

MASTER OF BUSINESS ADMINISTRATION (MBA)

PROGRAMME GUIDE

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INTRODUCTION

If not the real world, the classes of MBA are simulated as real world, making the learning close to reality. Wide range of emerging specialization areas are on offer.

Programme Outcomes

Program outcomes are narrower statements that describe what students are expected to know and be able to do by the time of graduation. These relate to the skills, knowledge, and behaviours that students acquire in their matriculation through the program

1. **Decision Making:** Developing responsiveness to contextual social issues and exploring solutions, understanding business ethics and resolving ethical dilemmas
2. **Problem Solving:** Apply analytical decision making skills and solve problems using cross functional information and research tools
3. **Global Outlook:** Demonstrate a global outlook with the ability to identify aspects of the global business and Cross Cultural Understanding
4. **Domain Knowledge:** Leveraging domain knowledge for organizing information, analysis and exploring business opportunities
5. **Communication:** Exercise effective written and oral communication skills for different business situations
6. **Leadership:** Demonstrate proactive leadership and build effective teams.
7. **Entrepreneurship:** Evaluate and execute ideas for entrepreneurship
8. **ICT usage:** Leverage Technology for organizing information, analysis and research

PROGRAMME SPECIFIC OUTCOMES

1. **PSO1:** Application of management concepts and research tools to understand ever changing laws, policies and competition in world of business.
2. **PSO2:** Synthesize knowledge of different functional areas to take decisions that provide competitive edge and enable efficient execution of projects.

SALIENT FEATURES

Internationally Accredited: Accredited by Accreditation Council for Business Schools and Program (ACBSP).

Entrepreneurship: Entrepreneurship projects are integral part of curriculum and help establish themselves as successful entrepreneurs.

Professional Enhancement: In addition to core curricula, course offers subjects like communication, analytical and soft skills to enhance personality and employability.

Contemporary Curriculum: Instil advanced knowledge about contemporary area in management such as Green Marketing

Projects: Opportunity to work on business projects to enhance managerial skills.

Community Development Projects: Opportunity to work on community development project on social issues to cultivate social sensitivity and sense of responsibility.

Holistic Development: Participation in technical events, sports and cultural activities help in the holistic development of students

Specializations: The course offers specialization offerings in Marketing, Finance, Human Resource, Information Technology, etc.

Case Based Teaching: Usage of real life case studies to provide interactive teaching and learning methodology

PROGRAMMECODE: OL3521

DURATION OF THE PROGRAMME:

Minimum Duration 2 years

Maximum Duration 4 years

MEDIUM OF INSTRUCTION/EXAMINATION:

Medium of instruction and Examination shall be English.

PROGRAMME STRUCTURE

Term	Core Courses (CR I, CR II, CR III A, CR III B) CR I+II - (8+3) 11 x 4 Credits CR III - 1 x 6 Credits 1 x 6 Credits	Discipline Specific Electives (DSE) 6 x 6 Credits	Ability Enhancement Courses (AECC) 1 x 4 Credits	Generic Electives (GE) 2 x 4 Credits	Credits
I	Discipline Specific Core- I Discipline Specific Core- II Discipline Specific Core- III Discipline Specific Core-IV Discipline Specific Core-V				20
II	Discipline Specific Core- VI Discipline Specific Core- VII Discipline Specific Core- VIII Discipline Specific Core- IX Discipline Specific Core- X		AECC- I Communication for Leaders		24
III	Discipline Specific Core- XI CR III -Seminar On Summer Training	DSE- I DSE-II DSE-III		GE-I (Professional Enhancement , English, Political Science, Sociology)	32
IV	CR III - Capstone Project	DSE- IV DSE-V DSE-VI		GE-II (Professional Enhancement, English, Political Science, Sociology)	28
Total	56Credits	36 Credits	4 Credits	8 Credits	104

MASTER OF BUSINESS ADMINISTRATION (MBA) PROGRAMME SCHEME(OL3521)

COURSE CODE	COURSE TITLE	Cr.	CA	ETE(Th.)	ETE(Pr.)
TERM1					
DACC506	FINANCIAL REPORTING, STATEMENTS AND ANALYSIS	4	30	70	0
DECO515	MANAGERIAL ECONOMICS	4	30	70	0
DMGN578	INTERNATIONAL BUSINESS ENVIRONMENT	4	30	70	0
DMKT503	MARKETING MANAGEMENT	4	30	70	0
DMGN581	ORGANISATIONAL BEHAVIOUR AND HUMAN RESOURCE DYNAMICS	4	30	70	0
TERM2					
DFIN542	CORPORATE FINANCE	4	30	70	0
DOPR639	OPERATIONS MANAGEMENT AND RESEARCH	4	30	70	0
DMGN571	CORPORATE STRATEGY AND ENTREPRENEURSHIP	4	30	70	0
DMGN832	RESEARCH METHODOLOGY	4	30	70	0
DBSL605	LEGAL ASPECTS OF BUSINESS	4	30	70	0
DPEL537	COMMUNICATION FOR LEADERS	4	30	70	0
TERM3					
DSE-I	DISCIPLINE SPECIFIC ELECTIVE I	6	30	70	0
DSE-II	DISCIPLINE SPECIFIC ELECTIVE II	6	30	70	0
DSE-III	DISCIPLINE SPECIFIC ELECTIVE III	6	30	70	0
DMGN583	SEMINAR ON SUMMER TRAINING	6	30	70	0
GE-I	GENERIC ELECTIVE I	4	30	70	0
DMGN801	BUSINESS ANALYTICS	4	30	70	0
TERM4					
DSE-IV	DISCIPLINE SPECIFIC ELECTIVE IV	6	30	70	0
DSE-V	DISCIPLINE SPECIFIC ELECTIVE V	6	30	70	0
DSE-VI	DISCIPLINE SPECIFIC ELECTIVE VI	6	30	70	0
GE-II	GENERIC ELECTIVE II	4	30	70	0
DMGN696	CAPSTONE PROJECT	4	0	0	100
TOTAL CREDITS		104			

DISCIPLINE SPECIFIC ELECTIVE (DSE) BASKET (PICK ANY TWO ELECTIVE AREA)**(STUDENT WILL STUDY 3 COURSES IN TERM-3 AND 3 COURSES IN TERM-4 FROM THE ELECTED AREAS/BASKET)****DISCIPLINE SPECIFIC ELECTIVE 1 BASKET (MARKETING)**

S. No	Course Code	Course Title	Credit	CA	ETE	ETP	Elective Area	Term
1	DMKT509	CONSUMER BEHAVIOUR	6	30	70	0	MARKETING	3/4
2	DMKT505	DIGITAL AND SOCIAL MEDIA MARKETING	6	30	70	0	MARKETING	3/4
3	DMKT517	CUSTOMER RELATIONSHIP MANAGEMENT	6	30	70	0	MARKETING	3/4

DISCIPLINE SPECIFIC ELECTIVE 2 BASKET (FINANCE)

S. No	Course Code	Course Title	Credit	CA	ETE	ETP	Elective Area	Term
1	DFIN548	INTERNATIONAL FINANCIAL MANAGEMENT	6	30	70	0	FINANCE	3/4
2	DFIN508	INTERNATIONAL BANKING AND FOREX MANAGEMENT	6	30	70	0	FINANCE	3/4
3	DFIN576	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	6	30	70	0	FINANCE	3/4

DISCIPLINE SPECIFIC ELECTIVE 3 BASKET (HUMAN RESOURCE)

S. No	Course Code	Course Title	Credit	CA	ETE	ETP	Elective Area	Term
1	DHRM511	TRAINING AND DEVELOPMENT	6	30	70	0	HUMAN RESOURCE	3/4
2	DHRM516	INDUSTRIAL RELATION AND LABOUR LAWS	6	30	70	0	HUMAN RESOURCE	3/4
3	DHRM508	HUMAN RESOURCE METRICS AND ANALYTICS	6	30	70	0	HUMAN RESOURCE	3/4

DISCIPLINE SPECIFIC ELECTIVE 4 BASKET (DATA SCIENCE)

S. No	Course Code	Course Title	Credit	CA	ETE	ETP	Elective Area	Term
1	DCAP780	PROBABILITY AND STATISTICS	6	30	70	0	DATA SCIENCE	3/4
2	DCAP781	DATA SCIENCE TOOLBOX	6	30	70	0	DATA SCIENCE	3/4
3	DCAP782	ADVANCE DATA VISUALIZATION	6	30	70	0	DATA SCIENCE	3/4

DISCIPLINE SPECIFIC ELECTIVE 5 BASKET (OPERATIONS MANAGEMENT)								
S. No	Course Code	Course Title	Credit	CA	ETE	ETP	Elective Area	Term
1	DOPR509	TOTAL QUALITY MANAGEMENT	6	30	70	0	OPERATIONS MANAGEMENT	3/4
2	DOPR505	LOGISTICS AND SUPPLY CHAIN MANAGEMENT	6	30	70	0	OPERATIONS MANAGEMENT	3/4
3	DOPR512	INTERNATIONAL TRADE LOGISTICS	6	30	70	0	OPERATIONS MANAGEMENT	3/4
DISCIPLINE SPECIFIC ELECTIVE 6 BASKET (INTERNATIONAL BUSINESS)								
S. No	Course Code	Course Title	Credit	CA	ETE	ETP	Elective Area	Term
1	DMGN80 2	EXPORT AND IMPORT MANAGEMENT	6	30	70	0	INTERNATIONAL BUSINESS	3/4
2	DOPR512	INTERNATIONAL TRADE LOGISTICS	6	30	70	0	INTERNATIONAL BUSINESS	3/4
3	DECO522	INTERNATIONAL ECONOMICS	6	30	70	0	INTERNATIONAL BUSINESS	3/4
DISCIPLINE SPECIFIC ELECTIVE 7 BASKET (DIGITAL MARKETING)								
S. No	Course Code	Course Title	Credit	CA	ETE	ETP	Elective Area	Term
1	DMKT804	FOUNDATION OF DIGITAL MARKETING	6	30	70	0	DIGITAL MARKETING	3/4
2	DMKT805	SOCIAL MEDIA MARKETING	6	30	70	0	DIGITAL MARKETING	3/4
3	DMKT806	SEARCH ENGINE OPTIMIZATION	6	30	70	0	DIGITAL MARKETING	3/4
DISCIPLINE SPECIFIC ELECTIVE 8 BASKET (INFORMATION TECHNOLOGY)								
S. No	Course Code	Course Title	Credit	CA	ETE	ETP	Elective Area	Term
1	DCAP200	DATABASE MANAGEMENT SYSTEMS	6	30	70	0	INFORMATION TECHNOLOGY	3/4
2	DCAP853	BIG DATA FUNDAMENTALS.	6	30	70	0	INFORMATION TECHNOLOGY	3/4
3	DCAP784	DATA VISUALIZATION.	6	30	70	0	INFORMATION TECHNOLOGY	3/4

GENERIC ELECTIVE (GE) BASKET (PICK ANY TWO COURSES)								
S. No	Course Code	Course Title	Area	Credit	CA	ETE	ETP	TERM
1	DPEA515	ANALYTICAL SKILLS-I	Professional Enhancement	4	30	70	0	3
2	DPEA516	ANALYTICAL SKILLS-II	Professional Enhancement	4	30	70	0	4
3	DENG539	ACADEMIC ENGLISH	English Language	4	30	70	0	3
4	DENG514	INTRODUCTION TO THE STUDY OF LANGUAGE	English Language	4	30	70	0	4
5	DENG519	POST-INDEPENDENCE INDIAN LITERATURE	English Literature	4	30	70	0	3
6	DENG527	POSTCOLONIAL LITERATURES AND CULTURAL STUDIES	English Literature	4	30	70	0	4
7	DPOL525	POLITICAL INSTITUTIONS IN INDIA	Political Science	4	30	70	0	3
8	DPOL527	PUBLIC POLICY AND GOVERNANCE IN INDIA	Political Science	4	30	70	0	4
9	DSOC515	FUNDAMENTALS OF SOCIOLOGY	Sociology	4	30	70	0	3
10	DSOC506	GLOBALIZATION AND SOCIETY	Sociology	4	30	70	0	4

Note:

1. Students can adopt only one area from Generic Elective basket that will be applicable for the Generic Electives I and II.
2. In case of Discipline Specific Elective Basket, student may choose two areas, 3 courses from first area will be study in term 3 and 3 courses from second area will be study in term 4.

