalization of world economy
   c. International Monetary system
   d. Balance of Payments

2. Foreign Exchange Markets, Exchange rate determination and currency derivatives
   a. The Market of Foreign Exchange
   b. Fundamental Parity Relationships and Exchange Rate Forecasting.
   c. Future and options on Foreign exchange

4   Foreign Exchange Exposure and Management
   a. Management of Transaction Exposure
   b. Management of Economic Exposure
   c. Management of Translation Exposure

4. International Financial Structure & Cash Management
   a. International Capital structure and Cost of Capital
   b. International Capital Budgeting
   c. Multilateral Netting

5. **WTO and International Business**
   a. SAARC, BRICS.

IV. Teaching and Learning Strategies

Chalk and talk will be used to facilitate the free flow of idea to integrate the recent issues in the international business. Power point will be used to fulfil the structured course content. Recent case studies will be discussed to understand the international Financial Management. Real time problems will be worked out to understand the international finance**.**

VI. Course Materials

    a. Mandatory

        Cheol S Eun, B. G. (2017). International Financial Management. New York: Tata Mc Graw - Hill Publishing.

    b. Additional

        Shapira C. (2017). Multinational Financial Management (10 ed.). New Delhi: PHI.

        Apte P. G (2015). International Financial Management (5 ed.). New Delhi: Tata Mcgraw-Hill.

Specialization Core

Course Code: 20PBA4104

Title: Project Management   **Credits:3**

I. Course Description

This course focus on the theoretical and practical knowledge required for Project management. Students will discover how to develop a strategy that leads to sustainable competitive advantage, sharpen the ability of the firm to identify promising investment opportunities, to formulate the project, considering the interrelationships among various aspects, to blend judgement with analytical reasoning. Students will learn to establish a hurdle rate that is consistent with the risk exposure of the project. Students will practice through case students and empirical evidence to manage multinational companies' investment and financing implementation activities.

II. Assurance of Learning (AoL)

At the end of the course the students will gain an understanding about

1. The concepts and importance of capital investments, capital budgeting and the generation of project ideas and screening
2. The concept of technical analysis
3. The investments criteria
4. The Social Cost Benefit Analysis and Multiple Projects and constraints
5. The project management and the network techniques for project management

III. Course Content

1. **Project planning**
    a. Project Identification
    b. Idea generation and Screening
    c. Project formulation
    d. Project Life Cycle
2. **Feasibility Analysis**
    a. Project Feasibility and Project Finance
    b. Evaluation Pre-feasibility
    c. Market and Demand Analysis
    d. PERT and CPM
    e. Technical, Environmental, Socio-economic and managerial analysis
    f. Detailed Project report
3. **Situational Analysis**
    a. Specification of Objectives
    b. Conducting market survey
    c. Demand forecasting
    d. Marketing plan

4. **Technical Analysis**
   a. Manufacturing Process/Technology
   b. Material Inputs and Utilities
   c. Product Mix
   d. Social cost and benefit analysis
   e. Location and Site
5. **Financial Feasibility Analysis**
   a. Cost of Project
   b. Capital budgeting decisions under uncertainty and risky situations-Concept of probability & expected value Certainty Equivalent approach, Simulation and Decision tree analysis, Sensitivity analysis, Capital Rationing,
   c. Estimates of Sales and Production
   d. Working capital requirement and its financing
   e. Projected cash flow Statement
   f. Projected Balance sheet
6. **Source of financing project financing**
   a. Role of global financial institutions, world bank, FDI, FII.

IV. Teaching and learning strategies

Chalk and talk will be used to facilitate the free flow of idea to integrate the recent issues in project planning and selection. Power point will be used to fulfil the structured course content of this course. Recent case studies will be discussed to understand the theoretical base in practical field of Project management. Real time problems will be worked out to understand the complications of Project Management. Objective type test will improve their learning in the basics of Project Management and sufficient number of problems will be worked out to improve their decision making skill in taking decisions.

V. Course Materials
a. Mandatary
   a. Prasanna Chandra (2017), Project: Planning, Analysis, Selection, Financing, Implementation and Review, Tata McGrawHill
   b. Prasanna Chandra (2017), Project: Preparation, Appraisal and Implementation, Tata McGrawHill

b. Additional
   a. Leon Alex.(2014), Enterprise Resource Planning, ,(3 ed.). Tata Mc GrawHill.
   b. Shainesh, et al.(2010),Customer Relational Management, Macmillan Publisher India Limited.
   c. Chopra Sunil and Meindl Peter, Supply Chain Management – Strategy, Planning & Operation, (5ed.). PHI,2007

Specialization Core

Course Code: 20PBA4105

Title: Fraud Analytics   **Credits : 3**

I. Course Description

This course familiarizes the students to understand the ratios and accounting based valuation. The course focuses on comprehensive learning in earnings management, on analytic techniques for decision making involving Discretionary Accruals Models, Fraud Analytics, Big Data and Prediction Models. It enables the students to analyze linking Non-Financial Metrics to Financial Performance.

II. Assurance of Learning (AoL)

At the end of the course, students will be able to:
1. Understand the basic concepts related to accounting ratios.
2. Enhance the understanding in Earnings Management.
3. Be competent on Discretionary Accruals Models, Fraud Analytics, Big Data and Prediction Models.
4. Analyse and evaluate linking Non-Financial Metrics to the performance of companies.

III. Course Content

1. **Ratios and Forecasting**
   a. DuPont analysis
   b. Profitability, Turnover ratios & Liquidity ratios
   c. Comparative & Common Size Financial Statements
   d. Trend analysis - Forecasting Financial Statements
2. **Earnings Management**
   a. Overview of Earnings management
   b. Revenue recognition: Before and after cash collection
   c. Expense recognition: Capitalizing vs. Expensing
   d. Expense recognition: Reserve accounts and write-offs
3. **Big Data and Fraud Prediction Models**
   a. Fraudulent Financial Statements
   b. Fraud Prediction Models
   c. Beneish M-Score
   d. Benford'sLaw -Primary Benford Law test
   e. Financial Statements detecting discrepancies from Benford's Law
   f. Asset quality index (AQI), Sales growth index (SGI),Depreciation index (DEPI)

4. **Linking Non-Financial Metrics to Financial Performance**
   a. Linking Nonfinancial Performance to Financial Results
   b. Key Component of Managerial Decision-Making
   c. Selecting performance measures for evaluating managerial and business performance
   d. Informal data analyses
   e. Linking Nonfinancial and Financial Results in Business Models

IV. Teaching and Learning Strategies

The course will be taught by power point presentation and discussion, demonstration in MS Excel, problem solving with different models. Case discussion will be in fraud analytics of selected companies' financial statements. The student will learn through team work, presentation, discussion on cases, problem solving with MS- Excel. Critical thinking and demonstration through different analytical models. group work with presentation and evaluation.

V. Course Materials

a. Mandatory

Siegel, E., & Davenport, T. H. (2016). Predictive Analytics: The power to predict who will click, buy lie or die. New York: Wiley.

b. Additional

NigriniMark,&Wells Joseph(2012).Benford'sLaw:Applications for Forensic Accounting,Auditing, and Fraud Detection.NewYork:Wiley.

Specialization Optional

Course Code: 20PBA4106

Title: Derivatives market Trading Practices   **Credits: 1.5**

I. Course Description

This practical course uses NSE SMART Application Trading Simulation platform supports Futures and Options Market, which is virtual trading platform for Futures and Options trading with live data connected to NSE. The students will learn Order Management System, Market Watch, Charting, Assessment Sheet, Technical Charting Tool, Trading, Tools & Utilities, Tools & Utilities, Market Movement, Reports and Master Management.

