Adamas University
School of Business
Department of Management
MBA

THE PROGRAMME STRUCTURE

The Master of Business Administration Programme is divided into two parts as under. Each part will consist of semesters to be known as Semester – 1 and Semester – II. In the second year it is known as Semester III and Semester IV.

		Semester	Credit Distribution
Part I	**First Year**	**Semester – 1**	**22**
		Semester -2	**22**
Part II	**Second Year**	**Semester – 3**	**22**
		Semester – 4	**20**
		Total	**86**

FIRST SEMESTER							
Course Code	**Subject**	**Category**	**L-T-P-C**	**Credit**	**IA**	**TEE**	**Total Marks**
OBH21201	Organizational Behaviour	**Major**	3-0-0-3	3	30	70	100
MGT21006	Management Concepts, Scope and Functions	**Major**	3-0-0-3	3	30	70	100
ECO21206	Managerial Economics	**Minor**	3-0-0-3	3	30	70	100
FAC21205	Financial Accounting for Managers	**Major**	2-1-0-3	3	30	70	100
MKT21201	Marketing Management	**Major**	3-0-0-3	3	30	70	100
MTH21517	Quantitative Techniques for Management	**Minor**	2-1-0-3	3	30	70	100
BAN22215	Introduction to Data Analytics	**SEC**	2-0-0-2	2	0	50	50
MGT21007	Foundations for E-Commerce	**SEC**	2-0-0-2	2	0	50	50
				22	**180**	**520**	**700**

Semester I
Course Details

- **Course Code: OBH21201**
- **Course Title: Organizational Behaviour**
- **Credits: L: 3, T: 0, P: 0, C: 3**

Course Description:
This course is intended to provide the student with cutting edge thinking on a variety of

Organizational Behaviour and Management Issues. Conceptual frameworks, case discussions, and skill-oriented activities are applied to each topic. Topics include communications, motivation, group dynamics, leadership, power, organizational culture and development etc. Class sessions and assignments are intended to help participants acquire the skills that managers need to improve organizational relationships and performance.

Course Objectives:

- To develop a better understanding of individual behaviour dimensions that determine workplace interpretation and evaluation.
- To cultivate among the students an understanding of human behaviour in groups.
- To develop student's knowledge and skills in leadership, power, communication, negotiation and conflict management.
- To help in understanding impact of politics, conflict and stress on organizational functioning.
- To improve decision making abilities and resulting effectiveness of managers in a global work environment in the 21^{st} Century.

Course Outcomes:

On completion of this course, the students will be able to:

CO1: recall fundamental theories and concepts of organizational behavior, such as motivation, leadership, group dynamics, and organizational culture, to build a foundational understanding of human behavior in organizations.

CO2: Explain how individual and group behaviors influence organizational effectiveness, to understand the dynamics of employee interactions and their impact on organizational outcomes.

CO3: Apply organizational behavior theories to real-world business scenarios, to enhance leadership effectiveness, team collaboration, and organizational culture.

CO4: Analyze workplace situations and behaviors, including conflict resolution, decision-making, and organizational change, to diagnose challenges and opportunities within an organization.

CO5: Evaluate the effectiveness of organizational behavior interventions, such as leadership styles, motivational techniques, and team-building activities, to improve organizational performance and employee satisfaction.

Course Content:

Unit I: Management and Organizational Behavior: What is Organizational Behavior?, Evolution of Organization Behaviour, Disciplines contributing to the growth of Organization Behaviour, Levels of Behaviour at the workplace.

Unit II: Individual Behaviour Dimensions in an Organization: Diversity, Equity, and Inclusion in Organizations, Job Attitudes, Emotions and Moods, Personality and Individual Differences, Perception and Individual Decision Making, Motivation Concepts, Motivation: From Concepts to Applications. [10L].

Unit III: The Group Behaviour Dimensions in an Organization: Foundations of Group Behavior, Understanding Work Teams, Communication, Leadership, Power and Politics, Conflict and negotiation, Foundations of Organization Structure.

Unit IV: The organization system: Organization culture, climate and change, Organization Structure, Stress and health in organizations, Innovation and human behavior, Learning and Learning Organization, Organization Development.

Unit V: Emerging areas of Organization Behaviour (Research focused): Technology and data (Digital transformation and AI, Organizational Analytics, Knowledge Management), People and Culture (Diversity, Equity and Inclusion; Employee Wellbeing and Work Life Balance, Changing Employee Expectations), Organizational Citizenship Behavior (OCB).

Text Books:

1. Robins, S.P., and Sanghi, S.: Organizational Behavior, Ed. xi, Pearson-Education, NewDelhi.
2. Luthans, F.: Organizational Behavior, Ed. vii, PHI, New Delhi.
3. Prasad, L.M.: Organization Theory and Behavior, HPH, New Delhi.

4. Aswathappa, K.: Organizational Behaviour, HPH, New Delhi.

Course Details

- **Course Code: MGT21006**
- **Course Title: Management Concepts, Scope and Functions**
- **Credits: L: 3, T: 0, P: 0, C: 3**

Course Description

This course is designed to introduce students to the fundamental principles of management and its vital role in organizational success. It covers the evolution of management thought, from scientific management to modern contingency approaches, and explores the essential roles and skills required of effective managers. The curriculum also emphasizes the importance of business ethics and Corporate Social Responsibility (CSR), preparing students to handle ethical dilemmas in a professional environment.

In addition to theoretical foundations, the course focuses on the practical application of key management functions: planning, organizing, and controlling. Students will learn about strategic decision-making, organizational structures, and the dynamics of delegation and decentralization. The course also examines human behavior in organizations through motivation theories and leadership concepts, while providing tools to design effective control systems that ensure organizational goals are met efficiently.

Course Objectives

- To understand the nature, scope, and evolution of management thought and ethical
- practices.
- To analyze the processes of planning, forecasting, and strategic decision-making in
- business.
- To examine organizational structures, delegation, and motivation theories to ensure
- effective staffing and coordination.
- To understand the principles of control systems and their role in maintaining
- organizational efficiency.

Course Outcomes

On completion of the course, the students will be able to:

1. Recall and define key management concepts, theories, and terminology.
2. Explain the purpose and significance of management in organizational success.
3. Apply management principles and techniques to solve real-world business problems.
4. Analyze case studies or scenarios to identify and propose solutions to management issues.
5. Evaluate the effectiveness and efficiency of management practices in achieving organizational goals.
6. Design and develop management strategies to address specific organizational challenges.

Course Content:

UNIT I: INTRODUCTION

Definition, nature, scope of management, Managerial roles and skills, ethics, ethical dilemma, Corporate Social Responsibility: concept, need, tools and strategies. Evolution of management thought and Management thinkers. Scientific Management, General administrative theories, Behavioral approach, Systems approach, Contingency approach.

UNIT II: PLANNING & DECISION MAKING

Types of plans and process of planning, business forecasting. Concept, benefits, limitations and process of Managing by Objectives. Strategic management: process and major kinds of strategies. Decision-Making: steps and approaches, Decision Making in various situations, decision tree.

UNIT III: ORGANIZING

Structure and process of organization, Line & Staff concept; Authority & power: Delegation: concept, Span of Management. Decentralization vs. centralization: concept, reasons, types and advantages vs. disadvantages of decentralization. Coordination:

Concept, importance, difficulties and techniques to ensure effective coordination.
Concept of staffing. Motivation concept and theories – Maslow, Herzberg, McClelland, Vrooms' Expectancy.

UNIT IV: CONTROL

Meaning, objectives, nature, Characteristics and process of controlling, kinds of control system, pre-requisites and features of effective control system.

Text Books

1. Koontz, Harold and Weihrich, Heinz (2020). Essentials of Management: An International, Innovation and Leadership Perspective, 11th edition; New Delhi: McGraw Hill Education.
2. Tripathi, P. C., & Reddy, P. N., "Principles of Management", Tata McGraw Hill.
3. Stoner, J. A. F., Freeman, R. E., & Gilbert, D. R., "Management", Pearson Education.

Course Details

- **Course Code: ECO21206**
- **Course Title: Managerial Economics**
- **Credits: L: 3, T: 0, P: 0, C: 3**

Course Objectives:

Managers are faced with constraints, both at micro level and at macro level. Faced with these constraints they need to optimally use the resources and find solution to fulfil the goals of a business organisation, most imperatively maximising the profits. Economic theory serves as a guiding force to optimize and seek scientific solutions. This course aims to introduce the economictheory relevant for managerial decision making in a problem solving perspective. By the end of this course students' should be familiar with the basic tools of managerial economics and be ableto apply them to find optimal solutions. A primary purpose of the course is to develop constructs useful for other courses and make use of content taught in other courses[1].

Course Outcomes:

On completion of the course it is expected that students will be able to:

CO1: Explain fundamental economic concepts such as demand, supply, elasticity, and market structures, to understand how economic principles influence business decision-making.

CO2: Apply marginal analysis, pricing strategies, and cost-benefit analysis to managerial decision-making, to solve business problems and optimize resource allocation.

CO3: Analyze market trends, economic data, and external factors, such as inflation and government policies, to assess their impact on business strategies and operations.

CO4: Evaluate the impact of global economic forces—such as trade dynamics, exchange rates, and international regulations—on managerial decision-making and competitive strategy in diverse market environments

CO5: Integrate economic reasoning with ethical and sustainability considerations to formulate responsible business strategies that balance profitability with long-term societal impact.

Course Contents:

Unit-1: Introduction

The Central Concepts of Economics, Scarcity & Efficiency, Production Possibility Frontier, Concept of Opportunity Costs, Modern Mixed Economy, Basic Elements of Demand & Supply- Demand & Supply Schedule, Equilibrium of Demand & Supply

Unit-2: Microeconomics: Supply, Demand and Product Markets

Price Elasticity of Demand and Supply, Demand & Consumer Behavior, Production & Business Organization, Factors of Production, Theory of Production and Costs,

Unit 3 - Market Structure- Perfect Competition, Oligopoly and Monopoly, Duopoly, Monopolistic competition

Unit-4: Macroeconomics: Economic Growth & Business Cycles

Overview of Macroeconomics, Measuring Economic Activity, Business Cycles and Aggregate Demand

Unit-5: Unemployment, Inflation, Concept of Money and Economic Policy, Measuring Unemployment, Impact of Unemployment, Phillips Curve, Dilemmas of Anti-Inflation Policy, Concept of Money – Fischer's money multiplier

Text and Reference:

Truett L.J and Truett B Dale, 2008. "Managerial Economics: Analysis, problems, cases", eight edition. Wiley India.
Sikdar Soumyen (2009). "Principles of Macroeconomics" Oxford University Press

Course Details

- **Course Code: FAC21205**
- **Course Title: Financial Accounting for Managers**
- **Credits: L: 3, T: 0, P: 0, C: 3**

Course Description:

Participants in this course will develop the essential ability of all managers, to use complex accounting information as a platform for decision-making and analytics. As the course unfolds, participants will build an increasingly sophisticated level of understanding of the language of accounting and its key concepts. In addition the course develops skills in interpreting earnings statements, balance sheets, and cash flow reports. This ability to analyse financial statements will enable participants to deal more effectively with strategic options for their businesses or business units. Strong foundations in financial analysis, and interpreting financial statements also managerial analysis and budgetary control. From this second phase of the course students will take away highly relevant skills in areas such as budgeting, product and service costing and short-run decision making. Such skills, ability and knowledge will enable participants to more effectively identify profitable business opportunities and to contribute significantly to better management in organizations.

Course Objectives:

1. To make student understood the nature and role of the four principal financialstatements (i.e., the Income Statement, the Statement of Financial Position, the Statement of Cash Flows, and the Statement of Changes in Equity) ;
2. To develop an awareness and understanding of the accounting process and fundamental accounting principles
3. To build the ability to read, interpret and analyse financial statements; combinefinancial analysis with other information to assess the financial performance and position of a company;

Course Outcomes:

On completion of this course, the students will be able to:

CO1: Identify key accounting concepts and principles, such as double-entry bookkeeping, accrual accounting, and the accounting equation, to understand the basics of financial accounting.

CO2: Explain the structure and purpose of financial statements, including the income statement, balance sheet, and cash flow statement, to interpret the financial health of an organization.

CO3: Analyze financial statements using ratios, trends, and comparative data, to evaluate organizational performance and make informed management decisions.

CO4:Evaluate financial data for internal control, budgeting, and forecasting purposes, to ensure financial accuracy and strategic planning.

CO5: Design financial reports and budgets that align with organizational goals, to support effective managerial decision-making and resource allocation.

Course Content:

Module -1

Introduction to Financial Statements: Forms of Business Organization – Users of Financial Information – Business Activities – Financing, Investing, Operating – Income Statement, Retained Earnings Statement, Balance Sheet, Statement of Cash Flows, Interrelationships of Statements, Elements of annual Report – Assumptions and Principles in Financial Reporting.

Module -2

A Further Look at Financial Statements: Materiality and Conservatism - Financial Statements Revisited – The Income Statement, The statement of Stockholder's Equity, The Classified

Balance Sheet – Currents Assets, Long Term Investment, Plant, Property, Equipment, Intangible Assets, Current Liabilities, Long Term Liabilities, Stockholder's Equity, Using a Classified Balance Sheet - The Statement of Cash Flows. Understanding GAAP of Europe, USA and India(US GAAP, IFRS, Ind AS).