Course code	DACC506	Course Title	FINANCIAL REPORTING, STATEMENTS AND ANALYSIS
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes:

CO1: associate accounting information for decision making in organizations

CO2: analyse the cash position of an organization by evaluating cash flow from different activities

CO3: identify various cost accounting techniques, cost concepts & techniques of cost control in decision making

CO4: identify the accounting terminology and purpose of accounting framework

CO5: evaluate how activity-based costing can be utilized in the organizations

CO6: interpret the financial statements in accordance with generally accepted accounting principles

Unit No.	Content
Unit 1	Introduction to Accounting : Introduction, Accounting Equation, Rules of Accounting, Objectives, Advantages and Limitations of Accounting, Accounting Concepts and Conventions, Accounting Terminology, Concept of IFRS and its relevance, Qualitative features of IFRS, Elements of financial statements, Difference between IFRS and GAAP.
Unit 2	Corporate Financial Statements: Features and Importance, Vertical Format of Corporate Financial Statements, Conceptual framework of depreciation and amortization
Unit 3	Ratio Analysis: Liquidity Ratios, Solvency Ratios, Profitability Ratios, Turnover Ratios, Du-Pont Analysis, Importance and Objectives.
Unit 4	Financial Statement Analysis: Objectives of Analysis, Various Stakeholders and their Interests, Techniques of Financial Statement Analysis-Horizontal Analysis, Common Size Analysis
Unit 5	Artificial Intelligence and Analytics: Finance and Accounting transformation by AI
Unit 6	Cash Flow Statement: Meaning and Significance, Construction of Cash Flow Statement, Analysis of Cash Flow Statement
Unit 7	Basic Aspects of Cost Accounting: Preparation of Cost Sheet and Estimated Cost Sheet, Meaning, Cost Concepts and Cost Classification
Unit 8	Budgetary Control: Need and Steps involved in Budgetary Control, Meaning and Types of Budgets, Preparation of Cash Budget, Preparation of Flexible Budget
Unit 9	Inventory Valuation: Methods of pricing material issues, FIFO, LIFO
Unit 10	Marginal Costing and Profit Planning: Meaning and Objectives, CVP Analysis, Break Even Point and Break Even Analysis
Unit 11	Decision involving Alternative Choices: Concept and Steps involved in Decision Making, Profit Planning, Key factor, Determination of Sales Mix, Make or Buy decision, Exploration of New Markets, Continue or Discontinue a Product Line.
Unit 12	Transfer Pricing: Meaning and Importance, Advantages and Limitations, Methods of Calculating Transfer Price
Unit 13	Activity Based Costing: Concept and Pre-requisites, Activity Based Costing versus Traditional Costing, Steps Involved in Activity Based Costing, Cost Drivers, Determination of Cost under ABC, Benefits and Limitations

Unit 14	Responsibility Accounting: Concept and Significance, Elements, Responsibility Centers.
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READINGS:

1. MANAGEMENT ACCOUNTING by KHAN M.Y AND JAIN P.K, MCGRAW HILL EDUCATION
2. FUNDAMENTALS OF COST ACCOUNTING by WILLIAM N. LANEN, SHANNON W. ANDERSON, MICHAEL W. MAHER, MCGRAW HILL EDUCATION
3. MANAGEMENT ACCOUNTING by SHAH PARESH, OXFORD UNIVERSITY PRESS
4. A TEXTBOOK OF ACCOUNTING FOR MANAGEMENT by MAHESHWARI. S.N, MAHESHWARI SHARAD.K, MAHESHWARI SUNEEL.K, VIKAS PUBLISHING HOUSE
5. ACCOUNTING FOR DECISION MAKING by NEEDLES BELVERD. E, CENGAGE LEARNING
6. FINANCIAL ACCOUNTING FOR MANAGEMENT: AN ANALYTICAL PERSPECTIVE by GUPTA AMBRISH, PEARSON

Course code	DEC0515	Course Title	MANAGERIAL ECONOMICS
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes:

CO1: apply economic principles to management decisions.

CO2: evaluate the managerial decisions making around the theory of the firm with application in a globalized economy

CO3: evaluate possible strategies in the event a firm is one of just a few companies in a market

CO4 :: examine a comprehensive understanding of the current issues influencing economic development of India

Unit No.	Content
Unit 1	Nature and Scope of Managerial Economics: definition and scope of managerial economics, basic process of decision making in economics, existence of firm and its functions
Unit 2	Demand and supply analysis: determinants of demand and supply, individual and market demand and supply, market equilibrium
Unit 3	Demand Estimation: relevance of demand estimation for a firm, demand forecasting using qualitative forecast and time series analysis
Unit 4	Cost Theory and Estimation: short run cost functions, long run cost curves, economics of scale, learning curves
Unit 5	Production Theory: production function with one and two variables inputs, optimal combination of inputs, returns to scale
Unit 6	Market Structure: introduction to market structure, price and output determination under perfect competition, monopoly and monopolistic competition
Unit 7	Oligopoly: meaning and sources, cartelization and price leadership under oligopoly
Unit 8	Game Theory: meaning and types of games, dominant strategy and Nash equilibrium, prisoner's dilemma, mixed strategy
Unit 9	Indian Economy Since Colonialism: colonialism and development of the Indian economy, trends and composition of national income
Unit 10	Human Development: human development index, characteristics of developing world, state of human development in India
Unit 11	Structure of Indian Economy: introduction to agriculture, industrial sector and service sector, poverty and inequality, emerging energy-economy-environment regulatory framework
Unit 12	Economic Reforms: introduction to reforms, economic reforms for financial sector performance, agriculture, industry and services
Unit 13	Monetary Policy: concept and meaning, objectives, tools of monetary, role of monetary policy after the period of economic reforms, inflation and monetary policy
Unit 14	Fiscal policy: concept and meaning, objectives, tools of fiscal policy, role of fiscal policy after the period of economic reforms, inflation and fiscal policy

READINGS:

1. Managerial Economics- Principles and Worldwide Applications By Salvatore, Dominick and Rastogi, Siddhartha K., Oxford University Press.
2. Indian Economy By Gaurav Dutt , Ashwani Mahajan, S. Chand Publishing
3. Managerial Economics: An Integrative Approach By Hirshey, Mark, Cengage Learning
4. Indian Economy Performance and Policies, By Uma Kapila, Academic Foundation

Course code	DMGN578	Course Title	INTERNATIONAL BUSINESS ENVIRONMENT
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes:

CO1: analyze business environment and trends to take decisions with respect to international business operations

CO2: interpret and apply international trade theories in international business operations

CO3: identify and critically analyse the role of foreign exchange market and usage of fundamental instruments for currency exchange

CO4: develop skills on analysing the business data, and problem solving in other functional areas such as marketing, business strategy and human resources

CO5: develop responsiveness to contextual social issues/ problems and exploring solutions, understanding business ethics and resolving ethical dilemmas

CO6: identify aspects of the global business and cross cultural understanding

Unit No.	Content
Unit 1	Overview of international business environment : Globalization and international Business; introduction to international business, types of international business
Unit 2	Components of international Business environment: social environment, political and legal environment, economic environment, technological environment
Unit 3	The external environment and challenges: assessing risk in international business, Recent world trade and foreign Investment trends, environment Influence on Trade and investment patterns
Unit 4	International Trade theories : theory of absolute advantage, theory of comparative advantage, factor proportion theory, the diamond model of national competitive advantage, factor mobility theory
Unit 5	Protectionism and trading environment: Globalization trends and challenges; environment for foreign trade and investment, governmental influence on trade and investments; tariff and non-tariff barriers
Unit 6	Economic Integration and Co-operation: cross national cooperation and agreements, Role of international organizations: WTO, IMF, Regional Economic Integrations
Unit 7	International financial markets : foreign exchange market mechanism, exchange rate arrangement, determinants of exchange Rates, exchange rate movements and their impact
Unit 8	Global Debt and Equity Markets: Euro Currency market, offshore financial centres, International Banks, Non-Banking Financial service firms; stock markets
Unit 9	Global Competitiveness: Export Management, Technology and global Competition, world economic growth and the environment
Unit 10	Internationalization strategies: Theories of internationalization, Modes of operations in International Business,; export and import strategy
Unit 11	Forms and Ownership of Foreign Production: Types of collaborative arrangements; Licensing, joint ventures& consortium approaches

	Managing International Collaborations
Unit 12	International business diplomacy: Negotiating an International business, issues in asset protection, Multilateral sentiments
Unit 13	Country evaluation and selection: Opportunity and risk matrix, analysis of Macro and micro indicators, country comparison tools
Unit 14	Globalization and society : globalization with social responsibility, Ethical Dimensions of Labor Conditions, Ethics and the Environment, legislation for anti-competitive and unfair trade practices

READINGS:

1. Daniels, Radebaugh, Sullivan & Salwan, International Business Environments and Operations by Pearson
2. International Business - Competing in the Global marketplace by Charles W Hill, Arun Kumar Jain, McGraw Hill

Course code	DMKT503	Course Title	MARKETING MANAGEMENT
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes

- CO1: analyze and respond to environmental and competitive changes, their impact on marketing planning, strategies and practices
CO2: apply the conceptual frameworks, theory and techniques to various marketing contexts
CO3: prepare marketing and sales plan appropriate to the needs of customers and contexts
CO4: determine strategies for developing new products and services that are consistent with evolving market needs