II. Assurance of Learning (AoL)
At the end of this course, students will be able to:
   a. Understand the applications of Trading Simulation platform
   b. Learn the techniques of Futures and Options trading
   c. Know about the market movements and the master management.

III. Course Content
   1. **Introduction to trading simulation platforms**
       a. Future and options trading
       b. Order management system
       c. Market watch
   2. **Techniques**
       a.   Charting
       b. Assessment Sheet
       c. Technical Charting Tools
   3. **Master management – Futures and options**
       a.   Introduction to master management
       b. Market movements

Specialization Optional

Course Code: 20PBA4107

Title: Indirect Taxation   **Credits: 1.5**

I. Course Description

The course is based on theoretical foundations in Indirect taxation; essential for organizational success. The students are trained in taxation techniques individually and in groups through a mix of pedagogical tools; lectures, hands on individual exercises and team projects that facilitate indirect taxation. Primarily, the course is aimed for generating knowledge in GST.

II. Assurance of Learning (AoL)

At the end of the course, students will be able to:
1. To understand the basic concepts related to GST
2. To acquaint with the latest amendments made in connection with indirect taxation
3. To update the procedural part of GST

III. Course Content

1. **Overview and Evolution of GST**
    b. Pre GST Era
    c. Introduction to Goods and Service Tax (GST) - Key Concepts
    d. Phases of GST, GST Council
    e. Taxes under GST, Cess
2. **Types of Goods & Service Tax GST**
    a. Central Goods & Service Tax (CGST)
    b. State Goods & Services Tax (SGST)
    c. Integrated Goods & Services Tax (IGST)
    d. Union Territory Goods & Services Tax (UTGST**)**
3. **GST Procedure**
    a. Registration under GST
    b. Supply under GST and Valuation of Supply
    c. Input Tax Credit under GST & Returns
4. **Custom Duty and Indirect Taxation**

    a. Definitions of terms relating to the custom act,
    b. Custom tariff act, Levy and types of custom duties
    c. Indirect taxation applicable to few commodities levied by either Central or State Government
5. **The Goods and Services Tax (Compensation to States) Act, 2017**
    a. Salient Features of GST.

IV. Teaching and Learning Strategies

The course will be taught by lecture, power point presentation and discussion, problem solving using MS Excel, case let, demo of various countries GST policy, group discussion on contemporary issue related to GST adoption for un organised sectors in India and seminar presentation.

V. Course Materials

a. Mandatory

a. Vinod Singhania P.K. (2020). Text Book of Indirect Tax. Taxman Publication, New Delhi

b. Additional

a. Datey V. S. (2020). Indirect Taxes. Taxman Publication. New Delhi

Specialization Optional

Course Code: 20PBA4108

Title: Enterprise Risk Management   **Credits:1.5**

I. Course Description

This course has been designed with an objective to familiarize students with key aspects of Enterprise Risk Management. It will equip the students to understand, the purpose of risk management in organisations and the systematic application of policies, procedures and practices.

II. Assurance of Learning (AoL)

At the end of the course, students will be able to:
1. Understand the fundamental principles of Enterprise Risk Management
2. Identify risks and develop risk metrics
3. Know the role of Chief Risk Officer in an organisation

III. Course Content

1. Introduction to Risk Management Principles
   a. Introduction: Risk Management
   b. Risk: Appetite, Tolerance, components of risk
   c. Severity Matrix
   d. Reasoning about Probability, Uncertainty and Likelihood
   e.   Recents trends and products in Mutual Funds

2. Stages in Risk Management
   a. Risk Identification, Assessment &Mitigation
   b. Risk Monitoring & Review
   c. Risk Controls & residual risk
   d. Risk Register

3. Risk Governance & Culture
   a. Risk and organizational Culture
   b. Measuring and Managing Risk Culture
   c. Role of the Board of Directors and Chief Risk officer
   d. COSO framework

IV. Teaching and Learning Strategies

The course will be taught using lectures, case studies, articles and reading materials. The students will be assessed on their participation and performance in case discussions, class room participation, regular class tests and timely submission of their assignments. The students will be involved in peer learning activities like developing and posing.

V. Course Materials

a. Mandatory

Green, P. E. (2016). Enterprise Risk Management: A common framework for the entire organisation. Elsevier Inc.

Marketing

Specialization

Semester IV

Specialization Core

Course Code: 20PBA4201

Title: Sales and Distribution Management Credits : 3

I. Course Description

The course aims to familiarize the student with selling concepts and a broad framework which helps in developing a sound sales policy; organize and manage sales force; and develop a robust organization. Another key objective of the course is to make the students acquire sufficient understanding on marketing channels and enable them to develop a strong distribution system for companies.

II. Assurance of Learning (AoL)

At the end of the course, students will be able to:
1. Acquire professional selling skills
2. Develop innovative and realistic selling strategies
3. Build a strong sales organization
4. Create strong distribution models
5. Redesign faulty sales and distribution methods

III. Course Content

1. **Sales fundamentals**
   a. Marketing P's revisited
   b. Marketing versus Selling
   c. Sales and Distribution connect
2. **Sales Forecasting**
   a. Techniques
   b. Choosing the right technique
   c. Sales Forecasting - practical application using statistical tools
3. **Sales Force Management**
   a. Basic tenets of a sales organization
   b. Organizational designs - choosing the right one.
   c. Recruitment, training, motivation and performance management
4. **Distribution Management**
   a. Direct versus indirect models
   b. Distribution structure in vogue- analysis
   c. Linking marketing and financials of channel partners for improving turnover and profitability
   d. Channel conflicts

IV. Teaching and Learning Strategies

The course is divided into two-part; the first one is on developing selling skills and the other is on channel design and management. The students would be trained on professional selling; after which they will have to undergo a practical selling assignment with any company. The second part will be on Distribution Management. Distribution management and its link with marketing and finance strategy are learnt by the students through a specific case. Using statistical tools for forecasting and learning distribution related finance; the students will be assessed based on their distribution models which they develop in their group.

V. Course Materials

   a. **Mandatory**

   Krishna, K.H., Vasanth M.C. (2018). Sales and Distribution Management (3 ed). New Delhi. McGraw-Hill Education (India) Ltd.

   b. **Additional**

   Anderson, P. K. (2017). HBR's Must Read on Sales. Harvard Business Review.

Specialization Core

Course Code: 20PBA4202

Title: Retail Management   **Credits: 3**

I. Course Description

The course provides the students a comprehensive view of retailing environment in India and exposes the students to current issues and developments in the industry. It deals with the retail environment, retail strategy, shopper behavior, store location, merchandising, store operations, pricing, promotion and emerging technologies in retail.

II. Assurance of Learning (AoL)

At the end of the course, students will be able to:
1. Understand retailing and retail formats.
2. Analyze the factors influencing shopper behavior and base them for retail communications.
3. Analyze the factors affecting location decisions.
4. Acquire skills in merchandise management and store operations.
5. Acquire skills for stores management in total including drafting of pricing and supply chain strategies.