Module -3

Financial Analysis – The Big Picture: Earning Power and Irregular Items – Discontinued Operations, Extraordinary Items, Changes in Accounting Principles, Comprehensive Income – Comparative Analysis – Ratio Analysis

Module -4

Reporting and Analyzing Long Term Assets: Determining the Cost of Plant Assets – Land, Land Improvements, Buildings, Equipment – Accounting for Plant Assets – Depreciation, Amortization, Expenditure during Useful Life, Impairments, Plant Asset Disposals – Analyzing Plant Assets – Average Useful Life, Average age of Plant Assets, Asset turnover Ratio – IntangibleAssets – types – Accounting for intangible Assets – Financial Statement presentation of LongTerm Assets. Amortization of prepaid expenses

Module -5

Statement of Cash Flows and Fund Flow : Purpose – Format – Classification of Cash Flows – Usefulness – Preparing the Statement of Cash Flow – Indirect Method – Direct Method – Using Cash Flows to Evaluate a Company. Preparation of budgets, comparing budgets and actuals and thus interpreting financial performance, variance analysis, steps for effective budgetary control

Text Books

1. Accounting Principles by Weygandt, Kieso and Kimmel, Wiley
2. Accounting: Texts and Cases by Robert Anthony, David Hawkins Kenneth A.Merchant, Mc Graw Hills
3. Accounting for Management- Maheshwari & Maheswari, Vikas Publishing House
4. Financial Accounting of Management- Ambrish Gupta, Pearson

Course Details

- **Course Code: MKT21201**
- **Course Title: Marketing Management**
- **Credits: L: 3, T: 0, P: 0, C: 3**

Course Description:

Marketing management continues to reflect the changes in the marketing discipline over the past five decades. Companies now sell products and services through a variety of direct and indirect channels. Mass advertising is not nearly as effective as it was, so marketers are exploring new forms of communication, such as experiential, entertainment, and viral marketing. Customers are telling companies what types of product or services they want and when, where, and how they want to buy them. They are increasingly reporting to other customers what they think of specific companies and products- using email, blogs, podcasts, and other digital media to do so. As a result, marketers have shifted gears from managing product portfolios to managing customer portfolios, compiling databases on individual customers so they can understand them better and construct customised offerings and messages. Marketing management course enables a student to understand the fundamentals ofmarketing concept and the role marketing plays in business. This course enables a student to understand the 'Marketing mix' elements and the strategies and principles underlying the modern marketing practices. Students should be able to demonstrate their comprehension of marketing concepts and knowledge by applying those in their exams, case study discussions, presentations and projects. The assignments/projects would enable students to apply the marketing concepts and marketing mix elements practically and illustrate those through a written report and presentation. The course methodology encourages students to explore for themselves the role of a marketing manager and the boundaries of marketing. Classroom activities include lecture sessions, case study discussion to encourage students to get involved, absorb and assimilate inputs. These activities will also be supplemented by group discussions, peer learning, live projects, and analysis of video cases.

Course Objectives:

- To understand the basic concepts of marketing management
- To understand the marketing environment
- To learn about marketing process for different types of products and services
- To understand the tools used by marketing managers in decision making

Course Outcomes

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

CO1: Understand the fundamental marketing concepts such as the marketing mix, segmentation, targeting, and positioning, to build a foundational understanding of marketing management.

CO2: Explain how consumer behavior, market research, and competitive analysis influence marketing strategies, to develop a customer-centric marketing approach.

CO3: Apply marketing management techniques, such as developing value propositions and pricing strategies, to solve real-world marketing challenges and drive business growth.

CO4. Analyze marketing data and competitive environments, to assess the effectiveness of marketing strategies and recommend improvements.

CO5: Evaluate different pricing, promotion, and distribution strategies, to determine their impact on brand positioning and profitability.

Course Content:

Unit-1 :

Introduction to Marketing: Definition of Marketing, Marketplace and Customer Needs, Customer- Driven Marketing Strategy, Marketing Myopia, Marketing Plan, Building Customer Relationships Marketing, Challenges for 21^{st} century. Understanding the impact of Macro and Micro environment on Marketing, and Global Marketing environment, Concept of Green Marketing

Unit-II :

Consumer Markets and Consumer Buyer Behavior: Model of Consumer Behaviour, Factors Affecting Consumer Behaviour, Types of Buying Behaviour, Buyer Decision Process Business Buying Behaviour(B2B/B2B2C) , Quotation management /Bid management

Unit-III:

Customer-Driven Marketing Strategy: Market Segmentation and Targeting,Differentiation and Positioning — Frame of Reference, Points of Parity and Difference, MassCustomization

Products, Services and Brands: Product, Service and Brand decisions, Product Life Cycle Strategies Shortened PLC: New Product Development

Unit IV:

Pricing Decisions: Concept of Price, Factors to Consider When Setting Prices, New Product Pricing Strategies, Product Mix Pricing Strategies, Price Adjustment Strategies, Price Changes, Ease of Price and Product Comparisons because of Technology, Yield Pricing, Dynamic Nature of Pricing. Revenue generation

Communications: The Promotion Mix, Communication Process, Steps in Developing Marketing Communication, Promotion Budget.

Unit V:

Channel Decisions- Distribution, Retailing & Wholesaling: Marketing Channels - Nature, Importance and Value Delivery, Channel Organization, Channel Design and Channel Conflict Decisions, Marketing Logistics and Supply Chain Management, Wholesaling, Retailing, Disintermediation, Distribution(primary, Secondary, Tertiary), D2C distribution Role of Distribution in the Digital Era, E-tailing and its Advantages, and Integrated Marketing.

Reference Books:

1. Kotler, P., Keller, K., Koshy, L., & Jha, M. (2019). *Marketing management: a south Asian perspective* (15^{th} ed.). New Delhi: Pearson.
2. Etzel, M. J., Bruce, J., W., Stanton, W. J., & Pandit, A. (2018). *Marketing* (14^{th} ed.). New Delhi: Tata McGraw-Hill.
3. Perrault. W.D (Jr.), Cannon, J.P., & McCarthy, E.J. (2019). *Basic Marketing.* New Delhi: Tata McGraw-Hill
4. Ramaswamy, V. S., & Namakumari, S. (2018). *Marketing management: global perspective Indian context* (5^{th} ed.). New Delhi: Macmillan.

Course Details

- **Course Code: MTH21517**
- **Course Title: Quantitative Techniques for Management**
- **Credits: L: 2, T: 1, P: 0, C: 3**

Course objectives:
To develop knowledge about the principles of probability theory and different types of random variables
To help the students to learn various techniques of statistical inference
To provide the basic concepts of Linear programming and Integer programming
Course Outcomes
On completion of this course, the students will be able to:
CO1: Recall descriptive statistics and principles of probability
CO2: Apply probability theory to a variety of problems
CO3: Analyse a given data set using different statistical tools
CO4: Apply Linear programming and Integer programming techniques for modelling and solving real-life decision making problems
CO5: Interpret the results of quantitative analyses to support strategic decision-making and communicate insights effectively in managerial contexts

Course Description:
The course is designed to make the students familiar with the basic probabilistic, statistical, and linear programming techniques. The focus of this course is to enable the students to apply relevant quantitative tools in business decision making. All the lectures will be devoted on discussions of basic and advanced topics, focusing on practical implementation of knowledge. Classes will be conducted by lecture as well as power point presentation. The tutorials will familiarize the students with practical problem-solving techniques led by the course coordinator. Students will strongly grab the basic concepts of the subject via exercise and discussions with the coordinator.

Course Content:

Unit-1: Introduction to Quantitative Techniques
Introduction to Data Analysis, Data Types, Measurement Scale
Unit-2: Measures of Central Tendency
Arithmetic Mean, Median, Mode, Business Applications of Central Tendency
Unit-3: Measures of Dispersion & Correlation
Concept of Dispersion, Absolute and Relative Measures of Dispersion, Skewness & Kurtosis, To define levels of
Unit-4: Theory of Probability
Probability Basics,(Addition, multiplication theorem, conditional probability) Axiomatic Theory, Business Applications of Probability, Concept of Probability Distributions, Normal Distribution and its applications – basic probability. Major emphasis on normal distribution

Unit-5 Introduction to Predictive Analytics
Predictive Analytics Concept, Dependent and Independent Variables, Linear Regression- Concept, Estimation of Model Parameters, Goodness of Fit Measures, Correlation
Text Books:

1. Black, K. (2008). Business statistics for contemporary decision making (5thed.). New Delhi: Wiley India.
2. Taha, H. A. (2007). Operations Research: An Introduction (8thed.). Delhi: Pearson Education.
3. Gupta, S. P., & Gupta, M. P. (2005). Business statistics. Delhi: Sultan Chand & Sons.

Course Details

- **Course Code: BAN22215**
- **Course Title: Introduction to Data Analytics**
- **Credits: L: 2, T: 0, P: 0, C: 2**

Course Objectives:

➢ To understand various data sources and data manipulation techniques

➢ To obtain functional knowledge of spreadsheet to do data analysis

➢ To clean, transform and analyse data from various business domains and arrive at actionable insights

➢ To present findings of analysis through various charts and diagrams

Course Outcome:
CO1: Identify key concepts and tools in data analytics, such as data collection, cleaning, and visualization techniques, to understand the foundational elements of data analytics.
CO2: Explain how descriptive, predictive, and prescriptive analytics can be used to inform business decisions, to gain insights into data-driven decision-making.
CO3: Apply data analysis techniques using tools like Excel, R, or Python, to analyze business data and generate actionable insights.
CO4: Analyze business datasets to identify trends, patterns, and correlations, to support data-driven strategies and improve decision-making processes.
CO5 : Interpret and communicate analytical findings through dashboards, reports, and data storytelling techniques, to support strategic decision-making and stakeholder engagement

Course Content
Unit I: Introduction to Data Analytics-
Data Types, Data Structures, Overview of various Statistical Modelling Techniques, Basic Statistics- Measures of Central Tendency, Dispersion, Correlation
Unit II: Excel Basics-
LookUp Functions, Pivot Tables, Numeric & Text Functions, Date Functions, Conditional Functions
Unit III: Data Analysis using Spreadsheet-
Solving Business Cases across different business domains
Unit IV: Visualization & Charts-
Presenting Data using charts/diagrams in MS Excel
Unit V: Building Effective Presentation through PowerPoint-
Overview of PowerPoint, Building PowerPoint Presentations- Dos and Donts
Suggested Readings:

- Statistics for Management- Levin, David S. Rubin
- Microsoft Excel 2013- Data Analysis & Business Modelling
- Microsoft PowerPoint 2013- Step by Step

Course Details

- **Course Code: MGT21007**
- **Course Title: Foundations for E-Commerce**

● **Credits: L: 2, T: 0, P: 0, C: 2**

Course Description:

This course provides a foundational understanding of the electronic commerce landscape, exploring the evolution of digital business and the various models that drive the modern economy, such as B2B, B2C, and C2C. Students will examine the critical infrastructure of e-commerce, including electronic payment systems like credit cards and smart cards, as well as the legal and ethical environments that govern digital trade. The curriculum also addresses the strategic aspects of marketing on the web and the importance of customer service in a digital setting.

Beyond the business models, the course delves into the technical and security challenges inherent in online transactions. It covers essential topics such as encryption techniques, public and private key security, and the implementation of Virtual Private Networks (VPNs). Additionally, students will study advanced concepts like Electronic Data Interchange (EDI), Supply Chain Management, and Mobile Commerce (M-Commerce), equipping them with the knowledge to navigate emerging security threats and wireless application technologies.

Course Objectives

1. To understand e-commerce and different business models of e-commerce
2. Recognize the Electronic Payment System of e-Commerce
3. Explain the various encryption techniques used in e-commerce.
4. Discuss the concepts of EDI & CRM
5. To understand M-Commerce & security issues associated with it.

Course Outcomes

After the completion of this course, the students will be able to:

1. Explain e-commerce and different business models of e-commerce
2. Identify and choose the right Electronic Payment System
3. Discuss the various encryption techniques used in e-commerce.
4. Outline the concepts of EDI & CRM.
5. Discuss M-Commerce & security issues associated with it.

Course Content:

Unit I : Introduction to e-commerce

History of e-commerce, e-business models B2B, B2C, C2C, C2B, legal environment to e-commerce, ethical issues, electronic data interchange, value chain and supply chain, advantages and disadvantages of e-commerce.

Unit II : Electronic Payment Systems

Credit cards, debit cards, smartcards, e-credit accounts, e-money, Marketing on the web, marketing strategies, advertising on the web, customer service and support, Introduction to m-commerce, case study: e-commerce in passenger air transport.

Unit III : Encryption

World Wide Web & security, encryption, transaction security, secret key encryption, public key encryption, virtual private network (VPN), implementation management issues

Unit IV : Net commerce

EDA, EDI application in business, legal requirement in Ecommerce, introduction to supply chain management, CRM, issues in customer relationship management

Unit V : Mobile commerce

Introduction to mobile commerce, mobile computing application, wireless application protocols, WAP technology, mobile information devices, websecurity, introduction to websecurity, firewalls & transaction security, client servernetwork, emerging clientserver security threats, firewalls and network security.

Text Books

1. Gary P. Schneider, “E-commerce”, Cengage Learning India.
2. V. Rajaraman, “Essentials of E-Commerce Technology”, PHI Learning Private Limited.
3. Laudon, K. C., & Traver, C. G., "E-Commerce: Business, Technology, Society", Pearson
4. Education.