Unit No.	Content
Unit 1	Introduction: market and marketing, definition, nature and scope of marketing, exchange process, functions of marketing, core marketing concepts
Unit 2	Marketing orientations: evolution of modern marketing concept, holistic marketing concepts, new marketing orientations selling vs. marketing
Unit 3	Marketing mix: 7 P's & 7 C's of Marketing, 4 A's of Marketing, customer quality, value and satisfaction, Michael E. Porters chain analysis model
Unit 4	Marketing environment: Significance of scanning marketing environment; Analysis of macro environment of marketing – economic, demographic, socio-cultural, technological, political legal and ecological; Impact of micro and macro environment on marketing decisions
Unit 5	Consumer behaviour: buyer behaviour, different consumer roles, need for studying buyer behaviour, different buying motives, consumer buying decision process and influences, consumer vs. business buying behaviour, industrial buying process
Unit 6	Segmentation decisions: market segmentation, characteristics of a segment, bases for segmenting a consumer market, levels of market segmentation, factors influencing selection of market segments
Unit 7	Targeting and positioning: Benefits of market segmentation; Criteria for effective market segmentation; Target market selection and strategies; Positioning – concept, bases and process
Unit 8	Product decisions: concept and classification, layers of products, major product decisions, product-mix, new product development stages, packaging and labelling, product life cycle (PLC) – concept and appropriate strategies adopted at different stages
Unit 9	Pricing decisions: pricing – objectives, price sensitivity, factors affecting price of a product, pricing methods and strategies, ethical issues in product and pricing decisions
Unit 10	Distribution planning: channels of distribution – concept and importance, different types of distribution middlemen and their functions, selection, motivation and performance appraisal of distribution middlemen
Unit 11	Distribution decisions: decisions involved in setting up the channel,

	channel management strategies, distribution logistics – concept, importance and major logistics decisions, channel integration and systems, ethical issues in distribution decisions
Unit 12	Distribution decisions: retailing and wholesaling, types of retail formats, retail theories, retailing strategies, non-Store retailing, wholesaling – nature and importance, types of wholesalers, developments in retailing and wholesaling in indian perspective
Unit 13	Promotion decisions: role of promotion in marketing, promotion mix, integrated marketing communication, concept, communication process and promotion, determining promotion mix, factors influencing promotion mix, developing promotion campaigns, sales promotion, direct marketing, public relations, digital and social media
Unit 14	Trends in marketing: service Marketing, e-marketing, green marketing, customer relationship management, rural marketing, other emerging trends, ethical issues in marketing

READINGS:

1. Kotler, P. & Keller, K. L. (2017). Marketing Management. Pearson
2. McCarthy, E. J., Cannon, J. & Perreault, W. (2014). Basic Marketing. McGraw-Hill Education
3. Etzel, M. J., Walker, B. J., Staton, W. J., & Pandit, A. (2010). Marketing Concepts and Cases. Tata McGraw Hill

Course Code	DMGN581	Course Title	ORGANISATIONAL BEHAVIOUR AND HUMAN RESOURCE DYNAMICS
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WEIGHTAGES	
CA	ETE(Th.)

Course Outcomes:

CO1: enumerate the concept of management practices and organizational behavior

CO2: develop and sharpen acumen of how different management thoughts can be used to improve organization functioning

CO3: analyze the importance of management practices and important organizational behavior dimensions at different levels of organization

CO4: appraise the dynamics of industrial relations and to manage them as per statutory regulations

CO5: apply human resource management functions to handle emerging issues

Unit No.	Content
Unit-1	Organizational behavior: relationship between management and organization behavior, model of OB and contributing disciplines to the OB field Foundations of individual behavior: values, attitude and job satisfaction, theories of learning and behavior modification
Unit-2	Personality: theories of personality and its assessment, transactional analysis and attribution theory of perception Emotions: emotional intelligence and affective events theory of emotion Motivation: early and contemporary theories of motivation
Unit-3	Group dynamics: group dynamics and its significance, types of groups, formation and stages of group development, group performance factors Team development: team formation, its types and difference between group and team
Unit-4	Organizational conflict and negotiations: conflict sources, types and levels of conflict, traditional and modern approaches to conflict, resolution of conflict through negotiation Stress: sources and consequences of stress, stress management techniques
Unit-5	Introduction: External and Internal Forces of environment affecting HRM, Objectives and functions of HRM. Human Resource Planning: HRP process, Barriers and Prerequisites for Successful HRP.
Unit-6	Job Analysis: Methods of Collecting Job Data, Potential Problems with Job Analysis, Job Design and its approaches, Process of Job Analysis
Unit-7	Recruitment & Selection: Meaning, Recruitment process, Recruitment Methods, Challenges in India and Selection Process
Unit-8	Talent Management: talent management, talent retention, talent acquisition and sources of talent acquisition Orientation, induction and placement: process of orientation, induction and placement programme, Evaluation of Orientation Programme
Unit-9	Training and Development: employee training, difference in training and development, methods of training, methods of management development, people capability maturity model
Unit-10	Career planning and management: career management, process of career planning, challenges in career planning
Unit-11	Performance management system: performance management, performance planning, performance appraisal, potential appraisal, feedback and counselling
Unit-12	Compensation management: types and theories of compensation, concept of wages, factors influencing compensation management, incentives and fringe

	benefits, employee engagement and retention.
Unit-13	Managing industrial relations: major actors and their roles in IR, factors influencing IR, approaches to IR, grievance handling procedure
Unit-14	Industrial Disputes: industrial disputes, methods of settlement of industrial disputes, trade unions and their challenges in India

READINGS:

1. Organizational Behaviour By Stephen P. Robbins. Timothy A. Judge. Neharika Vohra, Pearson
2. Management by Management By Stephen P. Robbins. Mary Coulter. Neharika Vohra, Pearson
3. Human Resource Management By Dessler, G. And Varkkey, B, Pearson

Course Code	DFIN542	Course Title	CORPORATE FINANCE
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WEIGHTAGES	
CA	ETE(Th.)

Course Outcomes:

CO1: understanding finance function with respect to its evolution and growth

CO2: understanding the concept of Time Value of Money and interpreting the results based on calculations.

CO3: analyzing financing needs of the businesses and designing an optimum capital structure

CO4: understanding the retention and distribution of profits and impact on business valuation.

Unit No.	Content
Unit-1	Financial Management: An Overview, evolution of finance, the basic goal: creating shareholder value, agency issues, business ethics and social responsibility
Unit-2	Sources of Finance: Long term and Short-term sources of finance- Ordinary shares, Preferences shares, redeemable irredeemable debentures, Debt vs. Equity.
Unit-3	Money Market Instruments: Treasury Bills, Commercial Papers, Certificate of Deposits, Treasury Management and Treasury Operations in corporate. External Commercial Borrowings, Financing for MSMEs
Unit-4	Time Value of Money concept: Compounding and discounting, Future value and Present value, Annuities, Effective interest rates
Unit-5	Investment Decisions: Capital Budgeting Decisions, Rationale of Capital Budgeting, Non-Discounting Capital Budgeting Techniques - Payback period, Profitability Index, Accounting Rate of Return
Unit-6	Investment Decisions: Discounting Techniques of Capital Budgeting - NPV, IRR, Discounting Payback Period Method, Estimation of Cash Flows, NPV v/s IRR, Risk analysis in Capital Budgeting - Sensitivity Analysis, Certainty Equivalent Approach
Unit-7	Cost of Capital: Meaning and Concept, Cost of Debt, Cost of Equity, Cost of Retained Earnings, Calculation of WACC, International Dimensions in Cost of Capital
Unit-8	Financing Decisions: Capital Structure, Theories and Value of the firm - Net Income Approach, Net Operating Income Approach, Traditional Approach, Modigliani Miller Model, Determining the optimal Capital Structure, Checklist for Capital Structure Decisions, Costs of Bankruptcy and Financial Distress.
Unit-9	EBIT-EPS Analysis: Concept of Leverage, Types of Leverage: Operating Leverage, Financial Leverage, Combined Leverage.
Unit-10	Dividend Decisions: Factors determining Dividend Policy, Theories of Dividend Gordon Model, Walter Model, MM Hypothesis
Unit-11	Forms of Dividend: Cash Dividend, Bonus Shares, Stock Split, Stock Repurchase, Dividend Policies in practice.
Unit-12	Working Capital Management: Working Capital Policies, Risk-Return trade-off, Cash management, Receivables management
Unit-13	Corporate Governance: Value-based Corporate culture, Disclosures, transparency and accountability, Corporate Governance and Human Resource Management, Evaluation of performance of board of directors, Succession planning, Public sector undertakings and corporate governance, Insider trading, Lessons from corporate failure
Unit-14	Economic outlook and Business Valuation: Impact of changing business environment on corporate valuation, climate change and corporate valuation, Business sustainability and corporate valuation, Role of environmental, social, and governance (ESG) factors in corporate valuation

READINGS:

1. FUNDAMENTALS OF CORPORATE FINANCE by JONATHAN BERK, PETER DeMARZO & JARRED HARDFORD, PEARSON
2. CORPORATE FINANCE by STEPHEN A. ROSS, RANDOLPH W. WESTERFIELD & JEFFREY JAFFE, McGRAW HILL

Course Code	DOPR639	Course Title	OPERATIONS MANAGEMENT AND RESEARCH
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes:

- CO1: analyze how to optimally utilize the resources.
 CO2: apply the concepts in solving real life problems.
 CO3: adapt different opinions and make correct judgment.
 CO4: apply mathematical models to a given problem.
 CO5: analyze the various decision-making environments and the tools applicable to them

Unit No.	Contents
Unit- 1	Introduction to Operations Management and Research: introduction and scope of operation management, emerging issues in operations management, history of operations research, definitions and features of operations research approach, models and modelling in operations research, applications of operations research
Unit- 2	Forecasting: introduction, features and elements of forecasting, forecast based on judgment and opinion, forecast based on time-series data, associative forecasting techniques, concept of forecasting errors
Unit- 3	Design and layout: production of goods versus delivery of services, product-process matrix, design process, product design, service design, process types, product and service profiling, automation, facility layout, line balancing
Unit- 4	Location planning and analysis: need and nature of location decisions, factors that affect location decisions, evaluating location alternatives
Unit- 5	Management of quality: defining quality-dimensions of quality, determinants of quality, the cost of quality, quality tools, total quality management, inspection, control charts for variables (mean and range chart), control charts for attributes (p-chart, c-chart), run test
Unit- 6	Planning: Aggregate Production Planning; Master Production Schedule and MRP, MRP-II, ERP
Unit- 7	Inventory management: nature and importance of inventories, inventory counting systems and inventory costs, economic production quantity, quantity discounts, EOQ model
Unit- 8	Supply chain management: need, elements, and benefit of effective SCM, logistics and reverse logistics, requirements, and steps for creating an effective supply chain, lean vs. agile supply chains
Unit- 9	JIT and lean operations: goals and building blocks of lean systems
Unit- 10	Linear Programming: general mathematical model of linear programming, linear programming formulation, graphical solution, simplex method, Big M method, special cases
Unit- 11	Assignment and transportation problem: Hungarian Assignment Model (HAM), special cases in assignment problem, Initial Basic Feasible Solution (IBFS) i.e. NWCM, LCM and VAM Method, optimization using stepping stone and MODI, special cases including concept of degeneracy
Unit- 12	Project Management and Queuing Theory: difference between PERT and CPM, PERT problem with three time estimates and concept of probability, basic concepts and parameters of a queuing model, m/m/1 model characteristics
Unit- 13	Game Theory: basics, saddle point, mixed strategies including odds, dominance, sub games and graphical method
Unit- 14	Decision Theory: basics including decision making environments, decision making under risk, expected value of perfect information, decision making under uncertainty, concept of decision trees, decision tree analysis

READINGS:

1. OPERATIONS MANAGEMENT by WILLIAM J STEVENSON, MCGRAW HILL EDUCATION
2. OPERATIONS MANAGEMENT by NORMAN GAITHER, GREGORY FRAZIER, CENGAGE LEARNING

Course code	DMGN571	Course Title	CORPORATE STRATEGY AND ENTREPRENEURSHIP
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes

CO1: integrate understanding of functional aspects of management and explore their contribution to strategic management within organizations

CO2: appraise the importance of environmental and industry analysis in formulating strategy

CO3: analyze the role of marketing, accounting, finance, operations management and human

resource management in strategy formulation

CO4: evaluate the role of leadership, organizational structure and organizational culture in strategy-implementation

CO5: analyse the business environment and identify the opportunities for starting up a venture.