III. Course Content
1. **Introduction to Retail Management**
   a. Retailing - Indian Retail Industry and Economy
   b. Functions and Activities of Retailers/Evolution of Retailing in India
   c. Trends in Retail Formats
   d. Retail Strategy
   e. Changing Face of Retailing
   f. Challenges for Retailers and Drivers of Retail Success in India
2. **Focus on the Customer**
   a. Factors Affecting Shopper Behavior
   b. Stages of the Shopper's Decision Making Process
   c. Influence of Situational Variables on Shopping Behavior
   d. Research and Analysis of Consumer Profiles
   e. Retail Market Segmentation, Targeting and Positioning
3. **Choosing a Store Location**
   a. Retail Location Strategy
   b. Factors Affecting Location Decision
   c. Types of Retail Locations
   d. Trade Area Analysis and Site Selection Analysis
   e. Location Assessment Procedures
4. **Merchandising and Store Operations**
   a. Merchandise Planning
   b. Category Management
   c. Retail Branding
   d. Private Labels
   e. Role of Atmospherics in Retail Strategy
   f. Store Operations and Financial Aspects of Retail

5. **Retail Pricing, Promotion and Technologies**
   a. Retail Pricing
   b. Selection of Promotion Mix in Retail
   c. Supply Chain and Competitive advantage
   d. Electronic Data Interchange
   e. Vendor Managed Inventory
   f. Continuous Planning, Forecasting and Replenishment
   g. Emerging Retail Technologies – Retail channel

IV. Teaching and Learning Strategies

Concepts are introduced through lectures and power point presentations. Cases will be used for practical application of the concepts. The students will discuss in groups, analyse the cases and make presentations. Field study will be organized to enhance learning. The students learn the various aspects for successful retailing.

V. Course Materials

a. Mandatory

Bajaj, C., Tuli, R., & Srivastava, V.N. (2016). Retail management **(**3 ed.). New Delhi, India: Oxford University Press.

b. Additional

Berman, B., & Evans, R.J. (2009). Retail management a strategic approach (10ed.). New Delhi, India: Prentice Hall of India.

Gupta, S.L. (2009). Retail management an Indian perspective: Text & Cases (10ed.). New Delhi, India: Wisdom Publications.

Levy, M., Weitz, B., & Pandit, A. (2012). Retailing management (8ed.). New Delhi, India: McGraw-Hill Education.

Specialization Core

Course Code: 20PBA4203

Title: Digital Marketing   **Credits: 3**

I. Course Description

This course is designed with an objective to familiarize students with key aspects of digital marketing. It will help the students to learn the concepts and strategies, which will equip them to launch their career in the field of digital marketing.

II. Assurance of Learning (AoL)

At the end of the course, students will be able to:

1. Understand and appreciate marketing strategies in an online environment
2. Know the working of Search Engine Optimisation
3. Be familiar with content development and e-mail marketing
4. Understand and learn the digital marketing strategies in social media

III. Course Content

1. Online Environment
   a. Getting started online
   b. Developing online presence
   c. B2C online presence
   d. B2B online presence

2. Search Engine Optimization (SEO)
   a. How search engine works
   b. Keyword selection
   c. On-site optimization
   d. Off-site optimization
   e. Paid search

3. Content &Email Marketing
   a. Content marketing
   b. Content types
   c. Data – Email Marketing Process
   d. Design and Content
   e. Delivery and Discovery

4. Social Media Marketing
   a. Social networks and online communities
   b. Blogging
   c. Viral marketing

5. Online Advertising
   a. Online ad formats
   b. Search engine advertising
   c. Network advertising
   d. Affiliate programmes
   e. Landing pages

IV. Teaching and Learning Strategies

The course will be taught using lectures, case studies, articles and reading materials. The students will be assessed on their participation and performance in case discussions, class room participation, regular class tests and timely submission of their assignments. The students will be involved in peer learning activities like developing and posing questions to their peers, brainstorming solutions to problems, conducting quizzes, debates, teaching peers and quick writes on topics learnt.

V. Course Materials

a. Mandatory

Ryan, D. (2017). Understanding Digital Marketing: Marketing strategies for engaging the digital generation (4th ed.). New Delhi, India: Kogan Page Limited.

b. Additional

Charlesworth, A. (2014). Digital Marketing: A practical approach (2nd ed.). Routledge.

Puneet Sing Bhatia (2019) Fundamentals of Digital Marketing. (2nd ed.), Pearson India Education Services PVt. Ltd.

Rob Stokes (2013). The essential guide to marketing in a digital world (5th ed.). Quirk eMarketing (Pty) Ltd.

Specialization Core

Course Code: 20PBA4204

Title: Marketing Analytics   **Credits: 3**

I. Course Description

This course is designed with an objective to familiarize students with key aspects of Marketing Analytics and its application in real world scenarios. It will help the students to learn data-driven techniques using spreadsheet and take predictive decisions in the field of marketing.

II. Assurance of Learning (AoL)

At the end of the course, students will be able to:
1. Know to use predicting tools in spreadsheet to solve marketing problems
2. Have the ability to forecast sales and decide profit maximizing strategies
3. Know strategies to segment a market
4. Determine Lifetime Customer Value

III. Course Content
1. **Marketing Data**
    a. Slicing and Dicing Marketing Data
    b. Charts to summarize marketing data
    c. Statistical functions to summarize marketing data
2. **Pricing**
    a. Estimating demand curves
    b. Price bundling
    c. Price skimming and sales
3. **Forecasting**
    a. Simple linear regression
    b. Multiple linear regression
    c. S Curves - Sales of New Product
4. **Market Segmentation and Customer Value**
    a. Cluster Analysis
    b. Decision trees
    c. Lifetime Customer Value
5. **Retailing, Advertising and Social Media**
    a. Market Basket Analysis and Lift
    b. Measuring advertisement effectiveness
    c. Media Selection Models

IV. Teaching and Learning Strategies

The course will be taught through a combination of spread sheets, lectures, case studies, articles and reading materials. The students will be involved in peer learning activities like developing and posing questions to their peers, brainstorming solutions to problems, conducting quizzes, debates, teaching peers and quick writes on topics learnt.

V. Course Materials

a. Mandatory

Winston, W. L. (2014). Marketing Analytics. New Delhi, India: Wiley India Pvt. Ltd.

b. Additional

Grigsby, M. (2015). Marketing Analytics. New Delhi, India: Kogan Page Limited.

Specialization Core

Course Code: 20PBA4205

Title: International Marketing   **Credits: 3**

I. Course Description

The course is intended to give the students adequate knowledge in international marketing of goods and services. It enables to differentiate domestic V/s international marketing and the opportunities and challenges in international marketing. Starting with evaluation of macro and micro environmental factors for international market entries, strategizing and implementing will be the key areas of the course.

II. Assurance of Learning (AoL)

At the end of this course students will be able to:

1. Understand domestic and international marketing –the strategic differences.
2. Analyze the benefits of entering in different international markets.
3. Explore the possibilities of product launches, pricing, communication and other promotional efforts.
4. Have an overall understanding of entering into international markets.

III. Course Content

1. **Introduction to International Marketing**
   a. Scope and advantages for firms to go international
   b. Customer values – value equation in different international markets - International Marketing Environment
   c. Management Orientation –MNC's, TNC's etc.,
   d. Challenges in International Marketing
2. **International Trade Environment**
   a. WTO agreements
   b. Specific implication of WTO agreements on International marketing by Indian firms
3. **International Market Entry Strategies**
   a. Different entry modes and strategies – basics of what and why
   b. Joint Ventures
   c. Direct Investment
   d. Strategic Alliances
4. **International Product Planning and Logistics.**
   a. Adoption and Standardisation
   b. International Market Segmentation, Targeting and Positioning – for product and services
   c. Distribution and Logistics plan - transportation and international packaging practices.
   d. Ethical and legal issues in international marketing.

IV. Teaching and Learning Strategy

Lectures are used for making the students to learn the fundamentals and core concepts in International marketing. Cases are used for market entry and implementation strategies.

V. Course Materials

a. **Mandatory**

   Philip R. Cateora, Mary C. Gilly and John L. Graham. (2010). International Marketing (15 ed.). McGraw-Hill Education.

b. **Additional**

   Keegan J. Warren & Green C. Mark. (2017). Global Marketing (9 ed.). Pearson Education.