5. Joseph, P. T., "E-Commerce: An Indian Perspective", PHI Learning.

SECOND SEMESTER							
Subject Code	**Subject**	**Category**	**L-T-P-C**	**Credit**	**IA**	**TEE**	**Total Marks**
OLS21218	Operations and Logistics Management	**Major**	3-0-0-3	3	30	70	100
OBH21202	Human Resource Management	**Major**	3-0-0-3	3	30	70	100
FAC21210	Financial Management	**Major**	3-0-0-3	3	30	70	100
MKT21208	Advanced Marketing Management	**Major**	3-0-0-3	3	30	70	100
MGT21008	Business Communication	**Minor**	2-1-0-3	3	30	70	100
MGT21037	Legal Environment of Business	**Minor**	3-0-0-3	3	30	70	100
BAN22221	IT Skills for Managers	**SEC**	2-0-0-2	2	0	50	50
EIC21201	Entrepreneurship Development	**SEC**	0-0-4-2	2	0	50	50
				22	**180**	**520**	**700**

Semester II

Course Details

- **Course Code: OLS21218**
- **Course Title: Operations and Logistics Management**
- **Credits: L: 3, T: 0, P: 0, C: 3**

Course Description:

The course introduces the student to the concepts of Operations management and includes productivity, production planning and control, work and motion study, plant layouts, capacity planning, among others. It also covers the areas of material management, material handling, inventory, planning, inventory management, forecasting, distribution planning, materials requirements planning etc. It also exposes the students to the concepts of quality assurance and quality control.

Course Objectives:

1. To provide knowledge of Production to make students understand the application of production activity in corporate.
2. Students should be able to gain knowledge of the basics and current trends and applications of Production management, Layout, work study etc.

Course Outcomes:

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

CO1: Explain key concepts in operations management, such as process design, capacity planning, supply chain management, and quality control, to understand the role of operations in business success.

CO2: Apply operations management techniques, such as lean management, inventory control, and process improvement, to enhance operational efficiency and productivity.

CO3: Analyze operational challenges and bottlenecks using tools like Six Sigma, process mapping, and queuing theory, to identify areas for process optimization.

CO4: Evaluate the effectiveness of different operations strategies, such as just-in-time (JIT), total quality management (TQM), and outsourcing, to recommend strategies that align with organizational goals.

CO5: Design and assess logistics networks and distribution strategies using data-driven tools and technologies, to optimize supply chain performance and responsiveness in dynamic business environments

Course Content:

Module 1

Introduction to Operations Management:

Definition, need, responsibilities, key decisions of Operation Manager. Production vs Operations Management. Operations as a key functional area in an organization. type of processes- job shop, batch, mass and continuous, product- process design Matrix

Production Management, Productivity, Capital Productivity, Labour Productivity, Personnel Productivity, Training. Operations Management and Strategy, Tools for Implementation of Operations, Industry Best Practices.

Module II

Work Study and Motion Study and Plant Layout

Work Study; Motion Study; Work Measurement; Work Sampling; Work Environment.

Relationship between Time & Motion Study to work study , Facility or Layout Planning and Analysis: Introduction, Objectives of Layout, Classification of Facilities, Basis for Types of Layouts, Why Layout decisions are important, Nature of layout problems, Redesigning of a layout, Manufacturing facility layouts, Types of Layouts, Layout Planning, Evaluating Plant Layouts, Assembly Line Balancing

Module III

Material Management

Material Management-An overview of Material Management; Material Planning; and Inventory Control Material Requirement Planning, Material handling-Symptom of material handling-objectives and principles of material handling-types of material handling equipment

Module IV

Quality Assurance

Quality Assurance-Acceptance Sampling; Statistical Process Control; Total Quality Management; Maintenance Management, Towards TQM – ISO 9000 as a Platform – Working with Intranet, Total Productive Maintenance (TPM), Kaizen, JIT

Text Books

1. P. Rama Murthy, Production and Operations Management, New Age International
2. L C Jhamb , Production & Operations Management, Everest Publication
3. Young, Scott T, Essentials of Operations Management. Thousand Oaks, CA: Sage Publications
4. William J. Stevenson, Operations Management, Eighth Edition, Irwin / McGrawHill, Chase – Operations Management

Course Details

- **Course Code: OBH21202**
- **Course Title: Human Resource Management**
- **Credits: L: 3, T: 0, P: 0, C: 3**

Course Description:

As Human Resource Management links people-related activities to business strategy, this course develops a critical understanding of the role and functions of the various human resource activities in an organisation by providing students with a comprehensive review of key HRM concepts, techniques and issues such as job analysis and design, recruitment and selection, evaluation, performance management, occupational health and safety, as well as the strategic contribution of HRM to organisational performance and evaluating HRM effectiveness. Working with contemporary case studies, students not only engage in collaborative and individual work processes but use communication and discourse characteristic of the HRM context and environment. At the end of the course, each student should be able to know, comprehend, apply, analyze and evaluate the HR issues in the organizations to facilitate the development of better understanding of human resources issues as they relate to other managerial functions, HRM practices, and the ability of managers and the organization to achieve prescribed goal.

Course Objectives:

The objective of the course is to educate the student such that he/she understands:

- To help the students to understand the role of HRM in effective business administration and how HRM can be used as a tool to execute strategies.
- To enable the students in order to analyze the elements such as the environment surrounding each company and their vision, values and strategies; how these elements relate to the various parts of HRM, such as HR policy, organizational structure, HR systems (recruitment, placement, evaluation, compensation and development) and organizational culture.
- To help the learners to look at numerous problems of HRM and their causes, and what action plans should be implemented in order to solve these problems.
- To help the students to gather the in depth knowledge of human resource management in modern organizations.
- To make the students familiar with the new HRM practices and processes.

Course Outcome

On completion of this course the students will be able to:

CO1: Describe the key concepts and functions of Human Resource Management, including recruitment, selection, training, and performance appraisal, to understand the role of HRM

CO2: Apply HRM principles in areas such as workforce planning, talent acquisition, and employee development, to address organizational challenges and enhance productivity.

CO3: Analyze HR policies and practices in relation to labor laws, organizational culture, and employee behavior, to assess their impact on organizational effectiveness.

CO4: Evaluate the effectiveness of HR strategies and interventions, such as training programs, compensation systems, and performance management, to improve employee engagement and organizational performance.

CO5: Design strategic HR initiatives using human capital analytics, diversity and inclusion frameworks, and change management principles, to align workforce capabilities with long-term organizational goals

Course Contents

Unit-I: The human resource environment: Managing Human Resources, Trends in Human Resource Management, Providing Equal Employment Opportunity and a Safe Workplace, Analyzing Work and Designing Jobs.

Unit II

Acquiring, training and developing human resources: Objective, Process of HRP. Supply and Demand Forecasting Techniques, Manpower Inventory, Career Planning & Development, Succession Planning, Personnel Policy, Rightsizing, Restructuring, Human Resource Information System (HRIS), Strategic Planning, Job Analysis, Case study, Tools for HRP, Process, Sources, Methods of selection, Interviewing Methods, Skills and Errors.

Unit III

Assessing and improving performance: Assessment and Competency Development. Purpose, Methods, Appraisal Instruments, 360 degree Appraisal, HR Score Card, Errors in Appraisal, Potential Appraisal, Training Process and Methods, Training and Non-Training, Training Process; Designing, Implementation and Evaluation of Training Programmes, Induction Training. Management Development Programme, Case Study.

Unit IV

Compensation and Reward Management: Concepts, Components; Concepts of Wages, System of Wage Payment, job evaluation, wage/ salary fixation, incentives/formulating incentives plan, bonus, ESOPs, Fringe Benefits, Retirement Benefits. Compensation Plans.

Unit V:

Contemporary HR practices: Introduction to HR analytics, Introduction to Strategic HR, Introduction to International HR, and Technology enabled HR, Sustainable HR.

Suggested Reading

Text Books

T1: K Aswathappa, Human Resource and Personnel Management, Tata McGraw-Hill Education, 2017. T2: Gary Dessler, "Human Resource Management", Seventh Edition, Prentice-Hall of India T3: VSP Rao, Human Resource Management: Text and cases, First edition, Excel Books T4: Bennison M & J Casson: The Manpower Planning Handbook, McGraw Hill

Course Details

- **Course Code: FAC21210**
- **Course Title: Financial Management**
- **Credits: L: 3, T: 0, P: 0, C: 3**

Course Description:

Finance considers the requirements for financial information both external and internal to the organisation and the role of finance professionals as key players in a dynamic and ever changing business environment, encompassing key decisions and the fundamental principles of Business. Classroom activities including lectures, discussions and case studies (topped up with role play) will be designed to encourage students to get involved, absorb and assimilate inputs. These activities will also be supplemented by group discussions, cooperative group solving problems, live projects, analysis of video cases and debates. Class participation is a fundamental aspect of this course. Students will be encouraged to actively take part in all group activities and to give an oral group presentation. Students will be expected to interact with media resources, such as, web sites, videos, and newspapers etc.

Course objectives:

1. Provide an in-depth view of the process in financial management of the firm
2. Develop knowledge on the allocation, management and funding of financial resources.
3. Improving students' understanding of the time value of money concept and the role of a financial manager in the current competitive business scenario.
4. Enhancing student's ability in dealing short-term dealing with day-to-day working capital decision; and also longer-term dealing, which involves major capital investment decisions and raising long-term finance

Course Outcomes

On completion of this course, the students will be able to:

CO1: Explain the fundamental principles of financial management, including time value of money, risk-return tradeoff, and capital structure, to understand their role in business decision-making.

CO2: Apply financial analysis techniques, such discounted cash flow (DCF), to evaluate the financial health and performance of a business.

CO3: Analyze investment and financing decisions using tools such as capital budgeting, cost of capital, and risk analysis, to assess their impact on shareholder value.

CO4: Evaluate financial strategies, including dividend policy and working capital management, to recommend optimal financial solutions that enhance business profitability and sustainability.

CO5: Design integrated financial plans using forecasting models, scenario analysis, and financial technologies (FinTech), to support strategic decision-making and long-term value creation

Course Content

Unit 1: Nature of Financial Management

Finance and related disciplines; Scope of Financial Management; Profit Maximization,

Wealth Maximization ; Functions of finance – Finance
Decision, Investment Decision, Dividend Decision; Objectives of Financial Management; Organization of finance function; Concept of Time Value of Money, present value, future value, and annuity.

Unit 2: Risk & Return

Historical return, expected return, absolute return, holding period return, annualized return, Risk - Systematic & unsystematic risk – their sources and measures.

Unit 3: Long -term investment decisions

Capital Budgeting - Principles and Techniques; Nature and meaning of capital budgeting; Estimation of relevant cash flows and terminal value; Evaluation techniques - Accounting Rate of Return, Net Present Value, Internal Rate of Return & MIRR, Net Terminal Value, Profitably Index Method.

Unit 4: Concept and Measurement of Cost of Capital

Explicit and Implicit costs; Measurement of cost of capital; Cost of debt; Cost of perpetual debt; Cost of Equity Share; Cost of Preference Share; Cost of Retained Earning; Computation of over-all cost of capital based on Historical and Market weights. Capital Structures: Approaches to Capital Structure Theories - Net Income approach, Net Operating Income approach, Modigliani-Miller (MM) approach, Traditional approach, Capital Structure and Financial Distress, Trade-Off Theory.

Unit 5: Dividend Policy Decision

Dividend and Capital; The irrelevance of dividends: General, MM hypothesis; Relevance of dividends: Walter's model, Gordon's model; Leverage Analysis: Operating and Financial Leverage; EBIT -EPS analysis; Combined leverage.

Unit 6: Working Capital Management

Management of Cash - Preparation of Cash Budgets (Receipts and Payment Method only); Cash management technique, Receivables Management – Objectives; Credit Policy, Cash Discount, Debtors Outstanding and Ageing Analysis; Costs - Collection Cost, Capital Cost, Default Cost, Delinquency Cost, Inventory Management (Very Briefly) - ABC Analysis; Minimum Level; Maximum Level; Reorder Level; Safety Stock; EOQ, Determination of Working Capital. Problems faced by entrepreneurs/ newly found startups

Text Book(s):-

1. Financial Management by I M Pandey (Vikas Publication)

Reference Book(s):-

1. Bhalla, V.K. (2009). Financial Management. New Delhi: Anmol Publications
2. Brealey, R. R., Myers. S., Allen, F., & Mohanty, P. (2009). Principles of corporate finance (8th ed.). New Delhi: Tata McGraw Hill.
3. Brigham, E F., & Davis, P. (2009). Intermediate financial management (10th ed.). USA: South Western.
4. Brigham, E. F., & Houston, J. F. (2007). Fundamentals of financial Management (11th ed.). USA: Thomson.

Course Details

- **Course Code: MKT21208**
- **Course Title: Advanced Marketing Management**
- **Credits: L: 3, T: 0, P: 0, C: 3**

Course Description

This course aims to equip students about the marketing products and services to other businesses and organizations in the economy, the unique nature of business customer's needs, and the different marketing strategies that can be employed to meet those needs. Topics include exploring business markets and business marketing; creating value for business customers; designing product and channel strategies; establishing strong communications; building strong brands, pricing, and managing programs and customers. It will also equip students with the knowledge and skills required to effectively perform the sales and distribution management role in an organization. It helps to build the necessary conceptual foundations, explains the use of appropriate digital tools, develop analytical thinking capabilities and emphasizes the importance of leadership and decision-making skills necessary to succeed in the sales and distribution management function.

Course Objectives

1. DiscussmanagerialskillsandcompetenciesrequiredforBusiness-to-Businessmarketing
2. DescribeananalyticalframeworkforanalysingtheBusiness-to-BusinessMarketing environment in which the marketers operate and strategies/ challenges thereof.
3. Discuss Industrial Market segmentation,targeting,and positioning Explain the principles and processes of sales and distribution management function in an organization.
4. Buildanalyticalanddigitalskillstosupportsalesanddistributionmanagementdecisions.
5. Build leadership and decision-making capabilities for effective management of the sales and distribution management function.