CO6: develop marketing plan, operations plan, HR plan and financial plan for new business ventures

Unit No.	Content
Unit 1	Strategic management: strategic decisions, strategic management process Strategic intent: mission, vision, goals and objective
Unit 2	External analysis : remote environment, industry environment, EFE Matrix, CPM Matrix Internal analysis: SWOT analysis, IFE Matrix, Value chain analysis, resource-based view of the firm, benchmarking
Unit 3	Corporate level strategies: growth strategy, integration strategy, diversification strategy, turnaround strategy, defensive strategy
Unit 4	International strategy: globalization of firms, global strategic planning, competitive strategies for firms in foreign markets, strategies for emerging markets
Unit 5	Business level strategy: cost leadership, differentiation, focus
Unit 6	Multibusiness strategy: portfolio approach, BCG growth-share matrix, IE matrix, synergy approach, parenting framework, patching approach Strategy implementation: nature of strategy Implementation, matching structure with strategy, creating a strategy supportive culture
Unit 7	Evaluation and control: nature of strategy evaluation, strategy evaluation framework, strategic control, balanced scorecard Contemporary Issues: corporate governance, business ethics, social responsibility, environmental sustainability
Unit 8	Strategic management and Entrepreneurship: strategic management for start-ups, strategies for growing and maturing businesses, strategies for technology-oriented businesses
Unit 9	Latest Trends in entrepreneurship: social entrepreneurship, women entrepreneurship, intrapreneurship, challenges and strategic solutions for problems faced by entrepreneurs in India.
Unit 10	Overview of business plan: components of a business plan, business ideas, business ideas selection, feasibility study, legalities involved for business plan, forms of ownership, SWOT Analysis
Unit 11	Strategic Marketing plan: segmentation, targeting, positioning, marketing mix (7P), product mix, promotions mix, Pricing strategies
Unit 12	Strategic Operations plan: people and suppliers, manufacturing or outsourcing, plant size, location decision, inventory management
Unit 13	Strategic Human resources plan: manpower planning, organization structure, recruitment, selection, training and development, motivational techniques, performance appraisal
Unit 14	Strategic Financial plan: capital requirement, sources of funds, break even analysis, balance sheet, cash flows, payback period, ROI (return on investment)

READINGS:

1. STRATEGIC MANAGEMENT by JOHN PEARCE II, RICHARD B ROBINSON, AMITA MITAL, MCGRAW HILL EDUCATION

2. STRATEGIC MANAGEMENT by HITT, IRELAND, HOSKISSON, MANIKUTTY, CENGAGE LEARNING

Course code	DMGN832	Course Title	RESEARCH METHODOLOGY
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes:

- CO1: identify critical thinking and scientific approaches to formulate research problems
 CO2: describe research design approaches, methods and conceptual differences to apply across different research contexts
 CO3: generalize familiarity with a phenomenon or to achieve new insights into it.
 CO4: interpret results generated from data analysis and report the findings.

Unit No.	Content
Unit 1	Background of research- Developing research proposals, research paradigms-contributions of research to theory and practice and research ethics
Unit 2	An introduction to research- Meaning, process, defining, research problem: selection, understanding and necessity of defined problem, research design, need and types of Research Design.
Unit 3	Reviewing Literature- Identifying, accessing and managing sources of information and scholarly literature, academic writing and referencing and steps in literature review development
Unit 4	Types of data in research- Primary and secondary data and sources, nature of qualitative and quantitative research, data and variables used in qualitative and quantitative methods, writing up qualitative research
Unit 5	Sampling design- Sampling design process, characteristics of good sample, types of sampling design, sampling techniques- random and non-random
Unit 6	Measurement and scaling technique: Tools of sound measurement, techniques of developing measurement tools, scaling meaning and important scaling techniques, statistical properties of different scales
Unit 7	Data collection methods- Observation, experimentation and survey methods, questionnaire: introduction, design process and coding the questionnaire
Unit 8	Descriptive statistics and time series- Measures for central tendency- ungrouped and ungrouped data, dispersion and distribution, index number and time series analysis
Unit 9	Hypothesis testing- Hypothesis definition and process, types and hypothesis testing procedure for t and z tests differences for single, two populations and paired sample.
Unit 10	Test of association- Correlation coefficient- Spearman rank and Karl's Pearson and test of association between nominal data- Chi-square test
Unit 11	Analysis of Variance (ANOVA) and prediction techniques- Analysis of variance for mean difference, reliability and validity, bivariate regression and multiple regression analysis
Unit 12	Multivariate analysis- Classification, important methods of factor analysis, factor analysis procedure, rotation in factor analysis, overview of cluster analysis, discriminant analysis, multi-dimensional scaling and conjoint analysis.
Unit 13	Reporting a quantitative study- Technique and precaution of interpretation, significance of report writing, layout and types of report.
Unit 14	Writing research proposal- Purpose, nature and evaluation-Content and format-Practical considerations-timelines, budgets, supervision management- Presentation and defense of proposals.

1. BUSINESS RESEARCH METHODS by NAVAL BAJPAI, PEARSON
2. MARKETING RESEARCH by NARESH K MALHOTRA, PEARSON
3. MARKETING RESEARCH: TEXT AND CASES by NARGUNDKAR, R., MCGRAW HILL EDUCATION

Course code	DBSL605	Course Title	LEGAL ASPECTS OF BUSINESS
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes:

CO1: apply the statutory provisions related to Contract Act and Sales of Goods Act in business organizations.

CO2: use legal rights and remedies by applying the provisions related to Consumer and Intellectual Property Rights.

CO3: analyze the legal issues related to Negotiable Instruments

CO4: interpret the legal implications of FEMA and Competition Act in designing various business policies and strategies.

CO5: develop the understanding of Company form of business organization from its incorporation to winding up

Unit No.	Content
Unit 1	Indian Contract Act, 1872: essentials of contract, kinds of contract, free consent, discharge of contract, breach of contract
Unit 2	Sale of Goods Act, 1930: contract of sale, conditions and warranties, rights of unpaid seller
Unit 3	Consumer Protection Act 2019: introduction and objectives, rights of consumers, redressal machinery
Unit 4	Intellectual Property Rights: patents, copyrights and trademarks, trade secret, geographical indications, traditional knowledge digital library, intellectual property infringement
Unit 5	Negotiable Instruments Act, 1881: characteristics and kinds of Negotiable Instruments, comparison between promissory note, bill of exchange and cheque
Unit 6	FEMA Act, 1999: introduction, definitions, regulation and management of Foreign Exchange
Unit 7	Competition Act, 2002: definitions, anti-competitive agreements, abuse of dominant position, Combinations
Unit 8	Companies Act, 2013 (preliminary): company and its characteristics, kinds of companies, limited liability partnership, formation of a company
Unit 9	Company Documents : Memorandum of Association, Articles of Association, Doctrine of constructive Notice, Doctrine of Indoor management
Unit 10	Prospectus: types of prospectus, legal consequences of mis-statement in prospectus
Unit 11	Raising of Capital: Share and share capital, Alteration of share capital, Borrowing powers and charges
Unit 12	Company Management: appointment and removal of directors
Unit 13	Company Meetings: essentials of a valid meeting and types of meeting
Unit 14	Company winding up: modes of winding up under IBC Act and compulsory winding up under Companies Act, 2013

READINGS:

1. ELEMENTS OF BUSINESS LAW by N.D KAPOOR, SULTAN CHAND & SONS (P) LTD.

References:

1. A TEXTBOOK OF COMPANY LAW by P P S GOGNA, S Chand Publishing

2. A HANDBOOK ON CORPORATE AND OTHER LAWS by CA CS MUNISH BHANDARI, Bestword Publications Pvt. Ltd.

3. LEGAL ASPECTS OF BUSINESS: CONCEPTS AND APPLICATIONS by PARUL GUPTA, VIKAS PUBLISHING HOUSE

Course code	DPEL537	Course Title	Communication for Leaders
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Course Outcomes:

Through this course students should be able to:

CO1::develop critical thinking skills employed in small groups and public speaking

WEIGHTAGES	
CA	ETE(Th.)
30	70

- CO2::compose business communication documents with structural precision and verbal accuracy
 CO3::formulate business queries and respond to any reason related to business situation
 CO4::use semantic and syntactic structure as per the advanced level of Common European Framework
 CO5::employ their reading speed and comprehension of business articles
 CO6::demonstrate consistent and appropriate language use in extended conversations and discussions

Unit No.	Content
Unit 1	Listening- understanding vocabulary and context: matching phrases and words with definitions, taking notes and completing them, understanding phrases and expressions in context
Unit 2	Listening for Details: filling missing details, interpreting listening tracks, identifying key and supporting ideas, taking detailed notes on information
Unit 3	Tenses, Clauses and transitional words or phrases: usage of defining and non-defining relative clauses, pronoun problems, usage of as or like, future time clauses, usage of tenses, infinitives, reference devices, position of adverbs, transitional markers,
Unit 4	Sentences: cleft sentences, synthesis of sentences, complex sentences, conditional sentences, alternatives to if
Unit 5	Vocabulary: one word substitution for a definition, abbreviations, antonyms, synonyms, connotative and denotative meanings, contextual use of words and phrases, substitution, collocation, concession words and phrases
Unit 6	Idioms and Proverbs: phrasal verbs, meaning and usage of idioms and proverbs, formal and informal usage of language
Unit 7	Reading Skills: types of texts – narrative, descriptive, extrapolative, essential skills for reading comprehension – decoding, fluency, vocabulary, reasoning and background knowledge, reading techniques
Unit 8	Comprehension Skills: identifying errors and superfluous words, identifying correlation of sentences and paragraphs, finding supporting ideas, identifying purpose, different strategies of comprehension, reading texts of different genres and of varying length, reading and interpreting non-linguistic texts, reading and understanding incomplete texts
Unit 9	Group Discussion: brainstorming ideas, taking stance, working in groups and enacting roles, showing agreement and disagreements, discussing possible scenarios, discussing various business possibilities, argument building for persuasion
Unit 10	Presentation Skills: do's and don'ts of presentation skills, presenting information and business proposals, making a short talk
Unit 11	Role Play and debate: useful vocabulary and phrases, assuming and reacting in different business scenarios, interviewing a partner, debate, group-forecasting, negotiation skills, debating pros and cons of a business decision
Unit 12	Writing Techniques and Strategies: types of writing, cohesion and coherence, expansion of ideas, thesis sentence, expansion of given sentence,

	reorganizing jumbled sentences into a coherent paragraphing, writing style and techniques
Unit 13	Writing: summarizing, explanation of points, paragraph writing, précis writing, essay writing
Unit 14	Business Correspondence: formats of business correspondence, writing and replying to memo, notice, note, letter, report, and proposal

Readings:

1. BUSINESS BENCHMARK- ADVANCED by GUY BROOK- HART, CAMBRIDGE PUBLICATIONS
2. ADVANCED ENGLISH GRAMMAR by MARTIN HEWINGS, CAMBRIDGE UNIVERSITY PRESS
3. THE MCGRAW-HILL HANDBOOK OF ENGLISH GRAMMAR AND USAGE by MARK LESTER, LARRY BEASON, MC GRAW HILL

Course code	DMGN801	Course Title	BUSINESS ANALYTICS
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes:

C01 :: apply quantitative modelling and data analysis techniques to problems of real world.