Specialization Optional

Course Code: 20PBA4206

Title: Sales Promotion   **Credits: 1.5**

I. Course Description

The course gives an overview of trade promotion and consumer promotion and its justification in the overall promotion plans of firms. Trade promotion and consumer promotion methods are discussed through separate cases along with its linkage in the overall marketing objectives of firms

II. Assurance of Learning (AoL)

At the end of this course students will be able to:

1. Understand the importance of Trade Promotion and consumer promotion from a firm's point of view vis a vis competition and consumers.
2. Analyze the best methods in trade promotion among different methods available and in different sectors.
3. Analyze the best methods in consumer promotion among different methods available and in different sectors.
4. Appreciate the use of sales promotion (trade and consumer promotion), in different time periods, for achieving the overall marketing objectives.

III. Course Content

1. **Introduction to Sales Promotion**
   a. Purpose of Sales Promotion- its advantages and disadvantages in line with Product life cycle and Brand life cycle.
   b. Current industry trends in below the line promotion.
2. **Trade Promotion and Consumer Promotion – process to implementation**
   a. Process -Understanding various methods available - Analysis of pros and cons
   b. Choosing the best in line with trade metrics.
   c. Linking with the overall marketing objectives of the firm.

IV. Teaching and Learning Strategy

Cases will be used for drawing the importance of both; trade and consumer promotion methods and its overall effectiveness for achieving the marketing objectives of the firm.

V. Course Materials

a. Mandatory

Shah, K., & D'Souza, A. (2013). Advertising and Promotions an IMC perspective. New Delhi: Tata McGraw Hill.

b. Additional

Materials will be given before start of the course

Specialization Optional

Course Code: 20PBA4207

Title: Mobile Marketing   **Credits: 1.5**

I. Course Description

The course is designed with an objective to help marketers understand the underlying mobile technology, become aware of the evolving options available, evaluate which are relevant to their marketing objectives and create compelling campaigns that take advantage of the power of mobile.

II. Assurance of Learning (AoL)

At the end of the course, students will be able to:

1. Understand the current trends and best practices in Mobile Marketing
2. Understand the mobile marketing strategies for smartphones
3. Learn how to leverage these strategies to gain competitive advantage
4. Develop innovative and creative Mobile strategies

III. Course Content

1. The Basics and the Big Picture

a. What is mobile marketing Anyway?
b. Mobile Behavior
c. Opportunities in Mobile Marketing
d. How Mobile – Savvy is your Audience?
e. The Big Picture

2. Mobile Marketing Tools

a. Voice and Text Messaging campaign
b. Creating a mobile web presence
c. Social Networking and mobile campaign
d. Mobile Applications

3. Mobile Marketing Strategy and Resources

a. Understanding and Applying the N.O.T.E Framework
b. Mobile Email
c. Mobile Billing and Payments options
d. Mobile Games Marketing
e. Mobile Advertising

IV. Teaching and Learning Strategies

The course will be taught using lectures, case studies, articles and reading materials. The students will be assessed on their participation and performance in case discussions, class room participation, regular class tests and timely submission of their assignments. The students will be involved in peer learning activities like developing and posing questions to their peers, brainstorming solutions to problems, conducting quizzes, debates, teaching peers and quick writes on topics learnt.

V. Course Materials

a. Mandatory

Kim Dushinski, D. (2012). The Mobile Marketing Handbook: A step-by Step Guide to creating Dynamic Mobile Marketing (2 ed.). USA: CyberAge Books.

b. Additional

Garris M & Mishra K. (2015). A Beginner's Guide to Mobile Marketing (2 ed.), Business Expert Press
Michael Dru Kelley (2014). All Thumbs, Palgrave Macmillan.
Becker M. & John Arnold (2010). Mobile Marketing for Dummies. Wiley Publishing Inc.

Specialization Optional

Course Code: 20PBA4208

Title: Email Marketing   **Credits: 1.5**

I. Course Description

This course is designed with an objective to familiarize students with key aspects of Email Marketing and its application in business. It will help the students to learn email marketing techniques and strategies to get more leads for business development.

II. Assurance of Learning (AoL)

At the end of the course, students will be able to:
1. Know to use email marketing tools to grow the business
2. Have the ability to write an email content to attract more consumers
3. Know strategies to segment a market and develop email database
4. Analyze and develop best email marketing strategies.

III. Course Content

1. Understanding Email Marketing
   a. Email marketing tools, process, and terminology
   b. Types of Marketing Emails
   c. Email Design and Body Content

2. Crafting an Email
   a. Getting Unread Email Noticed
   b. Writing an Email Messages
   c. Autoresponder Messages

3. Analyzing and Tracking your Email Marketing Strategies
   a. Email Marketing Tracking Strategies
   b. Types of Tracking Reports
   c. Test Your Email Messages to Improve Performance

IV. Teaching and Learning Methods

The course will be taught using digital platforms, lectures, e- case studies, and e-articles and e-reading materials. The students will be assessed on their participation and performance in case discussions, class room participation, regular class tests, and timely submission of their online assignments.

V. Course Materials
a. Mandatory

Susan Gunelius, (2018), Ultimate Guide to Email Marketing for Business, Entrepreneur Press. New Delhi, India: Wiley India Pvt. Ltd.

b. Additional

The Internet Marketing Academy (2011). Email Marketing. The Internet Marketing Academy& Ventus Publication.

Matthew Paulson (2015), Email Marketing Demystified: Build a massive Mailing List, Write copy that coverts and Generate More Sales (Internet Business Series), American Consumer News, LLC; 1 edition.

HR

Specialization

Semester IV

Specialization Core

Course Code : 20PBA4301

Title: Employee Relations   **Credits: 3**

I. Course Description

This course is designed to make the students learn the types of relationship that would exist in an organization. It enables to develop the skill of rapport building. The knowledge on minimum Labour Laws would make them understand one's responsibilities towards each other.

II. Assurance of Learning (AoL)

At the end of the course, students will be able to:
   a. Understand basic concepts of employee relations.
   b. Understand the role and importance of Trade Unions.
   c. Conduct a disciplinary procedure in accordance with the standing orders.
   d. Comply with the obligations of the various labour Legislations in industry.

III. Course Content

1. **Introduction to Employee Relations**
    a. Context of Industrial Relations
    b. Globalization and the Changes in Employment Practices
    c. The Actors in Employee Relations
    d. International Labour Organization (ILO)
    e. National Labour Commission (NLC**)**
2. **Employee Association**
    a. The Trade Unions Act 1926
    b. Grievance Management
    c. Collective Bargaining
    d. Domestic Enquiry
    e. Bipartite &Tripartite agreements
3. **Disputes and Settlements**
    a. The Industrial Dispute Act 1947
    b. Discipline & Handling of Misconduct
4. **Obligations of an Employer**
    a. Industrial Employment (Standing Orders) Act, 1946
    b. Child Labour
    c. Interstate Migrants Workmen (Regulation) Act, 1979
    d. Current Trends, Issues and challenges

IV. Teaching and Learning Strategies

Students will be given pre-study material on labour laws and case laws will be discussed in the class for understanding the practical aspects of law.

The grievance and discipline procedures will be explained and the students have to evolve possible proceedings for the grievance procedure.

V. Course Materials
a. Mandatory
Kapoor, N.D. (2015). Handbook of Industrial Law. New Delhi, India: Sultan Chand & Sons.

Venkatrathnam. C.S. & Dhal, M. (2006). Industrial relations. New Delhi, India: Oxford University Press.

b. Additional
Ministry of Labour & Employment | GoI. Labour.gov.in. (2021). Retrieved 26 March 2021, from http://labour.gov.in/.

Specialization Core

Course Code : 20PBA4302

Title: Organizational Change & Development   **Credits: 3**

I. Course Description
This course imparts students the concepts of organizational change & development and the process of OD interventions.