Course Content

UNIT I: Fundamentals of Sales Management: Introduction to Sales Management; Personal Selling & the Sales Process; Sales Planning & Forecasting; Sales Organization & Structure; Sales Force Recruitment & Training; Sales Force Motivation, Compensation &Control

UNIT II: Introduction to Distribution Management: Introduction to Distribution Management; Channel Design & Strategy; Channel Relationship Management; Retailing & Wholesaling; Logistics & Supply Chain Integration; Technology in Distribution

UNIT III: Introduction to Distribution Management: Key Account Management (KAM);Strategic Sales Management; Sales Analytics & Digital Tools; Strategic; Distribution Decisions; Contemporary Issues in Sales & Distribution; Case Studies &Projects.[7]

UNIT IV: Introduction to B2B Marketing: Meaning and scope of B2B marketing; Difference between B2B and B2C marketing; Types of B2B markets (Industrial markets, Reseller markets, Government markets, Institutional markets); The evolving B2B landscape—digital, AI, and data-driven decision-making

UNIT V: B2B Marketing Mix & Relationship Development: B2B Product & Service Strategy; B2B Pricing; B2B Distribution & Channel Management; B2B Marketing Communication; Relationship Marketing & CRM

UNIT VI: Advanced B2B Strategies & Contemporary Issues: Role of B2B Marketing in Strategic Planning; Developing Business Marketing Plan and Strategy; History of Technology use for B2B Marketing; Range of New Technologies for B2B Marketing; AI/ML digital intelligence for online business; “Integrated Platform” for B2B Sales and Marketing Leads.

Course Details

- **Course Code: MGT21008**
- **Course Title: Business Communication**
- **Credits: L: 2, T: 1, P: 0, C: 3**

Course Description

Communication skill in a manager is one of the important skills, which a manager must possess to perform his/her role(s) effectively in an organization. Since he/she deals with employees, and with customers outside the organization, it is important that in an organization he should be well equipped in terms of different aspects of business communication. The course therefore covers all constituents, which will make a manager's job easy to handle.

Classroom activities involving lectures, discussions and case studies analysis (topped up with role-play) will be designed to encourage students to actually get involved, absorb and assimilate inputs. These activities will also be supplemented by group discussions, group presentations, cooperative group solving problems, analysis of video cases and debates. Class participation is a fundamental aspect of this course. Students will be encouraged to actively take part in all group activities and to give an oral group presentation. Students will be expected to interact with media resources, such as, web sites, videos, DVDs, and newspapers etc.

Course Objectives

- To enable students to understand the basic principle of communication including the flow of communication, verbal as well as non- verbal in context of the organization.
- To enable describe the various ways of employment communication as well as develop the understanding and skill of presentation
- To provide to the students the basic understanding of the verbal and non - verbal communication so that they understand the different aspects of spoken and written business communication.
- To understand and apply basic principles of critical thinking, problem solving, and technical proficiency in the development of exposition and argument

Course Outcomes

On completion of this course, the students will be able to:

CO1: Explain the core principles of business communication, including verbal, non-verbal, and written formats, to develop effective communication strategies.

CO2:Apply business communication techniques in professional settings, such as presentations, meetings, and negotiations, to convey information clearly and persuasively.

CO3:analyze various communication models and situations in business contexts, to identify barriers to effective communication and propose solutions.

CO4: Design communication plans tailored to specific business scenarios, incorporating feedback and utilizing appropriate channels to achieve strategic goals.

CO5: Evaluate the effectiveness of business communication practices by using feedback mechanisms and communication analytics, to enhance clarity, audience engagement, and organizational impact.

Course Content

UNIT 1-

Conceptual Issues in Communication, Principles of Communication, Process of Communication, Communication Networks in an Organization, Verbal and Non Verbal Communication.

UNIT II

Barriers and Aids to Communication, The 7 C's and the 4 S's of Communication, Talk Tactics : Private and Public Speaking. Critical Reasoning : Theory and Caselets. The Framing of Arguments to Persuade ,Convince and Negotiate. Principles of Deductive and Inductive Principles in understanding Assumptions. Drawing Conclusions. Case Study Analysis in terms of Business and Current Affairs.

UNIT III

Listening Process, Difference between Listening and Hearing.Deterrents to the Listening Process, The Positive Connotations of Good Listening, Case Study Analysis , Non Verbal Communication, Non Verbal Signifiers and Communication, Body Language and Global Business Etiquette, Cross Cultural Communication, Case Study and Dramatic Practical on the above.

UNIT IV

Written Communication, The 7 Cs of Written Communication, The First Draft and the Craft of Editing a write up. Memos, Letters, Emails, Net Etiquette and other Business Correspondence. Presentations: Preparing it and making an effective delivery. Practical Exercises.

UNIT V

Negotiating Skills for Business. Telephone Culture and Video Conferencing. Group Discussion: Basics and Practice, Personal Interview: C.V. Format. Frequently Asked Questions and Mock Interviews.

Course Details

- **Course Code: MGT21037**
- **Course Title: Legal Environment of Business**
- **Credits: L: 3, T: 0, P: 0, C: 3**

Course Description:

The main purpose of this course is “to remove the mystique from the business law and to empower budding managers to participate in legal matters.” This course will focus on developing the understanding of roles and responsibilities within legal business environment, identify issues, recognize potential problems and know when to consult with an expert. Each of these skills will result in efficiency and cost effectiveness for business. The students will develop improved reasoning and problem-solving skills in an effort to better evaluate the legal, regulatory and ethical environment in which they will work and be able to incorporate that knowledge into the business decision-making process.

Course Objectives:

1. Knowledge: Basic and broad knowledge in business laws in management.
2. Ability to apply concepts, principles and theories to understand simple business laws.
3. Global Perspective: Awareness of the different business laws.

Course Outcomes:

On completion of this course, the students will be able to

CO1: Identify key legal concepts, such as contract law, corporate governance, intellectual property, and regulatory frameworks, to understand the fundamental laws affecting businesses.

CO2: Explain the role of legal institutions and government regulations in shaping business operations, to comprehend how legal factors influence decision-making and compliance.

CO3: Apply relevant legal principles to resolve business disputes, assess contract validity, and ensure compliance with labor laws, to support informed and lawful business practices.

CO4: Analyze the implications of legal decisions, policies, and regulations on business strategy and operations, to identify potential risks and ensure legal alignment.

CO5: Evaluate the impact of changing legal environments, such as new regulations, court rulings, and international trade laws, to recommend strategies that ensure compliance and competitive advantage.

Course Content:

Module -1 Introduction to Legal Environment

Meaning of Law — Purpose of Law - Sources of Law — Classification of Law - Torts - National and International Law - Evolution of Mercantile / Business Law - International Business Law - Justice Delivery System in India

Module- 2 Indian Contract Act 1872

Legal Elements of Contracts - Parties - Offer - Acceptance – Consideration, Contracts of Agency - Rights and Duties of Principal and Agent - Termination of Agency Special Contracts — Guarantee / Indemnity / Letter of Credit / Lien / Set Off . Important Clauses in Corporate & Commercial Agreements, Description of Parties - Recitals of Subject - Consideration - Covenants and Undertakings - Signatures and Attestation - Endorsement and Supplement Deeds - Stamp Duty and Registration - Applicable Law — Force Majeure - Notice – Arbitration

Module-3 Property Laws

Property Law for Business- Classification of Property — Moveable and Immovable Property / Tangible and Intangible Assets, Sale and Agreement to Sell - Rights and Duties of Seller and Buyer - Rights of Unpaid Seller (Sale of Goods Act), Borrowing against Property as Security, Hypothecation / Pledge of Current Assets - Rights and Liabilities of Parties, Mortgage of Immovable Property, Registration of Charges by Companies

Module-4 Business and Tax Laws

Classification of Taxes - Income Tax — Wealth Tax - Excise Customs Duty - Sales Tax — VAT - Service Tax, Financial Services - Legal and Regulatory Environment- Banking - Regulation of Banking in India - RBI & Banking Regulations Act, Negotiable Instruments Act, Kinds of Negotiable Instruments - Special Characteristics - Cheques - Crossing of Cheques – Endorsements, Banker’s Duties

and "Liabilities for Collection and Payment of Cheques, Dishonour of Cheques - Liabilities of Parties and Penalties, SARFAESI Act - Salient Features - Execution.
Module- 5 Essential Elements of Insurance Contracts
Principles of Insurance - Insurable Interest - Indemnity – Causa Proxima - Risk - Mitigation of Loss - Subrogation - Contribution - Reinsurance - Double Insurance. Standard Clauses in Insurance Policies - Fire Insurance - Marine Insurance — Liability Insurance. IRDA - Role and Functions

Reference Books
1. N. D. Kapoor, RajniAbbi and Bharat Bhushan, (2018), Element of Mercantile Law,
2. M.C. Kuchhal and VivekKuchal (2018), Business Law, 7th Edition, S Chand Publishing
3. P C Tulsian (2017), Business Law, 3rd Edition, Tata McGraw Hill, New Delhi.
4. Telpal Seth, (2017) Business Law, 3rd Edition, Pearson

Course Details
- **Course Code: BAN22221**
- **Course Title: IT Skills for Managers**
- **Credits: L: 2, T: 0, P: 0, C: 2**

Course Objectives:
1. To gain a basic understanding of data management skills
2. To prepare visualization widgets and charts
3. To build compelling interactive dashboards
4. To get familiarised with emerging technologies for business

Course Outcome:
CO1: Hands-on experience of working in PowerBI Demonstrate IT literacy by identifying key hardware, software, networks, and digital systems essential for modern business operations.
CO2: Create charts and widgets using PowerBI Apply productivity tools (word processors, spreadsheets, presentations, and collaborative suites) to create professional business documents
CO3: Create and present interactive dashboards using PowerBI Manage and organize business data using spreadsheets, Power BI, and cloud-based tools to support informed managerial decision-making.
CO4: Create social media profiles for business, develop blogs and social media posts Evaluate and interpret the role of emerging technologies (AI, cloud computing, cybersecurity, analytics, IoT, blockchain, etc.) in improving business efficiency

Course Content:
UNIT 1: IT Literacy & Business Information Systems ,Role of IT in modern business, Digital transformation and managerial effectiveness, IT competencies required for managers, Computer Fundamentals, Hardware components: CPU, memory, storage, I/O devices, Software types: System software, application software
UNIT 2: Office Productivity Tools (Practical Skills),Word Processing, Formatting documents, tables, headers/footers, Spreadsheets (Excel/Google Sheets), Designing business presentations using PowerPoint/Google Slides, Google Workspace: Docs, Sheets, Slides, Drive, Meet,
UNIT 3: Data Management FundamentalsTypes of data: structured vs unstructured,Importance of data in decision-making,Data storage: local, cloud, hybrid, Database tools: MS Access / MySQL, Dashboard tools like Power BI
UNIT 4: Emerging Technologies & IT Applications in Business, Artificial Intelligence & Automation, Overview of AI, machine learning, deep learning, Chatbots, RPA (Robotic Process Automation),AI in marketing, HR, finance, operations, Industry 5.0 & Future Trends
Unit I: Introduction-
Introduction to PowerBI; Power BI UI; Data Pre-processing - Imports from Different Sources; Cleaning, Filtering Data, Transforming & Loading Data
Unit II: Data Visualization-

Creating Visualizations; Choosing a Visualization; Power Pivot ; Applications of graphical interfaces - Bar & Column Charts; Using Line Charts and Area Charts; Creating Combination Charts, Scatter Plots, Pie-Charts,Spider plots and Ogive, Treemaps

Unit III: Creating Reports-

Formatting and Configuring Report Visualization; Applying Conditional Formatting; Sorting Data; Configuring the Report Page; Advanced reporting Interfaces

Unit IV: Creating Interactive Dashboards-

Configuring Dashboards; Creating a new Dashboard; Pinning Reports; Customizing with Themes; Working with Dashboard Layouts; Setting Alerts; 10 Ways to make Compelling Reports, report customization with dynamic interfaces

Unit V : data driven use case analysis with Power BI/ sectoral choice.

Suggested Readings:

- Power BI Fundamentals - Microsoft
Microsoft PowerBI for Dummies- Jack Hyman

Course Details

- **Course Code: EIC21201**
- **Course Title: Entrepreneurship Development**
- **Credits: L: 0, T: 0, P: 4, C: 2**

Course Description

Entrepreneurship is generally understood to be the practice of starting new business organisations in response to perceived opportunities. It results in establishment of small one-person businesses as also large organisations capable of creating many job opportunities. Entrepreneurship has been identified as one of the major trends shaping business, economy and even society. The modern study of entrepreneurship owes a lot to the pioneering effortsof Joseph Schumpeter and other economists. Similarly, Frank Wright, Peter Drucker, and many others have successfully contributed to the growth of entrepreneurship theory, practice and research. In recent times, entrepreneurship and entrepreneurs have received a lot of attention from academicians, writers, media, and general public. The achievements andcontributions of entrepreneurs have been acknowledged by society. Many entrepreneurs are honoured and awarded for their achievements nationally as well as internationally.

Course Objectives:

1. To expose students about entrepreneurship and its importance in every sector of economy since it opens up the door for enterprise creation in every sector of business.
2. Skilling up youth is to encourage them to set up their own micro/small enterprises or engage themselves productively in larger enterprises.
3. Creating an entrepreneurial eco-system essential in our country.
4. Developing an entrepreneurship movement through its education.

Course Outcomes:

On completion of this course, the students will be able to:
CO1. Identify the fundamentals idea of entrepreneurship.
CO2. Recognise the importance of having strong entrepreneurial characteristics.
CO3. Develop business idea generation and converting the idea into a business model.
CO4. Explain role of government agencies that renders support in terms of policies, assistances etc.CO5. Illustrate the sustenance and growth of the enterprises by start-up entrepreneurs.