C02 :: employ best practices in data visualization to develop charts, maps, tables, and other visual representations techniques to communicate findings to diverse audiences.

C03 :: identify and describe complex business problems in terms of analytical models

C04 :: apply appropriate analytical methods to find solutions to business problems that achieve stated objective

Unit No.	Content
Unit 1	Business analytics and summarizing business data - overview of business analytics: scope, application, Rstudio environment for business analytics, basics of R: packages, vectors, datatypes and data structures
Unit 2	Summarizing business data -one variable and two variables statistics, concept of pipes operator, functions to summarize variables: select, filter, mutate, arrange, summarize and group by
Unit 3	Business data visualization - basic graphs: bar-graph, line-chart, histogram, box and scatterplot, advanced data visualization: graphics for correlation, deviation, ranking, distribution and composition
Unit 4	Business forecasting using time series - time series modelling, exploration of time series data using R, ARIMA, GARCH, VAR methodologies for time series analysis
Unit 5	Business prediction using generalised linear models - logistic regression and statistical inference with application, survival analysis and its application
Unit 6	Machine learning for business - supervised models: K-NN and decision trees, unsupervised models: K-means and hierarchical clustering, classification and prediction accuracy
Unit 7	Text analytics for business - creating and refining text data, inferences through graphs, topic modelling and TDM analysis, sentiment analysis
Unit 8	Business intelligence - introduction to business intelligence, role of data and data base management, role of data mining in business strategy
Unit 9	Data visualization - role of visualization in business intelligence, introduction to charts, graphs and maps
Unit 10	Data environment and preparation - managing metadata, extracts and live data, cross database joints and union
Unit 11	Data blending - data prep with text and excel files, understating data types, extracting data from various file formats
Unit 12	Design fundamentals and visual analytics - filters, sorting, groups and sets, interactive filters, forecasting, use of tooltip, reference line, parameter, drill down and hierarchies
Unit 13	Decision analytics and calculations - types of calculations, logic calculations (including if comment, nested if command etc), data calculations, string calculations
Unit 14	Mapping -role of maps in business intelligence and visualization, editing unrecognized locations

READINGS:

1. R FOR EVERYONE: ADVANCED ANALYTICS AND GRAPHICS by JARED P. LANDER, PEARSON
2. VISUAL DATA STORYTELLING WITH TABLEAU by LINDY RYAN, PEARSON
3. TEXT MINING WITH R: A TIDY APPROACH by JULIA SILGE AND DAVID ROBINS, SHROFF PUBLISHERS & DISTRIBUTORS PVT. LTD
4. MASTERING TABLEAU by DAVID BALDWIN AND MARLEEN MEIER, PACKT PUBLISHING

Course code	DMKT509	Course Title	CONSUMER BEHAVIOR
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes:

- CO1: Understand the implications of consumer behavior concepts & theories for businesses and wider society.
- CO2: Discern how individuals and groups influence consumer behavior, and how marketers utilize this knowledge to help achieve organizational objectives.
- CO3: Analyze the dynamic interplay of internal and external factors influencing consumer behavior and accordingly develop a marketing strategy.
- CO4: Articulate practical and comprehensive managerial understanding of consumer behavior.
- CO5: Develop the understanding of marketing regulation, consumer protection act and contemporary issues in consumer behaviour.

Unit No.	Content
Unit 1	Consumer Behavior and Marketing strategy: consumer behaviour, market strategy and applications of consumer behavior.
Unit 2	Market Analysis and Consumer Decisions: market analysis components, consumer decisions and consumer behavior models.
Unit 3	Market segmentation: market & Its types, market segmentation, consumer Research Process, conducting research study.
Unit 4	Culture and Group influence: cultural and group influence on consumer behavior, concept of culture, cross cultural marketing strategy, the household life cycle and marketing strategy.
Unit 5	Groups, Reference Group and Diffusion of Innovation: groups, types of groups, reference group influence on consumption process & marketing strategies and diffusion of innovation.
Unit 6	Perception: perception, exposure, attention and interpretation, perception and marketing strategy.
Unit 7	Learning: memory's role in learning, learning theories, brand image and product positioning, brand equity and brand leverage motivation.
Unit 8	Personality: personality theories, traits, personality and emotion.
Unit 9	Motivation and Emotion: motivation theory and marketing strategy use of personality in marketing practice, emotions and marketing strategy.
Unit 10	Attitude: attitude, influencing attitude, attitude components and change strategies, market segmentation and product development strategies based on attitudes.
Unit 11	Self-Concept and Consumer Decisions: nature of lifestyle, the VALS system consumer decision process and types of consumer decisions.
Unit 12	Consumer Decision Making Process: process of problem recognition and uncontrollable determinants of problem recognition, marketing strategy and problem recognition, information, alternative evaluation and selection.
Unit 13	Sources of Information: types and sources of information, consumer decision making and evaluation criteria.
Unit 14	Decision Rules and Attributes of consumers: decision rules for attitude based choices, attributes affecting retail outlet selection.
Unit 15	Consumer Outlet Choices: Consumer characteristics and outlet choice, in-store and online influence on brand choice and evaluation criteria.
Unit 16	Post purchase Processes and Dissonance: post purchase processes, post purchase dissonance, product use and non-use, disposition.
Unit 17	Purchase Evaluation and Customer Satisfaction: purchase evaluation, customer satisfaction, dissatisfaction responses, repeat purchase and customer commitment.
Unit 18	Consumer Behavior and Marketing Regulation: regulation and marketing to children, regulation and marketing to adults.
Unit 19	Consumer Protection Act: The Consumer Protection (Mediation) Rules, 2020, Consumer Protection (E-Commerce) Rules, 2020, Consumer Protection (E-Commerce) (Amendment) Rules, 2021.
Unit 20	Contemporary issues: contemporary issues in consumer behavior, socially conscious shopping, content marketing, B2B marketing, omnipresent

	communication, value-based spending.
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READINGS:

1. CONSUMER BEHAVIOR- BUILDING MARKETING STRATEGY by DEL I HAWKINS, DAVID L MOTHERSBAUGH, & AMIT MOOKERJEE, MCGRAW HILL EDUCATION
2. CONSUMER BEHAVIOR by KUMAR, S. R. , SCHIFFMAN, L.G. , WISENBLIT J., PEARSON
3. CONSUMER BEHAVIOR by RAJNEESH KRISHNA, OXFORD UNIVERSITY PRESS.
4. SCHIFFMAN, L. G., &KANUK, L. L. CONSUMER BEHAVIOR. NEW DELHI, PRENTICE HALL.

Course code	DMKT505	Course Title	DIGITAL AND SOCIAL MEDIA MARKETING
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes:

CO1: define social media marketing goal setting necessary to achieve successful online campaigns.

CO2: describe the stages of the social media marketing strategy development process.

CO3: develop effective social media marketing strategies for various types of industries.

CO4: devise an integrated social media marketing strategy using a variety of services, tools and platforms to accomplish marketing objectives.

CO5: analyze the progress in achieving social media goals with a variety of powerful measurement tools, services, and metrics.

Unit No.	Content
Unit 1	Evolution of digital marketing- the digital consumer & communities online and digital marketing landscape.
Unit 2	Search Engine Marketing- Pay Per Click (PPC) and online advertising, search engine optimization and search engine marketing.
Unit 3	Social media and consumer engagement: Social feedback cycle, social web and engagement, operations and marketing connection.
Unit 4	Customer engagement -affiliate marketing & strategic partnerships-Email marketing-Content strategies.
Unit 5	New role of the customer : social interactions, customer relationships, outreach and influencer relations
Unit 6	Social listening-importance of social analytics, know your influencers, web analytics, and business analytics.
Unit 7	Mobile Marketing-integrating digital and social and media strategies.
Unit 8	Social technology and business decisions: creation of social business, understanding the conversations, social CRM and decision support.
Unit 9	Social CRM: social CRM and business design and build a social CRM program.
Unit 10	Engagement on the social web: engagement as a customer activity, engagement as a business activity and extend engagement.
Unit 11	Social objects: meaning of social object, build on existing social objects, create new social objects and use of social objects in business.
Unit 12	Social graph: role of social graph, social graphs spread information, use of social graphs in the business and measure the social graphs
Unit 13	Social applications: importance of social applications, social applications engagement and planning a social application.
Unit 14	Social business ecosystem: social profiles, social applications, using brand outposts and communities, social ecosystem.
Unit 15	Social media marketing on Twitter: attracting audience, following and creating twitter lists, handing twitter chat, integrating twitter
Unit 16	Social media marketing on Facebook: preparing Facebook page, attracting audience, integrating commerce, creating ads, going mobile with places and check-in deals
Unit 17	Social media marketing on LinkedIn: profile management, contacts and groups, posting, messaging, and making connection requests, asking and answering questions to attract new customers
Unit 18	Social media marketing on YouTube: channel management, managing channel SEO, using YouTube features to create engagement, creating playlists
Unit 19	Social media marketing with geolocation and location platforms: tools for geo locations tagging, creating and managing venues
Unit 20	Analysis and calculation: calculating ROI, exploring built-in analytics, popular analytics tools

READINGS:

1. SOCIAL MEDIA MARKETING by DAVE EVANS AND JAKE MCKEE, WILEY

2. SOCIAL MEDIA MARKETING: A STRATEGIC APPROACH by MELISSA S. BARKER, DONALD

I.BARKER, NICHOLAS F. BORMANN, DEBRA ZAHAY, MARY LOU ROBERTS, CENGAGE LEARNING

3. ADVANCED SOCIAL MEDIA MARKETING: HOW TO LEAD, LAUNCH, AND MANAGE A SUCCESSFUL SOCIAL MEDIA PROGRAM by TOM FUNK, APRESS

Course code	DMKT517	Course Title	CUSTOMER RELATIONSHIP MANAGEMENT
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes:

CO1: develop an insight and new learning in the area of customer relationship management.
CO2: identify and respond to customers' needs, expectations and issues to build productive and rewarding relationships with customers.