II. Assurance of Learning (AoL)
At the end of the course, students will be able to:
1. Understand the need for change and the importance of developing skills to facilitate organizational changes.
2. Develop comprehensive understanding of OD concepts, values and theories.
3. Probe the role of HR practitioner and key competencies suitable for OD interventions

III. Course Content
1. Organisational Change
   a. Nature of change- Internal & External changes
   b. Types of change
   c. Models of change
   d. Resistance to change

2. Organization development
   a. History of OD
   b. Values, assumption and beliefs of OD
   c. Models and theories of OD
   d. Foundations of OD

3. OD Practice
   a. OD practitioner qualities
   b. OD competencies

4. The Process of Organization Development
   a. Entering and Contracting
   b. Diagnosing
   c. Collecting, Analyzing, and Feeding Back Diagnostic Information
   d. Designing Interventions

5. OD Interventions
   a. Human Process Interventions
   b. Techno-structural Interventions
   c. Human Resource Interventions
   d. Strategic Change Interventions

IV. Teaching and Learning Strategies

The course will be evaluated through seminars, case study, group discussions and presentations. Students will be assigned to visit companies to have hands-on experience in the field of study.

V. Course Materials

a. Mandatory

Cummings, T.G. & Worli, C G. (2015). Organization Development and Change**.** Stamford, USA: Cengage Learning.

b. Additional

French, W., Bell, C.H. & Veena, Jr. (2012). Organizational Development Behavioural Science Interventions for Organization Improvement. New Delhi, India: PHI

Jones, G.R. (2012). Organizational Theory, Design, and Change**.** New Delhi, India: Pearson Education.

Sharma, R.R. (2012). Change Management Concepts and Applications. New Delhi, India: Tata McGraw Hill.

Specialization Core

Course Code : 20PBA4303

Title : Compensation Management   **Credits:3**

I. Course Description

This course helps the students to understand the components of compensation system followed in different institutions.

II. Assurance of Learning (AoL)

At the end of the course, students will be able to:
1. Understand the concept of compensation management
2. Recognize the compensation structure and differentials.
3. Analyze the techniques of job evaluation
4. Understand the importance of fringe benefits awareness of the latest trends in compensation

III. Course Content

1. **Compensation management**
   a. Introduction to Compensation and Rewards
   b. Objective of Compensation and Rewards
   c. Framework of Compensation Policy
   d. Labour market characteristics

2. **Wages**
   a. Theory of Wages
   b. Determination Process
   c. Wage Administration rules
   d. Wage and Salaries Administration
   e. Wage Levels and Wage Structures
   f. Wage Deferential
   g. The Equal Remuneration Act, 1976
   h. The Code on Wages

3. **Job Evaluation**
   a. Nature and Objectives of Job Evaluation
   b. Job Evaluation Programs
   c. Methods
   d. Implementation of Evaluated Job
   e. Skills Analysis

4. **Wage Incentives**
   a. Wage Incentives in India
   b. Plan Types of Wage Incentive Plans
   c. Prevalent Systems
   d. Non- Monetary Incentives
   e. Voluntary Retirement Scheme
   f. Pay Restructuring in Mergers & Acquisition

5. **Profit Sharing**
   a. Cafeteria Style of Compensation
   b. ESOP (Employee Stock Option Plan)
   c. Payment of Bonus Act, 1965
   d. Executive compensation
   e. Features of Fringe Benefits
   f. Employee Services & Fringe Benefits in India
   g. Tax Planning

IV. Teaching and Learning Strategies

Power point presentation and group discussion will be used for concept understanding. Case studies will be provided to understand the process of compensation management.

V. Course Materials

a. Mandatory

Milkovich, G. T., Newman, J.M. and Gerhart, B. (2011). Compensation (10 ed.). New Delhi: Tata McGraw-Hill Education.

b. Additional

Berger, L.A., Berger, D. (2008). The Compensation Handbook: A State-of- the-Art Guide to Compensation Strategy and Design. (5th ed.). New Delhi, India: McGraw- Hill.

Singh, B. (2007). Compensation and Reward Management. New Delhi, India: Excel Books.

Specialization Core

Course Code : 20PBA4304

Title : Cross Cultural Management   **Credits: 3**

I. Course Description

This course provides an understanding of culture and management and also helps to develop the attitudes and behaviors desirable in an international environment. It offers a broad view of classic and contemporary thinking on cultural management and encourages the students to apply the same.

II. Assurance of Learning (AoL)

At the end of the course, students will be able to:
1. Understand the link between culture and management.
2. Determine the effect of culture on the management of business.
3. Explore ways in which cross-cultural effectiveness can be developed.

III. Course Content

1. Introduction to culture
   a. Importance of culture
   b. Cultural differences
   c. The historical origins of beliefs and values
   d. Communicating across cultures
   e. Cultural Identity
   f. The Culture of Industrial Civilization

2. Cultural diversity and multicultural teams
   a. Measuring cultural development
   b. Culture and ethics- Kohlberg
   c. Malcolm X- Relativism vs Development
   d. Respect cultural differences
   e. Stages of development

3. Conflict and negotiation
   a. Gender differences
   b. International Sub Culture- Gender
   c. Multi ethnicity- religion- geography
   d. Hofstede's dimensions- Cultural mapping
   e. National cultures vs. organizational cultures

4. Economic development and professional cultures
   a. Organizational cultures
   b. Knowledge cultures
   c. Change in corporate culture
   d. Mergers and Acquisitions

5. Managing cross-culture
  a. Cross cultural effectiveness
  b. Managing global managers
  c. Conflict and Synergy
  d. Measuring cultural differences

IV. Teaching and learning Strategies

Classroom presentations and interaction will help the students understand the importance of cross cultural management. Case study will be presented and will be analysed on cultural diversity and multi-cultural teams. The students will map the culture on the different models and present the same in the class.

V. Course Materials

a. Mandatory

Thomas, D. (2008). Cross - Cultural Management: Essential Concepts (2nd ed.). London, UK: SAGE Publications.

b. Additional

Browaeys, M. &.Price, R. (2010). Understanding Cross- Cultural Management. New Delhi, India: Pearson Publications.

Gannon, M. (2008). Paradoxes of Culture and Globalisation. London, UK: SAGE Publications.

Specialization Core

Course Code : 20PBA4305

Title: Strategic Human Resource Management   **Credits: 3**

I. Course Description

This course helps students with knowledge and skills to make human resource management decisions. It also gives a brief overview of basics of HRM, followed by an overview of basics of strategy, both business and corporate strategy, and then on the link between strategy and HRM

II. Assurance of Learning (AoL)

At the end of the course, students will be able to:
1. Distinguish between strategic and operational HRM
2. Understand the relationship between Strategic HRM, and business and corporate strategy
3. Learn the integration of HRM with marketing, finance, and operations
4. Analyse the contemporary developments and challenges in HRM and Employee/Industrial Relation

III. Course Content

1. **Consultative role of HR Managers in SHRM**
    a. Designing and running assessment / developmental centers
    b. Developing Competency framework
    c. Implementing 360-degree feedback processes
    d. Managing Change
    e. HR Manager as a business partner

2. **Business Strategies and SHRM**
    a. Models of HRM strategy
    b. Business and Corporate strategies
    c. Universal, Contingency, and Configurational views on SHRM
    d. Aligning HRM policies to the business strategies/ organizational goals- cost leadership, innovation, Technology, differentiation on services, or quality
    e. Horizontal Fit – HRM System properties of complementarities
    f. Vertical fit- Balanced Score Card Framework

3. **International SHRM**
    a. International HRM – Institutional and Cultural analytical framework
    b. International HRM approaches – Geocentric, Polycentric, Ethnocentric
    c. Managing Expatriation and Repatriation challenges in SHRM

4. **Contemporary Issues**
    a. Gig Economy and workers
    b. Managing millennials
    c. Application of emerging technologies to HRM processes- AI, Chatbot
    d.   HRM flexibility to manage VUCA environment

IV. Teaching and Learning Strategies

Cases will be given in advance for personal reading and reflecting in groups. Students learn the basic concepts from the book and get clarified in the class and involve in the case discussion actively.