Course Content:

Module 1:

Introduction - Understanding the meaning of Entrepreneurial ship - Characteristics of an Entrepreneur - Classification of the Entrepreneurs – MSME Classification in India-Entrepreneurial Scene in India - Factors influencing Entrepreneurship.

Module II

Early Career Dilemmas of an Entrepreneur, The Entrepreneur's Role, Task and personality A typology of Entrepreneurs: Defining Survival and success, Entrepreneurship as a Style of Management

Module III

Entrepreneurial growth - Role played by government and Non-Government agencies - EDP's, WBIDC, SIDBI, IDBI, IFCI. Rural Entrepreneurs - Small scale entrepreneurs and Export Entrepreneurs .

Module IV

Business plan, Business idea generation Techniques - Identification of Business Opportunities - Marketing Feasibility - Financial Feasibility - Technical - Legal - Managerial and Location Feasibility.

Module V

Project Appraisal - Methods - Techniques - Preparation of Business Plan - Content of a Business Plan

- Project Report.

Reference Books:

1. Vasant Desai - Dynamics of Entrepreneurial Development and Management. HPH(2019)
2. Khanna - Entrepreneurial Development. S. CHAND (2018)
3. Rajeev Roy- Entrepreneurship, Oxford University Press

THIRD SEMESTER							
Course Code	**Subject**	**Category**	**L-T-P-C**	**Credit**	**IA**	**TEE**	**Total Marks**
MGT21205	Strategic Management	**Major**	2-0-0-2	2	30	70	2-0-0-2
MGT21202	Research Methodology	**Major**	2-0-0-2	2	30	70	2-0-0-2
	Discipline Specific Elective-1 (M/F/H)	**Optional**	3-0-0-3	3	30	70	3-0-0-3
	Discipline Specific Elective-2 (M/F/H)	**Optional**	3-0-0-3	3	30	70	3-0-0-3
	Discipline Specific Elective-3 (M/F/H)	**Optional**	3-0-0-3	3	30	70	3-0-0-3
	Discipline Specific Elective-4 (M/F/H)	**Optional**	3-0-0-3	3	30	70	3-0-0-3
MGT24207	Summer Internship	**SEC**	0-0-12-6	6		100	0-0-12-6
					22	**180**	**520**

Semester III

Course Details

- **Course Code: MGT21205**
- **Course Title: Strategic Management**
- **Credits: L: 2, T: 0, P: 0, C: 2**

Course Description:

The broad goal of Business Strategy is to cut across the whole spectrum of business and management. The purpose of the course is to help support the creation of a holistic understanding of the firm - about the industry and the competitive environment in which it operates. Moreover strategy formulation, implementation and measurement are three major areas students will come across.

Course Objectives:

1. Understand the basic concepts and principles of strategic management
2. Analyse the internal and external environment of business
3. Develop and prepare organizational strategies that will be effective for the current business environment.
4. Strategy implementation, project implementation, procedural implementation, resource allocation, budgets, organization structure, matching structure and strategy
5. Symptoms of strategy malfunctioning of strategy, organization anarchies, operations control and strategic control, measurement of performance, corporate - level strategic analysis, business -level strategic analyses and strategic plan.
6. Ecommerce business model and strategies, internet strategies for traditional business, key success factors in E-commerce.

Course Outcomes
At the end of the course, the student will be able to learn and practice: Course Outcomes for Business Strategy

CO1: Identify the basic concepts and principles of strategic Business analysis the internal and external environment of business.
CO2: Develop and prepare organizational strategies that will be effective for the current business environment.
CO3: Devise strategic approaches to managing a business successfully in a global context.
CO4: Integrate the nature and dynamics of the strategy formulation and implementation processes as they occur in complex organizations.
CO5: Demonstrate to think critically and strategically in various strategic issues.

Course Content:
Unit-I
Introduction to Strategic Management- Evolution of Strategic Thinking - Views of Eminent Thinkers, Strategic vs. Operational Management, Strategic Management Process, Levels of Strategy (Corporate, Business, Functional).
Unit-II
The Environment (Porter's Five Forces Framework, PESTEL, Strategic Gaps, SWOT; Challenges in International Business Environment; Hofstede Cultural Dimensions, Internationalization).
Unit-III
Strategy Development: Multiple approaches - Strategic Planning System, Logical Incrementalism, Learning, Organization, Strategic Leadership. Implications - Intended, Realized, Emergent Strategy - Strategic Drift. Corporate-level Strategy: Value Creation and the Corporate Parent- Portfolio Manager (Eg. BCG, GE Matrices), Synergy Manager, Resource Allocator, Restructurer, Parental Developer. Managing the Corporate portfolio - BCG, GE Matrices.
Unit-IV
Product/Market Diversity Related/Unrelated Diversity. International Strategy-Market Selection and Entry. Business-level Strategy: Generic Strategies; Cost Leadership, Product Differentiation, Focus; The Hybrid Strategy. Directions for Strategy Development: Product

Development, Market Development, The TOWS matrix. Strategy Implementation: McKinsey 7S Framework, Competing for Future: Beyond Restructuring and Re-engineering. Emerging Strategy Paradigms - Unlearning Curve, Strategy as Stretch and Leverage, Co-Creation.
Unit- V
Expectations and Purposes: Organizational Purposes, Stakeholder Mapping, Communicating, Organizational Purposes (Core Values & Ideology, Vision, Mission, Objectives), Strategic Capability: Critical Success Factor - Experience Curve - Strategic Capability - Resources – Core Competence - Competition View of Strategy vs. RBV, Value Chain Analysis.

Readings:
TH-1. Bartlett, C. A., Ghoshal, S., & Beamish, P. W. (2009). Transnational management: Text, cases & readings in cross-border management (6th ed.). London: McGraw-Hill
TH-2. Grant, R. M. (2010). Cases to accompany contemporary strategy analysis (7th ed.). London: John Wiley.
TH-3. Porter, M. E. (2004). Competitive strategy. (2004). New York: Simon & Schuster TH-4. Prahalad, C. K., & Krishnan, M. S. (2008). The New Age of innovation: Driving co created value through global networks. New York: McGraw Hill.

Course Details

- **Course Code: MGT21202**
- **Course Title: Research Methodology**
- **Credits: L: 2, T: 0, P: 0, C: 2**

Course Description:
Marketing Research is concerned, primarily, with the systematic gathering and analysis of primary and secondary information to significantly reduce uncertainty in major marketing problem areas
Course objectives:
1. To develop and understand the process of Marketing Research.
2. Identify sources of information and different research methods.
3. Analyse and interpret both qualitative and quantitative data,

Course Outcomes
On completion of this course, the students will be able to:
CO1: Identify research problem, design of different types of research and design of scale.
CO2: Integrate different techniques of data collection and analysis development of questionnaire
CO3: Develop basic understanding of qualitative and quantitative techniques
CO4: Acquire the skills of data preparation and graphical presentation of data
CO5: Illustrate application of different tools of data analytics and hypothesis testing

Course Content:
Unit-I Introduction to Research, Research Process, Research Philosophy Formulation of research problem; Identifying research gap Research Design ;
Unit-II Literature Review(focus), Conducting review of literature; Conceptual & theoretical framework
Unit-III Research Methodology Data Collection Methods: primary and Secondary Data(Qualitative & quantitative)
Unit-IV Data Analysis(Qualitative) Sampling Techniques: Probability and Non-Probability Sampling Techniques, Sample Size determination.

Hypothesis Testing: Concepts, Parameter and Non parametric Testing, Use of Statistical Software; to provide SPSS & NVIVO Chi Square Test, Analysis of Variance: One way, Two Way , t-test

Unit-V Representation of Data using various charts.

Text Book(s):-

TH1: C. R.: Research Methodology, Methods and Techniques; New Age International Publishers

TH2: Bryman, A & Bell E , Business Research Method, Oxford, 3rd edition

TH3: Aaker, D. (2009). Marketing Research (9thed.). San Francisco: Wiley

Course Details

- **Course Code: MKT21235**
- **Course Title: Consumer Behaviour and Industrial Buying Behaviour**
- **Credits: L: 3, T: 0, P: 0, C: 3**

Course Description:

Consumer behaviour is major concern for each and every student of marketing professionals. In this course student learn how to understand behavioural pattern of individual consumers and group. How perception and attitude changes in different situation. This course is a blending between theoretical concept and case study and also research outcome. The learning process not only through class participation but with group discussion, case analysis, research finding, thought of expert in this area. The course also have some hands on training like CLV, Customer acquisition and retention which may help the students to do better customer prediction in terms oftheir buying pattern. Some real assignment will be given looking into the current topic.

Course Objectives:

To become proficient and knowledgeable about the various disciplines contribution in understanding buyer behaviour in a holistic manner.

To get familiar with the advances in consumer research in deciphering buyer motivation, and behaviour (pre-purchase, purchase and post purchase), impact of social and cultural variables on consumption decisions)

To be equipped with frameworks to analyse consumers' behaviour and use them in designing marketing strategies and in enhancing the effectiveness of marketing programmes.

Course Outcomes

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

CO1: Identify the key psychological, cultural, and social factors influencing consumer behavior, to understand the foundational elements that shape purchasing decisions.

CO2: Explain the consumer decision-making process and its stages, including need recognition, information search, evaluation of alternatives, purchase, and post-purchase behavior, to comprehend how consumers make buying choices.

CO3: Apply consumer behavior theories and models to marketing strategies, to design marketing campaigns that effectively target different consumer segments.

CO4: Analyze consumer data and trends to uncover insights about customer preferences, motivations, and behavior patterns, to inform strategic marketing decisions.

CO 5: Evaluate the impact of digital platforms, sensory marketing, and experiential strategies on consumer engagement and brand perception, to design immersive and behaviorally informed marketing interventions

Course Content:

Module 1

Consumer Behaviour- Introduction; Consumer Decision Making Process; value satisfaction and retention; Nature and buying pattern of Indian consumer, Consumer research; Segmentation, targeting and positioning; Consumer behaviour models: Howard and Sheth, Nicosia and Engle and Blackwell model.

Module II

Consumer as an individual – Consumer perception; Motivation; Consumer learning; Consumerattitude formation and change. CLV and its application.

Module III

Consumer and cultural influences, Social class influences, Group influences and consumerbehaviour, Reference group and opinion leadership.

Module IV

Diffusion and adaptation of innovation; family life cycle; social standing and consumerbehaviour, Consumer retention exercise in excel.

CASES:

- Starbucks: Just who is their customers.
- How "Maggi Noodles" tried to gain Trust via Digital Medium
- Articles on behavioural models

Suggested Readings

TH-1- Schiffman, L G and Kamar, Consumer Behaviour , Pearson

TH-2- Schiffman, L G and Kanuk, L L Consumer Behaviour New Delhi, Prentice Hall of India,

TH-3 Suja Nair , Consumer Behaviour in Indian Perspective, Himalaya Publishing house.

TH-4- Kazmi S H H; Akthar, J; Consumer Behavior- Text and Cases, Excel Book

Course Details

- **Course Code: MKT21205**
- **Course Title: Digital and Social Media Marketing**
- **Credits: L: 3, T: 0, P: 0, C: 3**

Course Description:

When small businesses get started, their focus is often on how to get their first group of customers through the door. They may rely on traditional forms of advertising, such as print ads and coupon mailers or even big signs on the side of the road. They may trust that since they know they offer a good product or service, it’s only a matter of time until customers will find their way to them. While this strategy may bring in a trickle of business, there is a better and easier way. Small businesses should consider the huge marketplace of prospects online. No small business, no matter how new, should overlook this vast marketplace. The group of potential customers that are found online is a much larger group of people than you are likely to be able to attract locally. Using digital marketing, you can reach an enormous audience in away that is both cost-effective and measurable.

Course objectives:
To develop fundamentals idea of Digital marketing .
The course will help to learn different digital marketing techniques in modern business environment.
The course should develop idea on the application of various digital marketing policies .
Course Outcomes
On completion of this course, the students will be able to:

CO1: Identify basic concept of digital marketing and its application in business.
CO2: Demonstrate various components of digital marketing and its application in business
CO3: Appraise the application of digital marketing strategy and digital marketing mix
CO4: Design how to create a website in different aspects of business
CO5: Illustrate Ad words and various digital advertise process in practical

Course Content:
Unit I: Introduction to Digital Marketing: Concept, significance, nature, objectives and scope of digital marketing, applications of digital marketing, stages of digital marketing, impact of digital marketing on society and business, Digital marketing Vs Traditional Marketing
Unit II: Consumer behaviour in digital era: Online customers, E-retailing, E-retail activities, Implications for e-retail marketing strategy, B2B e-context, commercial exchanges, Trading relationship
Unit III: SEO and SEM: Google Ads overview, Introduction, Signup, concept of Display Ad, Video Ad, Shopping Ad, Tools for SEO, web marketing
Unit IV: Social Media Marketing : Introduction, Facebook marketing, LinkedIn marketing, Instagram marketing
Unit V: Digital marketing Strategy : Digital marketing strategy, scope, integrated digital marketing, Channel marketing strategy, Internet and Marketing Mix, Strategic Goal setting, Strategy formulation

Text Book(s):-
- TH 1: Alan Charlesworth : Digital Marketing: A Practical Approach, Routhledge Taylor and Francis Group
- TH 2: Dave Chaffy, Fiona E Chadwick, K Johnston, R Mayer Internet Marketing : Strategy, Implementation and Practices , Pearson
- TH 3: Raghevendra K and Shruthi Prabhakar Digital Marketing

Course Details
- **Course Code: FAC21244**
- **Course Title: Security Analysis and Portfolio Management**
- **Credits: L: 3, T: 0, P: 0, C: 3**

Course Description:
This course provides a comprehensive exploration of the principles and techniques essential for making informed investment decisions and managing investment portfolios effectively. It delves into the intricacies of security analysis, covering both fundamental and technical approaches to evaluate individual equity and fixed-income securities. You will learn to analyze financial statements, assess industry and macroeconomic factors, and apply valuation models to determine intrinsic value.
Moving beyond individual securities, the course examines the theory and practice of portfolio management. It introduces modern portfolio theory, emphasizing the concepts of diversification, risk-return optimization, and asset allocation. You will gain practical insights into constructing

and managing portfolios tailored to diverse investor profiles, considering their objectives, risk tolerance, and investment horizons. The course also covers asset pricing models, investment strategies, and portfolio performance evaluation, equipping you with the analytical tools necessary to navigate the complexities of the investment landscape and achieve long-term financial goals. Through a blend of theoretical frameworks, real-world case studies, and practical applications, this course aims to develop your skills in security valuation and strategic portfolio management.