CO3: discuss the conceptual foundations of relationship marketing and its implications for further knowledge development in the field of business.

CO4: develop a conceptual understanding and the knowledge pertaining to practical application for building and managing partnering relationships with customers and suppliers.

CO5: analyse how CRM is being used in consumer and business markets-implementation, management, benefits, problems and solutions.

Unit No.	Content
Unit 1	Introduction to CRM: definition, CRM as a business strategy, elements of CRM
Unit 2	CRM systems-processes, and systems, entrance, applications and success of CRM.
Unit 3	Conceptual foundations-evolution and benefits of CRM; building customer relationship and zero customer defection
Unit 4	Strategy and organization of CRM- customer-supplier relationships, CRM as an integral business strategy and the relationship-oriented organization.
Unit 5	CRM marketing aspects: customer knowledge, communication and multichannel, the individualized customer proposition and the relationship policy.
Unit 6	Analytical CRM: relationship data management, data analyses and data mining, segmentation and selections, retention and cross-sell analyses
Unit 7	Operational CRM: call center management, use of internet, website and applications of direct mail.
Unit 8	CRM systems and their implementation: CRM systems, implementation of CRM systems, and the future aspects.
Unit 9	E CRM: application of e-CRM technologies-emails, websites, chat rooms, forums and other channels.
Unit 10	CRM process: introduction and objectives of a CRM process, an insight into CRM and E CRTA and online CRM.
Unit 11	Developing CRM strategy- role of CRM in business strategy and understanding service quality with regard to CRM
Unit 12	CRM links in e-business-E-Commerce and customer relationships on the internet.
Unit 13	Economics of customer relationship management-market share Vs customer share orientation, customer life time value and customer profitability.
Unit 14	CRM implementation- choosing the right CRM solution and framework for implementing CRM.
Unit 15	CRM application in B2C Market- importance of CRM in B2C market, benefits of B2C CRM and B2C application in banking and hospitality sectors.
Unit 16	CRM application in B2B Market- importance of CRM in B2B, B2B applications in e-commerce and fmcg sectors.
Unit 17	Managing the Personal Selling function- organising personal selling efforts, models for B2B sales force management
Unit 18	Choosing CRM tools- CRM technology software, features and requirements-driven technology selection.
Unit 19	Implementation of CRM systems-projects to implement CRM systems, successful implementation
Unit 20	Future of CRM- factors influencing future of CRM, opportunities and challenges in future CRM

READINGS:

1. CUSTOMER RELATIONSHIP MANAGMENT by ED PEELEN, Pearson Education India
2. THE CRM HANDBOOK- A BUSINESS GUIDE TO CUSTOMER RELATIONSHIP MANAGEMENTby JILL DYCHE, Pearson Education India.
3. CUSTOMER RELATIONSHIP MANAGEMENT-GETTING IT RIGHT byJUDITH W. KINCAID. Pearson Education India.

Course code	DFIN548	Course Title	INTERNATIONAL FINANCIAL MANAGEMENT
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes

CO1:: understand the critical financial issues of international firms and international investors in present scenario.

CO2::Analyze the framework of exchange rates and foreign exchange exposures and forces affecting exchange rates.

CO3::Evaluate the international capital structure and international capital budgeting mechanism of multinational corporations.

CO4::Analyze the different modes of raising finance in international market and significance of international finance in MNCs.

Unit No.	Content
Unit 1	Introduction to International Financial management: Domestic vs. international finance, International financial market integration, currency crisis, and global recession and risk spill over
Unit 2	Balance of Payments - Structure - Contents of Current, Capital, and Reserve Accounts –Linkages and Impact on Exchange Rates, Capital Markets, & Economy - Understanding BOP structure of a country for Investment and Raising Finance
Unit 3	Foreign Exchange Markets and Exchange Rate Mathematics: Nature, Functions, Transactions, Participants, Forex Markets in India, Forex dealing, Foreign exchange regimes, Foreign exchange rate determination, factors affecting foreign exchange
Unit 4	Forecasting Foreign Exchange Rate: Exchange Rate Forecasting – Purchasing Power Parity, Covered and Uncovered Interest Rate Parity – International Fisher's Effect - Forward Rate Parity – Influence of these parity relationships on Exchange Rates
Unit 5	Foreign Exchange Spot and Derivative Market: Spot and Forward Contracts- Cash and Spot Forex Trading, Forward Contracts- Long and Short Forward contract, Foreign Exchange Futures Contract- Contract specification trading at National Stock Exchange of India
Unit 6	Management of Foreign Exchange Risk: Foreign Exchange Exposure: Risk, Measurement and Management: Global Firms Foreign exchange exposure - Transaction, economic and translation exposures, potential currency exposure impact on global firms and investor performance
Unit 7	International Capital Markets - Sources of International Finance - Debt and Equity Markets –International Equity Diversification, Short-term Vs Long-term Finance – Export Import Finance
Unit 8	Capital Structure of the Multinational Firm: International Capital Structure – Parent Vs Subsidiary Norms, Global Capital Structure – Factors affecting the choice of markets and structure. International Cost of Capital – Calculation – Cost of Foreign Debt, Cost of Foreign Equity, Use of International CAPM
Unit 9	Capital Budgeting of the Multinational Firm: International Capital Budgeting – Key Issues – Unique Cash flows – Adjusted Present Value Approach. Foreign Direct Investment – Motives – Determinants – International Portfolio Diversification
Unit 10	Working Capital Management of the Multinational Firm: International Working Capital Management – International Cash Management – Decentralized Vs Centralized Cash Management – Bilateral Vs Multilateral Netting – Central Cash Pool
Unit 11	Option Contracts American and European Currency Options, call and Put option, Option and risk management strategies. Introduction to currency swap, Foreign exchange risk management strategies through Forward contracts, future contracts, money market hedges, and

	optionscontracts.
Unit 12	Managing Foreign Operations: ADRs; benefits and costs of ADR holdings for investors; benefits and costs of ADR issuance for corporations, External Commercial Borrowing and International refinancing, issues and challenges before multinational subsidiaries
Unit 13	Multinational Cash management: Centralized perspective of Cash Flow Analysis, Techniques to Optimize Cash Flow- Leading and Lagging, Netting, Matching.
Unit 14	Country Risk Analysis- Nature of Country Risk Assessment, Techniques to assess Country Risk, Raters of Country Risk, Multinational Capital Budgeting: Problems and issues in Foreign Investment Analysis, Techniques of Multinational Capital Budgeting- NPV, IRR, APV
Unit 15	International Banking: Reasons for International Banking, Types of International Banking Offices, Challenges in international banking, Global trends and developments in international banking
Unit 16	International Money Market: Meaning and features of International money market, Instruments in money market, Euro currency market, Euro credits and Forward rate agreements
Unit 17	Market Efficiency and Behavioral Finance: Market efficiency, Random Walk Theory, Weak-form market efficiency, Semi-strong market efficiency, Strong market efficiency, Tests of various forms of efficiency
Unit 18	Investment Risk and Project Analysis: Advantages and disadvantages of different measures of investment risk. Variance, Semi-variance, Value-at-Risk and Tail Value-at-Risk, Calculating investment risk and analyzing project
Unit 19	Option Greeks and Risk Management: Risk management, Analyzing Option Greeks including Delta, Gamma, Theta and Vega
Unit 20	Contemporary issues : Lessons from recent crisis in derivatives market, Crude oil relationship with foreign exchange, Impact of federal policy decision on forex valuations, Financial Technology, New challenges in Global Financial Management

READINGS:

1. Shapiro, A.C. (2013). Multinational Financial Management. (10th ed.). John, Inc.
2. Buckley, A. (2009). Multinational Finance. (5th ed.). Pearson Education.
3. Levi, M.D. (2018). International Finance. (6th ed.). Routledge Publications
4. adura, J. (2018). International Financial Management. (13th ed.). Cengage Learning India Pvt L

Course code	DFIN508	Course Title	INTERNATIONAL BANKING AND FOREX MANAGEMENT
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes:

CO1: understand the dimensions of international banking

CO2 : establish legal and regulatory issues in international banking institutions

CO3 : demonstrate foreign exchange market operations

CO4: discover the functions of different bodies in Foreign exchange management

CO5: analyze various management issues in international finance

Unit No.	Content
Unit 1	International banking: global trends and developments in international banking, international financial centers, offshore banking units, profitability of international banking operations
Unit 2	Offshore banking & offshore currency trading; Factors contributing to the growth of international banking & Eurocurrency trading, regulatory asymmetry
Unit 3	International finance: fundamental principles of lending to MNCs, documentation and monitoring
Unit 4	International credit appraisal: International credit policy agencies and global capital markets, raising resources, project and infrastructure finance, financing of mergers and acquisitions
Unit 5	Legal and regulatory aspects: country risk and bank risk management, international debt management
Unit 6	International regulatory bodies: Role of IMF and World Bank in international debt crisis management, anti-money laundering laws
Unit 7	Foreign exchange business: Foreign exchange management act (FEMA), foreign exchange management philosophy, different types of exchange rates
Unit 8	International Financial Markets: Foreign exchange markets, international money markets, international credit markets, international bond markets & international stock markets; Regulatory asymmetry & its implications; Recycling of petrodollars
Unit 9	Role of RBI towards FOREX: RBI and FEDAI role in regulating foreign exchange, rules regarding rate structure, Indian norms
Unit 10	International trade: regulations covering international trade, various aspects of international trade, government policies
Unit 11	International Trade organization: DGFT and their schemes, customs procedures, banks' role in implementing these policies and schemes, WTO-its impact
Unit 12	Foreign Exchange Risk Management - Risk of forex fluctuations, impacts of global milieu, Types of fore risks, strategies for managing the risk, comprising policies, procedures and controls
Unit 13	Challenges of international Banking: Bank failure & safety nets, the problem of moral hazard & systemically important financial institutions; Problems in regulating international banking, regulatory arbitrage; BIS & Basel Committee-issues & challenges.
Unit 14	Contemporary issues: lessons from recent crisis in international banking crude oil relationship with foreign exchange, countries holding foreign exchange reserves, impact of federal policy decision on forex valuations, India economic crises of early nineties
Unit 15	International Capital Markets : Meaning and definition, Types of international capital markets, financial market flow beyond national boundaries,

Unit 16	Capital Market Operations : debt and non-debt flows, volatile and stable flows, interest rate differentials, demand and supply of funds in foreign market.
Unit 17	Derivatives : treasury operations of banks and corporates, derivatives as hedging instruments, RBI rules and guidelines regarding derivatives,
Unit 18	Measuring Derivatives : mathematics of derivative valuation and pricing, risk assessment of derivatives
Unit 19	Market Crisis : lessons from recent crisis in derivatives market, crude oil relationship with foreign exchange, India economic crises of early nineties,
Unit 20	Contemporary Issues : countries holding foreign exchange reserves, impact of federal policy decision on forex valuations, crypto currency and its challenges

READINGS:

1. INTERNATIONAL BANKING BY P. SUBRAMANIAN, MACMILLAN
2. INTERNATIONAL BANKING OPERATIONS by B. Y. OLKAR, A. K. TRIVEDI, A. K. PATWARDHAN, A. R. PAWSE, MACMILLAN

Course code	DFIN576	Course Title	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes:

CO1: assess the characteristics of different Investment alternatives and how to trade in the stock market.