V. Course Materials

a. Mandatory

Storey, J., Ulrich, D., & Wright, P. M. (2019). Strategic Human Resource Management: A Research Overview. Routledge.

b. Additional

Mellow, J. A. (2015). Strategic Human Resource Management (4 ed.). Cengage.

Specialization Optional

Course Code : 20PBA4306

Title : Career Management   **Credits: 1.5**

I. Course Description

Career management help the students develop the necessary skills to manage their own careers or to act as a human resource manager assisting others as they develop their careers. This course offers a useful combination of both individual and organizational actions relevant in career management, different ways of conceptualizing careers along with an understanding of modern trends in the business world and the broader environment that influence career decision making.

II. Assurance of Learning (AoL)

At the end of the course, students will be able to:
   a. Understand the career concepts
   b. Learn the career management and development models, goal setting process and career strategies
   c. Gain insight to career management choices and actions from the occupational, organizational and individual's perspective
   d. Analyze the various issues in contemporary career management and diversity in the workplace

III. Course Content

1. Career Concepts
   a. The Changing landscape of Work and Careers
   b. Career Management and Development concepts
   c. Traditional and Contemporary perspective on Careers
   d. Stage based perspectives on Careers
   e. Social Influences of Careers

2. Career Management Models
   a. Career Management Process
   b. Career Exploration
   c. Self-Exploration

3. Career Management Strategies:
   a. Career Goal Setting
   b. Career Strategies
   c. Career Appraisal

4. Stages of Career Development
   a. Establishment Phase
   b. Mentor Relationships
   c. Achievement Phase
   d. Midlife Transition
   e. Career Plateau
   f. Late Career

5. **Contemporary Issues in Career Management**
   a. Job Stress
   b. Career Transitions
   c. Employment Bias and Work Diversity
   d. Families in Career Management

IV. Teaching and Learning Strategies

Videos and PowerPoint presentation will be used to teach the basic concepts. Case study discussions and presentations will be conducted. Experiential exercises will be used from various sources online on SHRM throughout the semester. Additional reading materials will be provided to student unit wise. Assessment at the end of each unit (Quiz and Test) will be conducted.

V. Course Materials

a. Mandatory

Greenhaus, J.H., Callanan, G.A., & Godshalk, V.M. (2009). Career Management (4th ed.). New York, USA: Sage Publications, Inc.

b. Additional

Harrington, B., Tim, H. (2007). Career Management and Work- Life Integration. New York, USA: SAGE Publications.

Yarnell, J. (2008). Strategic Career Management: Developing Your Talent. Burlington, USA: Elsevier Publications.

Specialization Optional

Course Code: 20PBA4307

Title: Team Management   **Credits: 1.5**

I. Course Description

This course provides insight for successful team development process that facilitates the development of a new team or the revitalization of an existing team. Students will develop the skills for team communication strategies, tools, and techniques to assure positive outcomes.

II. Assurance of Learning (AoL)

At the end of the course, students will be able to:
1. Learn the nature of the team and requirements for building a team
2. Understand the role an individual play in a team and barriers to effective team communication
3. Analyse the conflict situations in work team and will gain insight into conflict management strategies
4. Explore the latest trends in the virtual team management and challenges faced in the organizations

III. Course Content

1. Building a Team
   a. Team Requirement
   b. Team Work and Synergy
   c. Team Building Phases and Models
   d. Team Roles and Resources
   e. Goal Setting Strategies

2. Effective Teams
   a. Individual in team
   b. Systematic approach to team work
   c. Motivation

3. Culture in a Team
   a. Team Culture
   b. Leader and Follower
   c. Communication Models

4. Team Development
   a. Stages
   b. Team Stress Management
   c. Consensus
   d. Trust Development
   e. Empowerment
   f. Expanding Team Skills

5. Trends in Team Management
   a.   Virtual Team Management
   b.   Virtual Leadership Challenges
   c.   Cross Functional Teams
   d.   Multicultural Teams
   e.   Team Meetings

IV. Teaching and Learning Strategies

Practical exercises and power point will be used to teach the basic concepts. Case study discussions and presentations will be conducted where, significant contributions to case discussions will be considered. Experiential exercises will be used from various sources online on team management throughout the semester.

V. Course Materials

a. Mandatory

Bhargava, N. S & Bhargava,G. (2012). Team Building and Leadership. Bangalore, India:Himalaya Publishing House

b. Additional

Mears, P & Voehl.F (1994). Team Building: A Structured Learning Approach. Delray Beach,Fla.:St. Lucie Press.

Robbin, S P & Judge, T. A. (2017). Organizational Behaviour. New Delhi, India: Pearson.

Specialization Optional

Course Code : 20PBA4308

Title: Managing Talent   **Credits: 1.5**

I. Course Description

It gives an overview to the organization's commitment to recruit, hire, retain, and develop the most talented and superior employees available in the job market. It describes how a human resource professional can manage the ability, competency and power of employees within an organization.

II. Assurance of Learning (AoL)

At the end of the course, students will be able to:

1. Understand the method of developing talent through knowledge, skills, competencies and strategies
2. Learn the talent acquisition and talent development process through appraisal and reward system to achieve organizational effectiveness
3. Understand the talent integration, knowledge management and retention programs for the long term organizational commitment of employees
4. Analyze the concept of job crafting and the various stages in talent life cycle
5. Learn the basic concepts in global talent management, managing diverse talents and insight into cultural intelligence

III. Course Content

1. **Talent Management-Focus on Excellence**
   a. Strategy
   b. Knowledge, Values & Beliefs
   c. Modeling Excellence
   d. Skills
   e. Competencies
2. **Talent Integration and Succession Planning**
   a. Cultural Fit
   b. Induction programs
   c. Knowledge Management & Creation
   d. Leadership
   e. Succession Planning
   f. Retention Programs
3. **Talent Life Cycle**
   a. Job Crafting
   b. Workforce Quality
   c. Assessment and Evaluation
   d. Talent Cycle
   e. Rewards and Recognition
   f. Non monetary motivational drivers

g. ROI
h. Job EQ Tools
4. **Global Talent Management**
a. Understanding diverse Talent
b. Cultural Intelligence
c. Coaching Key Talents in MNC

IV. Teaching and Learning Strategies

Lecture through power points will be given to throw clarity on the basic concepts. Case study discussions and group presentations will be conducted and significant contributions to case discussions will be considered.

V. Course Materials

a. **Mandatory**

Merlevede, P. (2013). Talent Management: A Focus on Excellence Managing Human Resources in a Knowledge Economy. London, UK: Bookboon e publishing company

b. **Additional**

Ariss, A.A. (2014). Global Talent Management: Challenges, Strategies, and Opportunities.France: Springer Publications.

Shukla, R. (2009). Talent management: Process of Developing and Integrating Skilled Workers. New Delhi, India: Global India Publications.

Systems

Specialization

Semester IV

Specialization Core

Course Code : 20PBA4401

Title: Digital Analytics   **Credits: 3**

I. Course Description
   The course gives the knowledge on digital analytics, social network analytics and search engine optimization. It also deals the applications of digital analytics.