Course Objectives:

- Understand the Investment Environment
- Develop Security Analysis skills and master the concepts of risk and return
- Understand asset pricing models and investment strategies
- Build portfolio management expertise

Course Outcomes:

On completion of this course, the students will be able to

- CO1: To understand the Investment Environment and Securities Market
- CO2: To assess and value Securities
- CO3: To quantify and manage Risk and Return
- CO4: To construct and manage an Optimal Portfolio
- CO5: To evaluate Portfolio Performance

Course Content:

Unit-I: Foundations of Investment & Security Analysis

Overview of the Investment Environment: Types of Financial Assets (Money Market Instruments, Fixed Income Securities, Equities, Derivatives, Alternative Investments); Financial Markets and Institutions (Primary vs. Secondary Markets, Market Participants, Trading Mechanisms); Regulatory Framework in India; Understanding Risk and Return

Introduction to Security Analysis: Efficient Market Hypothesis (EMH) and its Forms; Approaches to Security Analysis: Fundamental vs. Technical Analysis

Macroeconomic and Industry Analysis: Key Economic Indicators and their Impact on Investment Decisions (GDP, Inflation, Interest Rates, Fiscal Policy); Industry Life Cycle and Sector Analysis; Framework for Industry Analysis (Porter's Five Forces)

Unit-II: Fundamental Analysis and Equity Valuation

Financial Statement Analysis: Understanding Key Financial Statements (Balance Sheet, Income Statement, Cash Flow Statement); Financial Ratios and their Interpretation (Liquidity, Solvency, Profitability, Efficiency); Common-Size Analysis and Trend Analysis; Earnings Quality and Analysis

Equity Valuation Models: Discounted Cash Flow (DCF) Models (Dividend Discount Model, Free Cash Flow to Equity/Firm); Relative Valuation Models (Price-to-Earnings, Price-to-Book Value, Price-to-Sales); Asset-Based Valuation; Applying Valuation Models in Practice and Dealing with Uncertainty

Unit-III: Fixed Income Securities and Portfolio Theory

Fixed Income Securities: Types of Bonds (Government Bonds, Corporate Bonds, Municipal Bonds); Bond Features and Terminology (Coupon Rate, Maturity, Yield to Maturity); Bond Valuation and Interest Rate Risk (Duration and Convexity); Concept of Credit Risk

Portfolio Theory: Introduction to Portfolio Management; Portfolio Diversification and its Benefits; Mean-Variance Analysis; Modern Portfolio Theory (MPT) and the Efficient Frontier; Capital Market Line (CML) and Security Market Line (SML); Capital Asset Pricing Model (CAPM) and its Applications

Unit-IV: Portfolio Management and Performance Evaluation

Portfolio Construction and Asset Allocation: Investor Objectives, Constraints, and Risk Tolerance; Strategic vs. Tactical Asset Allocation; Asset Allocation Strategies for Different Investor Profiles
Portfolio Revision and Rebalancing: Reasons for Portfolio Rebalancing; Rebalancing Strategies and Techniques
Portfolio Performance Evaluation: Measures of Portfolio Return (Time-Weighted and Money-Weighted Return); Risk-Adjusted Performance Measures (Sharpe Ratio, Treynor Ratio, Jensen's Alpha); Benchmarking and Performance Attribution

Unit-V: Investment Strategies and Current Trends

Active vs. Passive Investing Strategies; Value Investing, Growth Investing, Indexing; Introduction to Behavioral Finance; Emerging Trends in Portfolio Management (ESG Investing, Fintech in Investment)

Suggested Readings:

- Investments – Zvi Bodie, Alex Kane, Alan J. Marcus and Pitabas Mohanty, Tata McGraw Hill publications.
- Security Analysis and Portfolio Management – Donald E. Fischer, Ronald J. Jordan, Pearson Education.
- Investment Analysis and Portfolio Management – Prasanna Chandra, Tata McGraw Hill publications.
- Bond Markets: Analysis and Strategies – Frank J. Fabozzi, Pearson Education.

Damodaran on Valuation: Security Analysis for Investment and Corporate Finance – Aswath Damodaran, Wiley Finance.

Course Details

- **Course Code: FAC21249**
- **Course Title: Financial Risk Management**
- **Credits: L: 3, T: 0, P: 0, C: 3**

Course Description:

This course provides a comprehensive understanding of the principles and practices of financial risk management in today's dynamic and interconnected global economy, with specific relevance to the Indian financial landscape. It delves into the identification, measurement, and mitigation of various types of financial risks faced by organizations, including market risk (interest rate risk, currency risk, equity price risk, commodity price risk), credit risk (default risk, counterparty risk), liquidity risk, and operational risk.
The course will equip a participant with the analytical tools and techniques necessary to quantify and assess these risks, including statistical methods, value-at-risk (VaR), stress testing, and scenario analysis. We will explore various risk management strategies and instruments, such as hedging techniques using derivatives (futures, forwards, options, swaps), insurance, and other risk transfer mechanisms.

Course Objectives:

- Identify and Classify Financial Risks
- Apply Quantitative Techniques for Risk Management
- Evaluate and Implement Risk Management Strategies and Tools
- Understand the Regulatory and Governance Framework for Financial Risk Management

Course Outcomes

On completion of this course, the students will be able to:
CO1: Identify, Analyse and Measure Financial Risks
CO2: Apply Quantitative Techniques for Risk Management
CO3: Develop and Implement Risk Management Strategies

CO4: Implement Hedging Strategies through Derivatives
CO5: Apply Risk Management Frameworks and Regulatory Requirements

Course Content:

Unit-I: Foundations of Financial Risk Management

Introduction to Risk and Uncertainty: Defining risk and uncertainty in a financial context; Types of risk: Systematic vs. Unsystematic risk; The risk management process: Identification, measurement, monitoring, and mitigation; Importance of risk management for individuals and organizations; Regulatory landscape and key frameworks in financial risk management (Basel Accords)

Overview of Financial Markets and Instruments: Structure and participants in financial markets (money markets, capital markets, derivatives markets); Key financial instruments: Equities, fixed income securities, derivatives (forwards, futures, options, swaps); Understanding the risk characteristics of different financial instruments

Unit-II: Quantitative Foundations for Risk Management

Basic statistical concepts for risk measurement (probability distributions, expected value, variance, standard deviation, correlation, covariance); Time value of money concepts relevant to risk assessment; Introduction to risk-adjusted return measures; Value at Risk (VaR), Expected Shortfall and Stress Testing

Unit-III: Market Risk Management

Understanding Market Risk: Sources of market risk: Interest rate risk, equity price risk, foreign exchange risk, commodity price risk; Measuring Market Risk; Value at Risk (VaR): Concepts, calculation methodologies (historical simulation, variance-covariance, Monte Carlo simulation), limitations; Stress Testing and Scenario Analysis: Designing and interpreting stress tests; Sensitivity Analysis (Delta, Gamma for options)

Managing Market Risk: Hedging strategies using derivatives- Interest rate hedges (interest rate swaps, futures, options), Equity hedges (equity index futures, options), Currency hedges (forward contracts, currency options), Commodity hedges (commodity futures, options); Asset-Liability Management (ALM) for financial institutions

Unit-IV: Credit Risk and Liquidity Risk Management

Understanding Credit Risk: Sources of credit risk: Default risk, downgrade risk, spread risk; Credit Risk Assessment and Measurement- Credit ratings and their role, Credit scoring models, Probability of Default (PD), Loss Given Default (LGD), Exposure at Default (EAD), Expected Loss calculation

Managing Credit Risk: Credit risk mitigation techniques: Collateral, guarantees, credit derivatives (credit default swaps); Loan portfolio management and diversification; Credit risk management in different financial instruments (bonds, loans, derivatives)

Understanding Liquidity Risk: Types of liquidity risk: Funding liquidity risk, market liquidity risk; Measuring Liquidity Risk: Cash flow analysis, liquidity ratios, stress testing for liquidity

Managing Liquidity Risk: Liquidity planning and forecasting; Maintaining adequate liquid assets; Contingency funding plans

Unit-V: Operational Risk and Integrated Risk Management

Understanding Operational Risk: Definition and sources of operational risk (internal processes, people, systems, external events); Categories of operational risk losses; Importance of operational risk management in financial institutions.

Measuring and Managing Operational Risk: Qualitative assessment methods (risk maps, scenario analysis, self-assessment); Quantitative approaches (loss data analysis, key risk indicators - KRIs); Developing operational risk management frameworks and policies; Business continuity planning and disaster recovery

Integrated Risk Management (IRM): The concept of a holistic view of risk; Risk aggregation and correlation across different risk types; Enterprise Risk Management (ERM) frameworks; The role of risk culture and governance in effective risk management.

Text Books:

1. Risk Management and Financial Institutions: John C. Hull
2. Financial Risk Management: R. K. Arora

Course Details

- **Course Code: OBH21211**
- **Course Title: Industrial Relations and Labour Laws**
- **Credits: L: 3, T: 0, P: 0, C: 3**

Course Description:
This course offers you a multidisciplinary, theoretical and practical introduction to some key concepts, processes, practices and debates associated with employment relationships in Australia. Discussion will focus around the relationship between employers and employees and how that often complex relationship is affected by national and international regulatory bodies, employer and labour representative organisations, and the economy, politics and society. This broader context then informs our discussion of employer and employee strategies and interactions at the workplace level. Other topics include industrial conflict; the structure and policies of unions and employer associations; workplace bargaining, agreement making and individual employment contracts. This course will assist you to understand and participate in industrial relations processes in an informed and ethical manner.

Course Objectives:
The objective of the course is to educate the student such that he/she understands:
The concept of industrial relations and the system in which it operates and the new HRM practices and processes.

Course Outcome
On completion of this course the students will be able to:
CO1: Identify the present state of Industrial relations in India and the concepts, principles.
CO2: Develop the various processes and procedures of handling Employee Relations principles and issues connected with trade unions.
CO3: Analyse the requirement of maintaining healthy industrial relation in workplace. CO4: Examine the various processes and procedures of handling Employee Relations.
CO4: Evaluate the implications of major labour legislations in India, such as the Industrial Disputes Act, Trade Unions Act, and the Code on Wages, to ensure legal compliance and safeguard employee rights in organizational settings
CO5: Design strategic industrial relations policies by integrating conflict resolution mechanisms, collective bargaining techniques, and participative management practices, to foster a harmonious and productive work environment

Course Contents
Unit-I
Industrial Relations : Concept, Approaches to IR, Parties to IR, System Model of IR
Industrial Worker in India : Rise of Industrial Workers, Profile of Industrial Workers in India, Problems of Industrial Workers (absenteeism, commitment, Work Ethics)
Trade Unionism in India: Origin, Growth, Structure and Management of Trade Unions, Recognitions, Leadership, Trade Unionisms, Employers' Organizations in India, Managerial Associations.
Industrial Relations in India: Labour Policy in Five Year Plans, Tripartism, Role of Government and State, Role of Management, Role of Trade Unions.
UNIT-II
Industrial Disputes: Causes, Types, Trends and Settlement of Disputes (Internal Options, Third Party Machinery). **Collective Bargaining**: Theories, Prerequisites, Process, Negotiating Skills and Strategies, Agreement – content, Validity, Implementation, Productivity Bargaining, Growth of Collective Bargaining in India.
UNIT-III
Workers' Participation in Management : Concept, Purpose and Practices in other countries; Workers' Participation Schemes in India – Works Committee, Joint Management Council, Worker

– Director, Shop Council and Joint Council, WPM, EPM; Problems and Prospects in India; Quality Circles – Concept and Practices in India.

UNIT-IV

Labour Welfare and Industrial Relations: Concept, Purpose, Statutory and Non-Statutory Provisions, ILO Conventions and its application in India, Workers' Education Programmes in India.

Employee Discipline: Meaning Types, Misconduct, Disciplinary Action, Domestic Enquiry, Grievance Handling

Suggested reading:

Arun Monappa: Industrial Relations, Tata McGraw Hill.
E. A. Ramaswamy: Managing Human Resources, Oxford University Press.
CS Venkata Ratnam : Industrial Relations, OUP

Course Details

- **Course Code: OBH21210**
- **Course Title: Talent Acquisition and Development**
- **Credits: L: 3, T: 0, P: 0, C: 3**

Course Description:

The Talent Acquisition & Development course in an MBA program focuses on the strategic processes involved in attracting, hiring, and nurturing talent within organizations. This course provides a comprehensive understanding of the techniques and tools used to identify and acquire top talent, as well as the methods used to develop and retain that talent to meet organizational goals.

Students will explore the entire talent lifecycle, from workforce planning and employer branding to recruitment strategies, selection processes, and onboarding. The course will also cover key areas of talent development, including training and development programs, career planning, leadership development, and succession planning.