II. Assurance of Learning (AoL)
   At the end of the course, students will be able to:
   1. Understand the concepts of Digital Analytics
   2. Learn the concepts and techniques of Social Network Analytics
   3. Expose the techniques of stream Analytics
   4. Learn the concepts and techniques of search engine optimization

III. Course Content
   1. **Digital Analytics**
      a. Types of digital analytics
      b. Social Listening frame work
      c. Social Intelligence
   2. **Social Network Analytics**
      a. Social network communities
      b. User generated communities
      c. Social Media Analytics
      d. Content and Theme Analysis
   3. **Stream Analytics**
      a. Click Stream Analytics
      b. Click Density Analytics
      c. Pay per click Analytics
      d. Web Log file Analysis
   4. **Search Engine Optimization**
      a. Keyword Search
      b. On page SEO audit
      c. Link analysis
      d. Search Engine Marketing Analytics
      e. Email Campaign
      f. Social Media Market Analytics

5. **Application of Digital Analytics**
   a. Google Analytics
   b. LinkedIn Analytics
   c. Twitter Analytics
   d. Retail and sales analytics
   e. Digital Analytics stack
   f. Health services

IV. Teaching and Learning Methods

Students will be trained in Digital campaign framework and designing using social networking analysis. They will be exposed to hands on training on using digital analytics. They will be exposed to presentation on different topics and analyse the different websites using digital analytics.

V. Course Materials

a. Mandatory

Clifton, B. (2012). Advanced Web Metrics with Google Analytics**.** (3 ed.). New Delhi: Wiley India.

b. Additional

Kaushik,A.(2013).Web Analytics 2.0.(1 ed.). New Delhi**:** Sybex.

Gnais, M., K, Avinash. (2015). Social Media Analytics: Techniques and Insights for Extracting Business Value Out of Social Media. New Delhi: IBM Press.

Specialization Core

Course Code : 20PBA4402

Title: Big Data Analytics   **Credits:3**

I. Course Description

This course introduces the students to learn the big data analytics and their architectures. This course also deals various analytical techniques to analyse the structure, semi structure and unstructured data.

II. Assurance of Learning (AoL)

At the end of the course, students will be able to:

1. Understand the concepts of Big data and types of data
2. Know the Components of Big data management
3. Understand non-relational databases by examining techniques for storing and processing large volumes of structured, semi structure, unstructured data
4. Know the concepts of text and video analytics.

III. Course Content

1. **Big Data Analytics**
    a. Small Vs Big Data
    b. Concepts
    c. Types of Big Data
    d. Virtualization
    e. Components of Big Data Technology
    f. Distributed storage systems
    g. Row and column store
2. **Big Data Management**
    a. Linux, Apache, MySQL, PHP
    b. Scale in and Scale out Architecture
    c. Map Reduce
    d. Hadoop Conceptual frame work
    e. Big Data warehouses
3. **Text Mining**
    a. Identification
    b. Mining
    c. Categorization
    d. Clustering
    e. Automatic text Summarization
    f. Review Analytics
4. **Web Sentiment Analytics**
    a. Natural Language Processing
    b. Sentiment Classification
    c. Word, Sentence, Document, Features Level sentiment
    d. Sentiment Lexicon Generation

  e. Opinion Summarization
  f. Opinion Spam Detection
5. Video Analytics
  a. Computer Graphics, Digital Image Processing
  b. Content based Video Retrieval Systems
  c. Video Processing and Phrasing
  d. Object Tracking in Video Sequences
  e. Motion Information and Object-based Retrieval in Video

IV. Teaching and Learning Methods

The course will be taught by demonstration using analytical tools. The Classroom presentations will help students to understand the concept of analytics and big data system and how various techniques and applications can be used in analysing different structures of business data.

V. Course Materials

a. Mandatory

Soumendra,M., Jagadeesh, M., & Srivatsa, H.(2013).Big Data Imperatives – Enterprise Big Data Warehousing, BI Implementations and Analytics.(1ed.). New York: A Press.

b. Additional

Hurwitz,.J., Nugent,.A., Haplper,F., & Kaufman,. (2013). Big Data for Dummies. New Delhi: Wiley India.

Michael, M.,Chambers,M., & Dhiraj,A. (2013). Big Data Big Analytics. New Delhi: Wiley India.

Liu Bing (2015). Sentiment analytics: mining opinions, sentiments and emotions. USA: Cambridge University Press.

Specialization Core

Course Code : 20PBA4403

Title: Machine Learning using Python   **Credits:3**

I. Course Description

This course introduces the students to Machine learning techniques with analytical experiments. This course helps the students to learn core set of effective machine learning methods and concepts and apply them to solve some real-world business problems.

II. Assurance of Learning (AoL)

At the end of the course, students will be able to:
1. Understand the concepts of data science and Machine learning
2. Know the supervised and unsupervised techniques
3. Learn forecasting and dimension reduction techniques in data science
4. Learn the advanced programming skills on Python

III. Course Content

1. **Machine Learning**
   a. Basics of Data Science
   b. Supervised and unsupervised approach
   c. Business Analytics, Machine Learning, Deep Learning
2. **Classification**
   a. Market Basket Analysis
   b. Classification by decision rule, Bayesian Classification
   c. Random Forest and Boosting
   d. Rule Induction, Classification by Backpropagation
   e. Support Vector Machine
   f. K Nearest Neighbour Classifier
   g. Bagging and Boosting
   h. Genetic Approach, Rough Set Approach, Fuzzy Set Approach
3. **Forecasting**
   a. Linear, Logistic, Multiple regression
   b. Moving average, Exponential smoothing
   c. ARMA (Auto Regressive Moving Average)
   d. ARIMA (Auto Regressive Integrated Moving Average)
4. **Clustering**
   a. Hierarchical, Partitioning
   b. Density, Grid, Model, Constrain based
5. **Dimension Reduction**
   a. Principal Component Analysis,
   b. Linear Discriminant Analysis
   c. Generalized Discriminant Analysis

IV. Teaching and Learning Methods

The Classroom presentations will help students understand the basic principles involved in data science and machine learning. There will be practical demonstrations on different supervised and unsupervised techniques using analytical tool.

V. Course Materials

    a. Mandatory

    Manaranjan Pradhan.U Dinesh Kumar (2018). Machine Learning using Python. New Delhi:Wiley.

    b. Additional

    Brett Lant (2015). Machine Learning with R(2ed.).UK: Packt Publishing Ltd.

    Raschka Sebastian, Mirjalili Vahid (2017). Python Machine Learning (2 ed.).UK: Packt Publishing Ltd.

Specialization Core

Course Code : 20PBA4404

Title: Principles of Deep Learning   **Credits:3**

I. Course Description
This course is intended to give a holistic understanding on Deep Learning and its applications. This course trains the students to basic of neural networks, convolutional neural networks, long and short-term memory networks.

II. Assurance of Learning (AoL)
At the end of the course, students will be able to:
1. Understand the basics of Neural Network and their platforms
2. Know the various deep learning libraries
3. Learn the architectures of neural networks
4. Learn the concept of reinforcement and Convolutional Neural Networks

III. Course Content
1. **Deep Learning**
   a. Deep learning architectures
   b. Biological neural network
   c. Artificial neural Networks
   d. Perceptron
   e. Deep Neural network
   f. Recurrent Nets, Auto Encoders
2. **Platform for Deep Learning**
   a. H2O.ai
   b. Dato Graph Lab
3. **Deep Learning Libraries**
   a. Tensorflow
   b. Theano, Deeplearning4j
   c. Torch, Caffe
4. **Architecture of Neural Networks**
   a. Recurrent Neural networks
   b. Memory Augmented Neural Networks
   c. Differentiable Neural Computers
5. **Reinforcement Learning**
   a. Markov Decision Processes
   b. Boltzmann Machine
   c. DeepQ-Networks
   d. Tensor flow
   e. Multiple Layer Perceptron
   f. Markov Chain Monte Carlo Methods

6. **Convolutional Neural Networks**
   a. Convolution Operations
   b. Entropy
   c. Features of CNN

IV. Teaching and Learning Methods

The students are introduced to the basic concepts of deep learning through classroom presentations. Practical exercises will be given to understand the use of simple deep learning program.