Course Objectives:

- **To understand the key principles and processes** of talent acquisition, including recruitment, selection, and onboarding, *to effectively manage the hiring needs of an organization.*
- **To explore strategies for attracting top talent** by leveraging employer branding, recruitment marketing, and sourcing techniques, *to build a competitive workforce.*
- **To examine the frameworks and methods for talent development**, such as training, career planning, and succession management, *to enhance employee skills, engagement, and retention.*
- **To apply analytical tools and metrics** for evaluating the effectiveness of talent acquisition and development programs, *to ensure alignment with organizational goals and improve decision-making.*
- **To understand the impact of technology** (e.g., AI, HR analytics, and digital learning platforms) on talent acquisition and development, *to optimize HR practices in a dynamic business environment.*

Course Outcomes:

CO1: Identify the key concepts and practices in talent acquisition and development, including recruitment strategies, onboarding, and employee training, to understand the foundational elements of human resource management.

CO2: Explain the significance of employer branding, talent sourcing, and employee development programs, to comprehend how these processes contribute to building a competitive workforce.

CO3: Apply recruitment methods, selection techniques, and training frameworks, to attract and develop skilled employees that align with organizational needs.

CO4: Analyze the effectiveness of talent acquisition and development strategies, to identify areas for improvement and ensure alignment with organizational objectives.

CO5: Evaluate the impact of talent acquisition and development initiatives using metrics and HR analytics, to optimize workforce performance and enhance employee retention.

Course Content:

Unit I:

Talent Management: Basic foundations of Talent Management, leveraging talent, talent value chain, talent management process, Talent Management System - Components and benefits of Talent Management System and challenges in developing TMS

Unit II:

Talent Planning - Concept, succession management process, Integrating succession planning and career planning, designing succession planning program, talent development budget, contingency plan for talent; building a reservoir of talent

Unit III:

Developing and Retaining Talent - Potential identification and development, integrating coaching, employee retention- motivation and engagement, Return on talent; making outplacement as a part of talent strategy, developing talent management information system. Conceptual Framework of Performance Management; Approaches for defining performance. Performance

Unit IV:

Performance Appraisal and Potential Evaluation: Meaning, features, methods, appraisal forms and formats, features of potential appraisal, indicators of employee potential, steps in potential appraisal.

Unit V:

Performance management and Development: Personal development plan (PDP), 360 degree feedback and BARS as development tool ; Performance management and Pay ; Performance management for teams; and performance evaluation.

Suggested Readings:

1. A.V. Vedpuriswar,"Talent Management: The Indian Scenario", Himalaya

PublishingHouse, Mumbai, India

2. Devdutt Pattanaik, "The Talent Sutra: An Indian Approach to Learning",

Aleph BookCompany, New Delhi, India

3. Friedman & Schustack - Personality: Classic Theories and Modern Research, Pearson

4. Hall Calvin S.et al - Theories of Personality, Wiley-India Text Books

FOURTH SEMESTER							
Course Code	**Subject**	**Category**	**L-T-P-C**	**Credit**	**IA**	**TEE**	**Total Marks**
	Discipline Specific Elective-5(M/F/H)	**Optional**	3-0-0-3	3	30	70	100
	Discipline Specific Elective-6(M/F/H)	**Optional**	3-0-0-3	3	30	70	100
	Discipline Specific Elective-7(M/F/H)	**Optional**	3-0-0-3	3	30	70	100
	Discipline Specific Elective-8(M/F/H)	**Optional**	3-0-0-3	3	30	70	100
BAN22216	Advanced Statistical Modelling and Analytics	**SEC**	0-0-4-2	2		50	50
MGT24209	Research work, Dissertation & Thesis	**Pw/RD-Major**	0-0-12-6	6			200
				20	**120**	**580**	**700**

Semester IV

Course Details

- **Course Code: MKT21210**
- **Course Title: Retail Management**
- **Credits: L: 3, T: 0, P: 0, C: 3**

Course Description

This course provides a comprehensive understanding of retail management in the digital era, focusing on retail strategy, store operations, merchandising, customer experience, and omnichannel retailing. It integrates theoretical foundations with contemporary practices such as e-commerce, data-driven decision-making, and retail analytics. The course prepares learners to manage modern retail environments through strategic planning, innovation, and technology-enabled retail solutions.

Course Objectives

1. To develop an understanding of retail formats, retail evolution, and strategic retail planning.
2. To analyze consumer behavior and merchandising decisions in physical and online retail environments.
3. To examine store operations, supply chain integration, and retail technology applications.
4. To equip learners with skills to design omnichannel retail strategies and enhance customer experience.

Course Outcomes

After successful completion of the course, learners will be able to:
CO1: Explain key concepts, formats, and trends in retail management.
CO2: Analyze retail consumer behavior and develop merchandising strategies.
CO3: Evaluate retail operations including store layout, logistics, and inventory management.
CO4: Apply digital tools and omnichannel strategies for effective retail management.
CO5: Design customer-centric retail strategies to enhance loyalty and profitability.

Course Content

Unit I: Introduction to Retail Management

This unit introduces the evolution, scope, and significance of retailing in modern economies. It discusses various retail formats and classifications, organized and unorganized retail structures, and the role of retail in economic development. Learners explore major retail theories, emerging trends, and the changing landscape of global and Indian retailing environments.

Unit II: Retail Consumer Behaviour and Market Strategy

This unit focuses on understanding retail consumer decision-making and store choice behavior. It covers market segmentation, targeting, and positioning strategies specific to retail contexts, along with customer relationship management and experience design. The unit also examines branding strategies, private labels, and approaches for building long-term customer engagement.

Unit III: Retail Merchandising and Category Management

This unit explains the principles of merchandise planning, assortment decisions, buying processes, and pricing strategies. It emphasizes category management practices, supplier relationships, sourcing strategies, and retail branding. Students gain insights into how effective merchandising contributes to profitability and competitive advantage in retail organizations.

Unit IV: Retail Operations and Store Management

This unit explores operational aspects of retailing including store layout design, visual merchandising, and location planning. It discusses inventory control, logistics, supply chain coordination, and warehouse management practices. The unit also highlights human resource management in retail stores, focusing on staff roles, service delivery, and operational efficiency.

Unit V: Digital Retailing and Omnichannel Strategies

This unit examines the transformation of retail through digital technologies, including e-retailing, mobile commerce, and omnichannel integration. It introduces retail analytics, data-driven decision-making, and emerging technologies such as AI, CRM systems, and smart POS solutions. The unit concludes with future retail trends such as experiential retail, sustainability practices, and innovation in customer engagement.

Text Books

1. **Levy, M., Weitz, B. A., & Grewal, D.** (2020). *Retailing Management* (10th ed.). McGraw-Hill Education.
2. **Berman, B., Evans, J. R., & Chatterjee, P.** (2018). *Retail Management: A Strategic Approach* (13th ed.). Pearson.
3. **Vedamani, G. G.** (2017). *Retail Management: Functional Principles and Practices*. Pearson India.
4. **Dunne, P. M., Lusch, R. F., & Carver, J. R.** (2014). *Retailing* (8th ed.). Cengage Learning.

Course Details

- **Course Code: MKT21206**
- **Course Title: Services Marketing**
- **Credits: L: 3, T: 0, P: 0, C: 3**

Course Description:

When small businesses get started, their focus is often on how to get their first group of customers through the door. They may rely on traditional forms of advertising, such as print ads and coupon mailers or even big signs on the side of the road. They may trust that since they know they offer a good product or service, it’s only a matter of time until customers will find their way to them. While this strategy may bring in a trickle of business, there is a better and easier way. Small businesses should consider the huge marketplace of prospects online. No small business, no matter how new, should overlook this vast marketplace. The group of potential customers that are found online is a much larger group of people than you are likely to be able to attract locally. Using services marketing, you can reach an enormous audience in a way that is both cost-effective and measurable.

Course objectives:

1. To develop fundamentals idea of services
2. The course will help to learn different services marketing techniques in modern

business environment.
3. The course should develop idea on the application of various services marketing policies .

Course Outcomes

On completion of this course, the students will be able to:

CO1: Explain the unique challenges of services marketing, including the elements of product, price, place, promotion, processes, physical evidence, and people.
CO2: Design service quality measurements to build customer loyalty and evaluate the effectiveness and efficiency of customer service offerings.
CO3: Explain service blueprinting, the integration of new technologies, and other key issues facing today's customer service providers and service managers.
CO4: Discuss the influences of the multicultural marketplace, business ethics, and socially responsible marketing on services marketing.
CO5: Integrate course concepts into individual performance to become better customer service representatives in the service environment.

Course Structure

Unit I

Introducing Service Marketing: The nature of Services Marketing Introduction, Definition and Characteristics of Services, Classification of Services, The services environment; evolution of services, Difference between goods and services, Trends in service sector,Impact of technology on different service sectors, Importance of Services Marketing in Indian Economy, Growth of service sector in Indian Economy.

Unit II

The Services Marketing Mix: Service Product, Service Products; Bundled with Conventional Products and Standalone, Service Life Cycle, Service Design: A General Framework, Service quality issues and the human dimension in Services. Customer loyalty and profitability, 7Ps of marketing mix,

Unit III

Pricing for Services: Characteristics of services and pricing, Price terminologies, Understanding the costs of services incurred by customers, pricing strategies, Pricing and marketing strategies
Managing Physical Evidence of Services: Concepts, Elements, Roles of physical evidence, Servicescapes - types and role, customer response to environment, guidelines for servicescape strategies

Unit IV

Managing People for Service Advantage: The Key to a Service Business, Services and the Importance of the People Component, Using People to Differentiate Services, Internal Marketing, Employee Motivation and Implication for Service Delivery.

Unit V

Service Quality: SERVQUAL Models, Customization versus Standardization, defects, Failures and Recovery, Service Guarantees, Managing supply and demand. Services theatre and service experience, the gap between expected and perceived service, customers' role in service delivery, Case Study Analysis
expectations, Case Study Analysis

Text Book(s):-

TH 1: SERVICES MARKETING: THE INDIAN CONTEXT, R. SRINIVASAN, PHI Learning Pvt Ltd

TH 2: Services Marketing : Concepts, Strategies & Cases: Douglus Hoffman Cengage Learning India

Course Details

- **Course Code: FAC21247**
- **Course Title: Financial Services**
- **Credits: L: 3, T: 0, P: 0, C: 3**

Course Description

This course introduces the structure, products, and regulatory environment of financial services, including banking, insurance, mutual funds, fintech, and capital markets. It develops analytical understanding of risk, return, financial planning, and customer-centric service delivery. Emphasis is placed on digital transformation, financial inclusion, and ethical practices to prepare learners for strategic decision-making in dynamic financial service industries worldwide today and growth.

Course Objectives:

1. To develop an understanding of the financial system, both domestic and global.
2. To understand the nuances of various types of financial services segments and their offerings.
3. To analyse and evaluate different financing alternatives for informed decision making.
4. To provide an in-depth knowledge of the importance of financial intermediation and the modern scenario.

Course Outcome:

CO1: Identify the various types of financial services, including banking, insurance, mutual funds, and investment services, to understand the structure and components of the financial services sector.

CO2: Apply the role of financial intermediaries, regulatory frameworks, and the impact of financial innovations on the economy, to comprehend the functioning of financial services in a dynamic market.

CO3: Apply analytical tools (Bloomberg - review)and frameworks to evaluate financial products and services, such as risk assessment and portfolio management, to assist in making informed financial decisions for businesses and individuals.

CO4: Analyze the trends, challenges, and opportunities in the financial services industry, including fintech, digital banking, and regulatory changes, to assess their implications on business strategies and consumer behavior.

CO5: Design innovative financial service models by integrating customer insights, digital platforms, and strategic planning tools, to enhance service delivery, market competitiveness, and financial inclusion

Course Content:

Unit I: Introduction to Financial Services and Investment Banking:

Financial Services: Meaning, Importance & role of Financial Services in the Indian Financial System.

Investment Banking Services: Meaning and Functions, Project counseling and appraisal, Procedural aspects of IPO – Preparation of Draft Red Herring Prospectus(DRHP), Book Building process, Pre-Issue and Post Issue management of public issue, SEBI guidelines for Merchant Banking and Protection of Interests of Investors, underwriting, compliances of BSE, NSE, pricing strategies for IPO. LODR compliances [12 L]

Unit II: Non-Banking Finance Companies (NBFCs) & Mutual Funds:

NBFC - Scope and meaning, importance of NBFCs in Indian economy, Recent RBI guidelines on NBFCs, Chit Funds & Nidhis.

Mutual Fund services - Concept, need and scope, organizational structure of a mutual fund, types of mutual fund schemes, recent SEBI guidelines for mutual funds. [11 L]

Unit III: Leasing, Hire-purchase and Consumer Credit:

Leasing and Hire-Purchase services, types of Leasing, pricing methodology and taxation aspects, and legal framework for Leasing and Hire Purchase Companies, Leasing Versus Buying, Consumer Credit – meaning and scope, merits & demerits, factors affecting demand for consumer credit, terms of financing - fixed and floating rates. [6 L]

Unit IV: Venture Capital and Private Equity Financing Other Financial Services:

Venture Capital (VC): Introduction and characteristics, Stages of VC financing, Structure & sources of VC financing in India, Differences between Angel Investors, Venture capital & Private Equity (PE) funding, basis of investments for VC firms, Exit-route for VC firms, Private Equity and its growth in India. Various types of Tier funding for start-ups.

Credit Rating: Concept, types and advantages of Credit Rating, Credit Rating agencies and their rating process.

Bill discounting, Factoring and Forfeiting Services – Features, Merits and Demerits. [9 L]

Unit V: Recent Trends & Practices: Overview of Indian fintech market - Digital Payments, InsurTech, Wealthtech, Crowd funding, and other emerging technologies disrupting the financial services sector. Merger and Acquisitions – Preparation of term sheet for M&A. SEBI guidelines for M&A and takeover related compliances [12 L]

Suggested Readings:

- The Indian Financial System: Markets, Institutions and Services – Bharati V. Pathak, Pearson Education.
- Indian Financial System – M. Y. Khan, McGraw Hill publications.
- Investment Banking: Concepts, Analysis and Cases – Pratap Giri S., McGraw Hill publications.

Course Details
- **Course Code: FAC21250**
- **Course Title: Introduction to Fin Tech**
- **Credits: L: 3, T: 0, P: 0, C: 3**

Course Description
This course introduces Financial Technology (FinTech) and its impact on financial services, focusing

on digital payments, blockchain, artificial intelligence, crowdfunding, and regulatory technologies. It integrates strategic, technological, and managerial perspectives to help learners understand innovation in finance. The course prepares students to evaluate emerging fintech business models, risks, and opportunities in a rapidly evolving digital financial ecosystem.

Course Objectives

1. To develop an understanding of fintech concepts, evolution, and the digital transformation of financial services.
2. To examine technologies such as blockchain, AI, digital payments, and data analytics used in fintech.
3. To analyze fintech business models, innovation strategies, and regulatory challenges.
4. To equip learners with skills to evaluate fintech risks, security issues, and future trends in digital finance.

Course Outcomes

After successful completion of the course, learners will be able to:

CO1: Explain key concepts, technologies, and trends shaping the fintech ecosystem.
CO2: Analyze digital payment systems, alternative finance models, and fintech innovations.
CO3: Evaluate regulatory, ethical, and cybersecurity issues in fintech operations.
CO4: Apply strategic thinking to fintech business models and financial innovation.
CO5: Assess the impact of emerging technologies on the future of financial services.

Course Content

Unit I: Introduction to FinTech and Digital Financial Ecosystem

This unit introduces the concept, evolution, and scope of fintech, highlighting the transformation of traditional financial services through technology. It discusses fintech ecosystems, key stakeholders, fintech startups, and global as well as Indian fintech developments. The unit also explores financial inclusion, digital disruption, and emerging opportunities in the fintech landscape.

Unit II: Digital Payments and Alternative Finance

This unit focuses on digital payment systems including mobile wallets, UPI, payment gateways, and peer-to-peer transfers. It examines alternative finance models such as crowdfunding, peer-to-peer lending, buy-now-pay-later services, and digital banking innovations. The unit highlights the role of fintech in enhancing financial access and improving customer convenience.

Unit III: Blockchain, Cryptocurrencies, and Smart Contracts

This unit explains the fundamentals of blockchain technology, distributed ledger systems, cryptocurrencies, and decentralized finance concepts. It discusses smart contracts, tokenization, and applications of blockchain in banking, insurance, and supply chain finance. Ethical, legal, and operational implications of decentralized financial systems are also examined.

Unit IV: Artificial Intelligence, Data Analytics, and Cybersecurity in FinTech

This unit explores the role of artificial intelligence, machine learning, big data analytics, and automation in financial services. It covers robo-advisory, fraud detection, credit scoring models, and personalized financial services. The unit also examines cybersecurity risks, data privacy, and risk management practices in digital financial environments.

Unit V: FinTech Regulation, Strategy, and Future Trends

This unit discusses regulatory frameworks, RegTech and SupTech, compliance issues, and governance challenges in fintech. It examines fintech business models, innovation strategies, partnerships between banks and startups, and digital transformation initiatives. The unit concludes with future trends such as embedded finance, open banking, sustainable fintech, and evolving global financial ecosystems.

Text Books

- Buckley, R. P., Arner, D. W., & Zetzsche, D. A. (2023). FinTech: Finance, Technology and Regulation. Cambridge University Press.
- Chishti, S., & Barberis, J. (Eds.). (2016). The FINTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries. Wiley.

- Chavan, C. (2023). Introduction to FinTech. Pearson India.

Course Details
- **Course Code: OBH21206**
- **Course Title: Performance and Compensation Management**
- **Credits: L: 3, T: 0, P: 0, C: 3**

Course Description
This course focuses on strategic performance management and compensation systems in contemporary organizations. It examines performance appraisal methods, reward strategies, job evaluation, incentive design, and pay structures aligned with organizational goals. Emphasis is placed on fairness, motivation, legal compliance, and digital HR practices, enabling learners to design effective performance and compensation frameworks that enhance employee engagement, productivity, and retention.

Course Objectives
1. To develop an understanding of performance management systems and appraisal techniques.
2. To examine compensation structures, reward strategies, and job evaluation methods.
3. To analyze the relationship between performance, motivation, and organizational effectiveness.
4. To equip learners with skills to design fair, strategic, and legally compliant compensation systems.

Course Outcomes
After successful completion of the course, learners will be able to:
CO1: Explain key concepts and frameworks of performance and compensation management.
CO2: Evaluate performance appraisal systems and employee development approaches.
CO3: Design compensation structures including incentives, benefits, and reward strategies.
CO4: Analyze legal, ethical, and equity considerations in compensation decisions.
CO5: Develop strategic performance management systems aligned with organizational objectives.

Course Content
Unit I: Introduction to Performance Management
This unit introduces the concept, evolution, and objectives of performance management systems. It discusses strategic alignment of individual and organizational performance, goal setting, key performance indicators, and the role of managers in performance planning. The unit also examines contemporary trends such as continuous performance management and technology-enabled appraisal systems.
Unit II: Performance Appraisal Methods and Employee Development
This unit focuses on traditional and modern performance appraisal techniques including rating scales, 360-degree feedback, management by objectives, and competency-based assessment. It explores performance coaching, feedback mechanisms, training needs identification, and linking appraisal outcomes with employee learning and career development initiatives.
Unit III: Compensation Management and Job Evaluation
This unit explains the fundamentals of compensation management, including wage and salary structures, job analysis, and job evaluation methods. It discusses internal equity, external competitiveness, pay grades, and salary benchmarking practices. Learners understand how compensation strategies support talent attraction, retention, and organizational performance.
Unit IV: Incentives, Benefits, and Reward Systems
This unit examines financial and non-financial rewards such as bonuses, incentives, profit sharing, stock options, and employee benefits. It highlights total rewards strategy, recognition programs, and motivational theories underlying compensation decisions. The unit also addresses challenges in designing equitable and performance-linked reward systems.
Unit V: Legal, Ethical, and Strategic Issues in Performance & Compensation

This unit discusses legal compliance, labor laws, pay equity, and ethical considerations in compensation practices. It explores strategic compensation planning, global pay practices, diversity and inclusion in reward systems, and the use of HR analytics and digital HR tools in managing performance and compensation effectively.

Text Books

1. Armstrong, M.
Armstrong's Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance. Kogan Page.
2. Milkovich, G. T., Newman, J. M., & Gerhart, B. Compensation. McGraw-Hill Education.
3. Aguinis, H. Performance Management. Pearson Education.

Course Details

- **Course Code: OBH21213**
- **Course Title: Strategic HRM**
- **Credits: L: 3, T: 0, P: 0, C: 3**

Course Description:

The course focuses towards the various aspects of human resources planning including strategic planning, job analysis, and forecasting supply and demand in order to examine how corporate and business strategy influence human resources management practices to assist thestudents to become successful HRD practitioners in real life, or to become a manager whocan facilitate the learning of others. HRD is a key activity that systematically leads to the growth and development of manpower in organizations in order to build the organizations more effective. The process of identifying needs and designing and delivering HRD interventions are part of the course which is considered as most crucial skills for all the managers. This course will emphasize on the role of HRD in designing and implementing appropriate strategies in line with business goals of the organization. The course will include various topics related to design, development, implementation, evaluation of HRDprogrammes and a number of HRD interventions like coaching, mentoring and counselling. The course will also play a major role in developing ethical behaviour and the future of HRD in Indian organizational context.

Course Objectives:

The objective of the course is to educate the student such that he/she understands:

- The objective of the course is to develop a theoretical and practical understanding of the role of HR professionals as a strategic partner in organizations.
- The course is designed to provide linkages of Business Strategy to HR Strategies – Policies & Systems.
- Provides insights on how to develop and formulate strategies and programs to introduce and sustain competitive HR advantage in organizations
- Focuses on the best practices, tools and models to implement an effective HRM system.

Course Outcomes:

On completion of this course the students will be able to:

CO1: integrate HR with the business strategy
CO2: Develop competency to enhance employee development
CO3: Gain rational ability to manage performance strategically
CO4: Develop competency to implement global HR practices
CO5: Design and implement strategic HR interventions to lead organizational change, foster agility, and build a resilient workforce aligned with evolving business priorities

Course Contents:

Unit I: Introduction to Strategic HRM – An Investment Perspective of Human Resource Management, Introduction to business and corporate strategies - Integrating HR strategies with business strategies— Human Resource Environment, Technology and structure – Management Trends- Demographic trends – Trends in the utilization of human resources. Integrating

Unit II: Strategy and Human Resource Planning - The strategic role of Human Resource Planning, Selecting forecasting techniques, forecasting the supply of human resources, forecasting the demand for human resources, workforce utilization and employment practices.

Unit III: Strategy for Employee Development – Planning and strategizing training- Integrating training with performance management systems and compensation- Developing management training and development for competitive advantage-The strategic training of employees model.

Unit IV: Performance Management – Strategically oriented performance measurement systems, strategically oriented compensation systems – High performance practices, Human resource evaluation – Strategic choices in performance management systems.

Unit V: Employee separation – Reductions in workforceLay off, Downsizing, -Strategies for responsible restructuring, Strategic management of turnover and retention, Retirement, Global HRM – Strategic HR Issues in global assignments.

RECOMMENDED TEXT BOOK

Charles R. Greer, Strategic HRM, Pearson education Asia, New Delhi, 2007.

REFERENCE BOOKS

1. Michael Armstrong, Strategic HRM, Kogan page, London

2. John Storey, Patrick M. Wright and Dave Ulrich, "The Routledge Companion

to Strategic Human Resource Management", 2009, Routledge

3. Jeffery Mello, Strategic HRM, Thompson publication, New Delhi

Course Details

- **Course Code: BAN22216**
- **Course Title: Advanced Statistical Modelling and Analytics**
- **Credits: L: 0, T: 0, P: 4, C: 2**

Course Description:

Data analysis is a process of inspecting, cleansing, transforming and modeling data with the goal of discovering useful information, informing conclusions and supporting decisionmaking. Data analytics is important because it helps businesses optimize their performances. A company can also use data analytics to make better business decisions and help analyze customer trends and satisfaction, which can lead to new—and better—products and services. All the lectures contain a blend of discussions on basic theories and advanced topics, focusing on practical implementation of knowledge. Classes will be conducted by lecture as well as power point presentation as per requirement. All the session should be covered with the help of Excel/SPSS/ 'R'. The tutorials will familiarize the students with practical problem-solving techniques. Students will be able to gain a strong understanding of the course via theoretical sessions, case study discussions, problem solving and discussions with the coordinator.

Course Objectives

1. To understand the basic concepts and theories of descriptive analytics.
2. To gain a deeper insight of predictive analytics and regression techniques.
3. To expand individual knowledge of supervised and unsupervised learning techniques.
4. To understand time series forecasting and its applications.

Course Outcomes:

On completion of this course, the students will be able to:

CO1. Discuss the fundamental concepts of descriptive analytics, probability and sampling.

CO2. Explain predictive analytics with the help of different regression techniques.

CO3. Evaluate the use of different Supervised and Unsupervised techniques.

CO4. Illustrate the importance of time series forecasting and relevant applications.

CO5: Design and implement prescriptive analytics models using optimization techniques, simulation methods, and decision trees, to support data-driven decision-making in complex business scenarios

Course Content:

Unit- I:

Introduction to business analytics: Descriptive analytics: Data types and Scales, Population and sample, Measures of central tendency, Measures of variation, Measures of shape, Data visualization; Introduction to probability: Fundamental concepts in probability, Bayes' theorem, Random Variable, Probability density function, Binomial distribution, Poisson distribution, Uniform distribution, Normal distribution, Chi-Square distribution; Sampling and estimation: Probabilistic sampling, Non probabilistic sampling, Central limit theorem, Estimation of population parameters; Confidence Intervals; Hypothesis Testing: One tailed and two tailed test, Type I error and type 2 error, Hypothesis testing for population mean, Comparing two populations, Non-parametric tests. Analysis of Variance, Correlation Analysis.

Unit- II:

Introduction to predictive analytics, Simple linear regression: Simple linear regression model building, Estimation of parameters, Interpretation of simple linear coefficients, Validation of simple linear regression model, Outlier analysis. Simple Linear regression and multiple linear regressions for prediction. Logistic Regression (Supervised learning): Introduction and Model building, Model Diagnostics, Classification table, Sensitivity and Specificity, Optimal cut off probability.

Unit III:

Decision Tress (Supervised learning): Introduction and Model building, Chi-Square Automatic Interaction Detection, Classification and regression Tree, Ensemble method, Random Forest. Clustering (Unsupervised learning): Introduction to unsupervised learning, Distance and dissimilarity measures in clustering, Clustering algorithm K Mean and Hierarchical.

Unit IV:

Forecasting Techniques: Time series modeling, Forecasting Techniques and Forecasting Accuracy, Moving average method, Exponential smoothing: Single and double, ARMA and ARIMA.

Text book:

1. Business Analytics, U Dinesh Kumar, Wiley