V. Course Materials

a. Mandatory

Buduma,N., Locascio,N.(2017).Fundamentals of Deep Learning: Designing Next-Generation Machine Intelligence Algorithms.(1ed.). New York: O'Reilly Media**.**

b. Additional

Goodfellow, I.,BengioY., Courville,A.(2016).Deep Learning (Adaptive Computation and Machine Learning series.USA: MITPress.

Specialization Core

Course Code : 20PBA4405

Title: Natural Language Processing   **Credits: 3**

I. Course Description
This course introduces the students to understand Natural Language Processing concepts and help them analyse the unstructured data and issues in Natural Language Processing.

II. Assurance of Learning (AoL)
At the end of the course, students will be able to:
1. Learn the basics of Natural Language Processing
2. Learn the techniques for analysing unstructured data
3. Understand the concept of information retrieval and information extraction
4. Learn the analytical models for Natural Language Processing

III. Course Content
1. **Natural Language Processing**
    a.   Linguistic Approach
    b. Mathematical Foundations in NLP
    c. Morphological Analysis
    d. Phonology
    e. Tokenization, Stemming, Lemmatization
2. **Unstructured data**
    a. Representing text data
    b. Part of speech tagging
    c. Syntactic representation
    d. WordNet based similarity
    e. Semantic representation
    f. Parsing Techniques
3. **Information retrieval and Information extraction**
    a. Named Entity Recognition
    b. Relation
    c. Identification
    d. Template filling
4. **Models**
    a. Language model
    b. Probabilistic Models
    c. n-gram language models
    d. Corpus
    e. Hidden Markov
    f. Topic based Modelling

5. **Tools**
    a. Natural Language Tool kit
    b. Apache Open NLP
    c. Applications of Text Analytics

IV. Teaching and Learning Methods

The Classroom presentations will help students understand the Natural Language Programming. The practical demonstration will help the students to process the unstructured data at syntactic and semantic level and extract the Key performance indicators for decision making for predicting the future using language models.

V. Course Materials

a. Mandatory

Griffioen Arwen (2019). Natural Language Processing in action.UK: Manning Publishing.
Steven Bird, Ewan Klein, Edward Loper(2009).Natural Language Processing with
Python. (1ed.) O'Reilly Media

b. Additional

Steven Struhl (2015). Practical Text Analytics: Interpreting Text and Unstructured Data
for Business Intelligence. Kogan Page.

Specialization Optional

Course Code : 20PBA4406

Title: Cyber Security   **Credits: 1.5**

I. Course Description
This course introduces the students to understand the concept of cyber security and help them to identify the security threats, types and models. The students will be able to Identify the network security models and their applications.

II. Assurance of Learning (AoL)
At the end of the course, students will be able to:
1.   Learn the models of Information Security.
2.   Learn the concept of cryptography and network security
3.   Understand the nature and logic behind the cyber security threats as an ethical hacker.
4.   Acquire to Identify and solve different cyber security threats.

III. Course Content
1. **Cyber Security Awareness**
    a.   NSTISSC
    b.   Information assurance
    c.   Security Threats and vulnerabilities
    d.   Security Standards
    e.   OSI Security Architecture
    f.   Symmetric and Asymmetric Cryptography
    g.   Modern Cryptography

2. **Network security**
    a.   Intrusion Prevention
    b.   Detection and Management
    c.   Firewall, Computer Forensics
    d.   Security for VPN and Next Generation Networks.

3. **Host and Application security**
    a.   Control hijacking
    b.   Software architecture and a simple buffer overflow
    c.   Side-channel attacks
    d.   Mobile, GSM and Wireless LAN security
    e.   Malware - Viruses and worms
    f.   National cyber security Policy
    g.   Cyber Security Awareness

IV. Teaching and Learning Methods

The Classroom presentations will help students understand the models of Information Security, tools and methods. This will cover the basic understanding of computer malwares and protection measures.

V. Course Materials

a. Mandatory

Michael E. Whitman.Herbert J Mattord (2017). Principles of Information Security. (6th ed.). Vikas Publishing House.

b. Additional

Bill Nelson. Amelia Phillips. F.Enfinger. Christopher Stuart (2010). Guide to Computer Forensics and Investigations. (4th ed.). Thomson Course Technology.

Matt Bishop (2015). Computer Security: Art and Science. (1st ed.) Addison-Wesley Professional.

Specialization Optional

Course Code : 20PBA4407

Title: Knowledge Management **Credits: 1.5**

I. Course Description
This course introduces the students to understand knowledge management system and help them to learn various techniques in knowledge creation, capture and codification in KM.

II. Assurance of Learning (AoL)
At the end of the course, students will be able to:
1. Understand the life cycle of Knowledge Management Systems
2. Learn the different types knowledge
3. Learn the techniques of knowledge creation, capture and codification in KM

III. Course Content
1. **KMSLC**
    a. Life cycle of Knowledge management systems
    b. The Knowledge organization
    c. Data to Knowledge
    d. Information Vs Knowledge
    e. Knowledge Vs Intelligence
    f. Types of knowledge
2. **Knowledge Creation and capture**
    a. Technical Layers of KM
    b. Knowledge Creation and Architecture
    c. Nonaka's Model
    d. Techniques for Knowledge Capture
3. **Knowledge Codification**
    a. Model of Knowledge Creation and Transformation
    b. Decision Tables, Decision Trees, Frames
    c. Production Rules, Case Based Reasoning
    d. Knowledge based agent

IV. Teaching and Learning Methods
The Classroom presentations will help students understand the life cycle of knowledge management systems. This will cover key the basic understanding of creation, codification and KM Deployment will be done through Knowledge Management Tools.

V. Course Materials
a. Mandatory
Elias, M. Awad and Hassan, M.Ghaziri. (2010). Knowledge Management**.** New Delhi:Pearson Education.
b. Additional
Tiwani, Amrit. (2002). The Essential Guide to Knowledge Management**.** New Delhi: Pearson Education.
North Klaus, Maier Ronald, Hass Oliver. (2018). Knowledge Management in digital change. Switzer: Springer.

Specialization Optional

Course Code : 20PBA4408

Title: Enterprise Resource Planning   **Credits: 1.5**

 I.   **Course Description**

This course introduces the students to understand Enterprise resource planning and their modules and methodologies.

 II.   **Assurance of Learning (AoL)**

At the end of the course, students will be able to:
   1. Understand the concept of ERP applications
   2. Highlight the need for ERP implementation in the functional areas of business.
   3. Expose the students to various ERP packages used by different industries

 III.   **Course Content**
   1. **ERP and Related Technologies**
      a. Business Process Reengineering
      b. Product Life Cycle Management
   2. **Implementation**
      a. Life Cycle
      b. Package Selection
      c. Methodologies
      d. Data Migration
      e. Project management and monitoring
      f. Implementation Activities and Challenges
   3. **ERP Business Modules**
      a. Operations and Maintenance of the ERP System
      b. Measuring the performance of the ERP System
      c. Business modules of an ERP package
   4. **The ERP Tools**
      a. SAP AG, Oracle Corporation
      b. JD Edwards, SSA Global

 IV.   **Teaching and Learning Methods**

The Classroom presentations will help students to understand the life cycle of ERP. The practical demonstration will help the students to learn the ERP modules.

 V.   **Course Materials**
   a. **Mandatory**
      Leon, Alexis. (2007). Enterprise Resource Planning Demystified. (2 ed.). New Delhi: Tata McGraw-Hill Publishing Company Ltd.
   b. **Additional**
      Jaiswal Mahadeo, Vanapalli Ganesh. (2005). Text Book of Enterprise Resource Planning. Chennai: Macmillan India Ltd.