CO2: apply different valuation models to find the intrinsic value of the shares.

CO3: use the fundamental and technical analysis to predict the stock price movement.

CO4: construct, revise and evaluate portfolios of different securities.

Unit No.	Content
Unit 1	Introduction: investment, speculation, gambling, investment objectives, investment process investment alternatives, investment alternatives evaluation, and common error in investment process
Unit 2	Financial markets: meaning and functions of financial markets, money market, capital market, forex market, derivative market
Unit 3	Equity markets: securities market structure, new issue market, methods of floating new issue, secondary market, major Indian stock exchanges, stock exchange players trading clearing and settlement procedure
Unit 4	Fixed Income and other Investment alternatives: bond features, stocks versus bonds, type of bonds, pricing, yields, risks in fixed income securities, real estate, gold, commodities, other alternative investments
Unit 5	Depository System: meaning, features, depositories in India, depository process and participants, advantages and disadvantages
Unit 6	Indices and Listing: meaning, need, types of indices calculation of indices, meaning, conditions, advantage and advantage of listing, procedure of listing
Unit 7	Risk and Return: concept of return, measurement of return, concept of risk, types of risk, measurement of risk
Unit 8	Equity valuation: balance sheet valuation, dividend discount model, free cash flow model, earning multiplier approach
Unit 9	Capital market efficiency: market efficiency, weak-form market efficiency, semi-strong market efficiency, strong market efficiency, tests of various forms of efficiency
Unit 10	Fundamental Analysis: industry analysis, economic analysis, company analysis, introduction to fundamental analysis, financial health
Unit 11	Technical Analysis: technical indicators, Dow Theory, fundamental v/s technical analysis, Elliot wave theory, chart patterns
Unit 12	Portfolio Construction and Management: portfolio risk, portfolio return, diversification, Markowitz model
Unit 13	Portfolio Risk and Return Management: portfolio risk and return with different correlations, efficient frontier, optimal portfolio
Unit 14	Asset Pricing: assumptions and limitations of capital asset pricing model, capital asset pricing model, arbitrage pricing theory
Unit 15	Derivative and Regulatory Aspect: meaning and reasons of derivative trading, types of derivatives, forward, futures and options, regulation of derivative market
Unit 16	Evaluation of Portfolio Performance: Sharpe's performance index, Treynor's performance index, Jensen performance index
Unit 17	Portfolio Revision: active and passive management, rupee cost averaging, constant rupee plan, constant ratio plan, variable ratio plan
Unit 18	International Portfolio Investments: Investment avenues for foreign portfolio investors, risks and returns associated with such investment.
Unit 19	Regulatory Framework in Investment: purpose, objectives and functions of securities exchange board if India, association of mutual

	fund of India, pension fund regulatory authority of India, reserve bank of India
Unit 20	Contemporary Issues in Investment: fintech scope and challenges, algo trading issues and development, robo advisors, high frequency trade

READINGS:

1. SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT by K SASIDHARAN & ALEX K MATHEWS, MCGRAW HILL EDUCATION
2. SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT by PUNITHAVATHY PANDIAN, VIKAS PUBLISHING HOUSE

Course code	DHRM511	Course Title	TRAINING AND DEVELOPMENT
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes:

CO1: describe the key concepts associated with learning and development

- CO2: enumerate the training process and the various methods of training for various categories of employees
CO3: identify training needs of various categories of employees in a variety of organizational contexts
CO4: examine the impact of training on various organizational and HR aspects
CO5: develop the training process of various categories of employees in a variety of organizational contexts
CO6: transfer the training program from variety of organizational contexts

Unit No.	Content
Unit 1	Introduction: Concepts and Rationale of Training and Development; overview of training and development systems; organizing training department
Unit 2	Human Resource Development: Training as integral part of human resource development; Role of training in developing workforce at different organizational levels.
Unit 3	HRD interventions: Mentoring for employee development: Role of mentoring in development.
Unit 4	Training and development policies; linking training and development to company's strategy; Requisites of Effective Training; Role of External agencies in Training and Development.
Unit 5	Training Needs Assessment (TNA): Meaning and purpose of TNA, TNA at different levels, Approaches for TNA, output of TNA, methods used in TNA.
Unit 6	Training and Development Methodologies: Overview of Training Methodologies- Logic and Process of Learning; Principles of Learning; Individual differences in learning, learning process, learning curve, learning management system
Unit 7	Criteria for Training Method Selection: Skills of an Effective Trainer; Use of Audio-Visual Aids in training; Computer Aided Instructions- Distance Learning, Open Learning, E- Learning; Technologies Convergence and Multimedia Environment.
Unit 8	Special Techniques for Training and Decision Making: Development Techniques for enhancing decision-making and interpersonal skills, Case-study, in-basket exercise, special projects, multiple management Programme Learning, Action learning, Syndicate Work, Games, Action Maze, Role Play; Demonstration and Practice Monitoring; Coaching; Self Diagnostic Skills, Experience Learning, Discovery Learning, Brain Storming, Counselling, Position Rotation, Team Building, and Sensitivity Training.
Unit 9	Designing Training and Development Programs: Organisation of Training and Development programs, Training design.
Unit 10	Training and development programs: competence based and role based training; orientation and socialization; diversity training,
Unit 11	Preparation of trainers: developing training materials; E-learning environment; Flexible learning modules; Self-development; Training process outsourcing.
Unit 12	Trainer as employee coach: Employee coaching and performance management: Coaching to improve poor performance, coaching analysis
Unit 13	Evaluation of Training and Development: Reasons for evaluating Training and development programs, Problems in evaluation; Evaluation planning and data collection, different evaluation frameworks,
Unit 14	Problems of Measurement and Evaluation: Costing of training, measuring costs and benefits of training program, obtaining feedback of trainees; Kirkpatrick Model of Training Effectiveness; Training issues resulting from the external environment and internal needs of the company.
Unit 15	Employee coaching and performance management: Coaching to

	improve poor performance, coaching analysis. Employee counseling for development: Overview of counseling programmes, employee assistance programme, stress management, employee wellness and health promotion.
Unit 16	Training and intellectual capital : Intellectual capital (IC), its measurement and management: Components of IC, measurement models of IC, IC index and challenges for HR.
Unit 17	Training Trends Worldwide: Different training techniques at global level; Role of environment influence in training cross cultural workforce
Unit 18	Moving from Training to Performance: Transition phase involved in training and challenges
Unit 19	Emerging Trends in Training and Development: Gamification, team training and six sigma training; Electronic Enabled Training Systems (EETS)-Concept and types, benefits and challenges in using EETS; concerns in implementation of EETS – availability, incorporation, extension, and learning renewals for EETS; use of EETS and its up scalability; follow up activities; Training and development initiatives of some selected companies from private and public sectors and MNCs.
Unit 20	Social responsibility and future of training and development: legal issues and managing a diverse workforce at home and abroad, cross-cultural preparation, career challenges facing a multigenerational workforce, career paths, dual career paths and career recycling, meeting the needs of older workers, training for sustainability, implications of future trends for trainers’ skills and competencies

READINGS:

1. Prior, John, Handbook of Training and Development, Jaico Publishing House, Bombay.
2. Kenney, John; Donnelly, Eugene L. and Margaret A. Reid, Manpower Training and Development, London Institute of Personnel Management.
3. Noe, Raymond A., and Amitabh Deo Kodwani, Employee Training and Development, Tata McGraw Hill.

Course code	DHRM516	Course Title	INDUSTRIAL RELATION AND LABOUR LAWS
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes:

- C01::** associate intricacies of employee-employer relations in actual work situation
- C02::** appraise industrial relation dynamics and apply labour related laws in actual operation with resulting implications
- C03::** establish relation between industrial culture and government policies
- C04::** manage sound inter personal relations with individual employees at the back drop of trade union and nontrade union bargaining
- C05::** evaluate the recent legal amendments implications on employee-employer relations
- C06::** apply several techniques of negotiation and bargaining with various stakeholders in an organization

Unit No.	Content
Unit 1	Introduction to Industrial Relations: Evolution of Industrial Relations, models of Industrial Relations, approaches to Industrial Relations
Unit 2	Industrial Relations in India: Development of industrial Relations in India, The role of Employee, Employer and Government in Industrial Relations
Unit 3	Trade Unions: Theoretical Foundation and Legal Framework, structure and management of trade union, trade union as an Organization Structure
Unit 4	The Trade Union Movement: Development of Trade union movement in India, trade union cooperation and consultative machinery, measures to strengthen the trade union movement in India
Unit 5	Trade Union Rivalry and Recognition: Code of conduct and trade union rivalry, recognition of trade unions in India, recognition of majority union and problems involved, rights of recognized versus minority unions
Unit 6	Size and Finance of Indian Trade Unions: Factors responsible for the small size, Consequences of the small size of trade unions, Sources and challenges of finance, Ways of improving finance
Unit 7	Collective Bargaining: Importance of collective bargaining, types process and challenges, legal frame work
Unit 8	Grievances: Nature and causes of Grievances, grievance procedures, managing employee grievance, Grievance Settlement Authority
Unit 9	Discipline: Importance and types of discipline, managing discipline, types of indiscipline, domestic enquiry
Unit 10	Worker participation in Management: Importance, types, workers participation in India, role of government.
Unit 11	Industrial Disputes: Causes and effects, prevention of industrial disputes, settlement of industrial disputes, industrial disputes in India
Unit 12	The Industrial Disputes Act, 1947: Settlement of Industrial Disputes, Authorities under the Act, Powers and Duties of Authorities, Provisions relating to Strike, Retrenchment and Closure, Unfair Labor Practices
Unit 13	Industrial Employment (Standing Orders) Act, 1946: Standing orders, Certification, Authorities under the act, The Industrial Relations Code, 2020 No. 35 of 2020
Unit 14	Wage Legislation: Equal Remuneration Act, 1976, Wage board, The Code on Wages, 2019 No. 29 of 2019
Unit 15	Factories Act, 1948: registration of factories, Factory Inspector, health, welfare, safety

	provisions ,hazardous process
Unit 16	Trade Unions Act,1926: registration of trade unions, rights and responsibilities ,merger ,amalgamation and cancellation of registration
Unit 17	Mines Act,1952: health,welfare and safety provisions, role of safety officer,welfare officer ,inspector
Unit 18	ILO: Structure and functions,recommendation, conventions,India and ILO
Unit 19	International industrial relations: Key issues in international industrial relations, responses of Trade unions to multinational, regional integration, social dumping, responses of trade unions to Multinationals
Unit 20	Emerging Trends in Industrial Relations : Labour LawsImplications for MNC, Migration of Workforce and industrial Relations, The Code on Social Security,2020 No. 36 OF 2020, The Occupational Safety, Health and Working Conditions Code, 2020 No. 37 of2020

READINGS:

1. Mamoria, S., Mamoria, C.B. &Gankar. (2010). Dynamics of Industrial Relations. NewDelhi: Himalaya Publishing
2. VenkataRatnam, C.S.,&Dhal, M. (2017).Industrial Relations. Oxford University Press,India
3. Monappa, A. (2000). Industrial Relations. New Delhi: Tata McGraw

Course code	DHRM508	Course Title	HUMAN RESOURCE METRICS AND ANALYTICS
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course outcomes:

C01 :: understand importance of HR metrics and analytics in measuring HR's impact and drive business results

C02 :: evaluate workforce and talent data to identify trends and other actionable performance information

C03 :: analyze and use of the Analytics Process Model to analyze HR data

C04 :: apply best practices for using HR analytics to support making data-driven decisions

C05:: develop action plan to drive use of human resource measurement in organizations

Unit No.	Content
Unit 1	Measuring HR: understand reasons for measurements, strategy-focused organization, measuring HR data
Unit 2	Business Balanced Scorecard and KPIs: understand HR value chain, different scorecards, business balanced scorecard
Unit 3	HR Scorecard: HR scoreboard, HR value chain measurements, key elements of HR scoreboard
Unit 4	Overview of HR Metrics: concept, objectives, evolution of HR metrics, how and why HR metrics are used
Unit 5	Designing effective metrics that matters: HR metrics design principles, approaches for designing HR metrics, inside-out, outside-in approach, creating levels of metrics measures
Unit 6	Building HR functions metrics: workforce planning metrics, recruitment metrics, training and development metrics, compensation and benefits metrics, employee relations and retention metrics
Unit 7	Building business case of HR metrics: building a business case, describing why management needs business cases, understand that HR is driven with business needs
Unit 8	Aligning metrics to support organizational decision making: becoming trusted business partner, selecting right methodology, using root cause analysis
Unit 9	Benchmarking HR metrics: describing benchmarking, different benchmarking types, challenges
Unit 10	Impact metrics and dashboards: scorecards to dashboards, meaning of impact metrics, best practices for dashboard layout
Unit 11	Organizational capability to business impact: analytics maturity model, forces driving change, creating competitive advantage
Unit 12	Introduction to HR Analytics: introduction to human resource indicators, analytics, steps to implement HR analytics, framework and models in HR Analytics
Unit 13	Statistics for HRM: statistical analysis for HRM, graphs tables and spreadsheets
Unit 14	HR Analytics and Strategy: HR analytics linkage to business strategy and outcomes, HR metrics, HR research tools and techniques
Unit 15	HR Data and Decision Making HR data and data quality, process of data collection for HR analytics, HR reporting and data visualization: data exploration, correlation and reporting
Unit 16	HR Analytics and Predictive Modelling: predictive analysis-trend analysis, ratio analysis, data and information for HR

	predictive analysis, predictive analytics tools and techniques
Unit 17	Measuring HR Contribution: developing HR scorecard, developing HR analytics unit, analytics for decision making
Unit 18	Acquiring High-quality Talent: business levers of talent acquisition, emerging measures of talent acquisition, talent acquisition for predictable joining and performance, recruitment metrics
Unit 19	Talent Development and Competency Mapping: measuring return on investment on talent development initiatives, Metrics for measuring talent development, competency baselining; measuring and managing competencies
Unit 20	Talent Engagement and Retention: business levers of employee engagement, traditional measures of engagement, measuring attrition, predictive modelling for attrition analysis, optimizing compensation and benefits for effective performance

READINGS:

1. WINNING ON HR ANALYTICS LEVERAGING DATA FOR COMPETITIVE ADVANTAGE by RAMESH SOUNDARARAJAN AND KULDEEP SINGH, SAGE PUBLICATIONS
2. HR ANALYTICS UNDERSTANDING THEORIES AND APPLICATIONS by DIPAK KUMAR BHATTACHARYA, SAGE PUBLICATIONS
3. APPLYING ADVANCED ANALYTICS TO HR MANAGEMENT DECISION by JAMES C. SESIL, PEARSON

Course Code	DCAP780	Course Title	PROBABILITY AND STATISTICS
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WEIGHTAGE		
CA	ETE (Th.)	ETE (Pr.)
30	40	30

Course Outcomes:

- CO1:** experiment to carry out simple data investigations for categorical variables.
- CO2:** measure a random variable that describe randomness or an uncertainty in certain realistic situation. It can be of either discrete or continuous type.
- CO3:** employ the different types of data and choose an appropriate way to display them.
- CO4:** identify and compare techniques for collecting data from primary and secondary sources, and identify questions and issues involving different data types

Unit No.	Content
Unit-1	Introduction to probability: Elements of Set Theory, Sample Space and Probability Measure, Statistical Independence, Conditional Probability, Counting Sample Points, Mutually and pair wise independent events, multiplication theorem of probability for independent events, Baye's theorem.
Unit-2	Introduction to statistics and data analysis: Statistical Inference, Samples, Populations and Experimental Design
Unit-3	Measures of Location: The Sample Mean and Median, Measures of Variability, Discrete and Continuous Data, Statistical Modeling, Scientific Inspection, and Graphical Diagnostics, Graphical Methods and Data Description, General Types of Statistical Studies.
Unit-4	Mathematical expectations: Definition, expected value of random variable, expected value of function of a random variable, properties of expectations, Various measures of Central Tendency, Dispersion, skewness and Kurtosis for continuous probability distribution, continuous distribution function, Variance, Properties of variance, covariance.
Unit-5	Moments: Chebyshev Inequality, Moments of Two or More Random Variables, Moments of Sums of Random Variables, Moment Generating Function, Properties of moment generating function, cumulants, Raw and central moments.
Unit-6	Relation between moments: raw moments & central moments, Effect of change of origin and scale on moments, Pearsonian coefficients Measures of skewness, kurtosis.
Unit-7	Correlation, regression and Pearson's Correlation coefficient, Spearman's Rank correlation coefficient
Unit-8	Regression: Regression Concepts, Regression lines, Multiple correlation and regression,
Unit-9	Analysis of variance: Analysis of Variance- One-way classification and two-way classification.
Unit-10	Standard distribution: Binomial, Poisson, Negative Binomial Distribution, Normal Distribution and their properties.
Unit-11	Statistical quality control: Introduction, Process control, control charts for variables – X and R, X and S charts control,
Unit-12	Charts for attributes: p chart, np chart, c chart and their applications in process control
Unit-13	Index numbers: Learn about the need of index numbers, explain the different methods of constructing index numbers, and evaluate the tests for judging the soundness of an index number.
Unit-14	Time series: Explain about time series, describe components of time series, and define measurement of variations of time series.
Unit-15	Sampling theory: Sampling Theory, Random Samples and random Numbers, Sampling with and without replacement, sampling distributions, sampling distribution of means, sampling distribution of properties, sampling distribution of differences and sum, standard errors, software demonstration of elementary sampling Theory.
Unit-16	Hypothesis testing: Definition of hypothesis, interpret statistical procedure of hypothesis testing, use application of hypothesis testing in several business contexts.
Unit-17	Tests of significance: Based On t, F and Z Distributions: -Student's (t) distribution, definition, properties, critical value of t, Application of t-distribution, Test for single mean, t-test for difference of mean,
Unit-18	Fischer Z- transformation, F-statistic, critical value of F distribution, application.
Unit-19	Statistical tools and techniques: Bayesian Concepts, Bayesian Inferences, Bayes Estimates Using Decision Theory Framework,
Unit-20	Statistical Tools: Excel, R-Studio and SPSS.

READINGS:

1. FUNDAMENTALS OF MATHEMATICAL STATISTICS by S.C. GUPTA AND V. K. KAPOOR, SULTAN CHAND & SONS (P) LTD.

2. PROBABILITY & STATISTICS FOR ENGINEERS & SCIENTISTS by RONALD E. WALPOLE,
PEARSON

Course code	DCAP781	Course Title	Data Science Toolbox
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WEIGHTAGE		
CA	ETE(Th.)	ETE (Pr.)
30	40	30

Course Outcome:

- C01:** Understand the concept and need for data science.
- C02:** Discuss the various phases in the data analytics lifecycle.
- C03:** Analyze the fundamental areas of study in data science
- C04:** Understand the concept of data preprocessing.
- C05:** Understand the importance of data visualization.

C06: Learn the various data visualization software and libraries.

C07: Understand different types of machine learning techniques

C08: Use Python for developing machine learning algorithms

C09: Use various data science tools for developing algorithms

C010: Understand the fundamentals of big data.

Unit No.	Content
Unit 1	Introduction to Data Science: Why learn data science? – Life cycle of data analytics: Data discovery - Data preparation - Model planning - Model building - Communicate results – Operationalization. Types of data analysis: Descriptive analysis - Diagnostic analysis - Predictive analysis - Prescriptive analysis –types of data analytics.
Unit 2	Data pre-processing: Introduction to data preprocessing –Data preprocessing – Data wrangling - Data types and forms - Possible data error types.
Unit 3	Various data preprocessing operations: Data cleaning - Data integration - Data transformation- Data reduction - Data discretization.
Unit 4	Data Plotting and Visualization: Introduction to data visualization - Visual encoding - Data visualization software - Data visualization libraries - Basic data visualization tools - Advanced data visualization tools - Data visualization types.
Unit 5	Role of statistics in data science: Hypothesis testing – null hypothesis – alternative hypothesis – Statistical significance: Type 1 and type 2 errors –Data science - p-value –ANOVA –Chi-square test.
Unit 6	Machine learning: Introduction – types of machine learning techniques –learning problems and system – designing a learning system – concept of learning task.
Unit 7	Unsupervised learning: Introduction to Clustering algorithms – K Means – K mode –K median – Performance measures of clustering.
Unit 8	Supervised learning: Introduction to Classification algorithms – KNN (k-nearest neighbors) algorithm – Naïve Bayes algorithm – cross validation and metrics.
Unit 9	Regression models: Introduction to regression – types of regression – Machine linear regression – machine logistic regression – regularization – performance metrics.
Unit 10	Weka: Introduction to weka tool – Data import –Choose model (algorithm) – Hands on analysis of clustering and classification algorithms.
Unit 11	Excel data analysis: Introduction to excel data analysis – Data analysis tool pack – Descriptive statistics – Analysis of variance (ANOVA) – Regression – Histogram.
Unit 12	R tool: Introduction R – RStudio–Some important R data structures: Vectors – character strings – Matrices – Lists – Dataframe – R

	programming structure
Unit 13	Data science packages in R: Data import - ggplot2 for visualization - dplyr and dbplyr for Data Wrangling - mlr3 and caret - tidyverse.
Unit 14	NumPy and Pandas: Introduction to python – NumPy – understanding data types in python – Pandas for data analysis – data indexing and selection: Data selection in series - Data selection in DataFrame – Missing data in Pandas – Handling missing data
Unit 15	Machine learning packages in python: Data import - Visualization with Matplotlib –simple line and scatter plots – Seaborn – heatmap – IntriducingSci-kit learn package.
Unit 16	RapidMiner: Introduction – data importation and exporting tool – How to implement algorithms? – Hands on analysis of algorithms.
Unit 17	Tableau: Introduction – Data preparation – Adding data sources in Tableau – Creating data visualizations.
Unit 18	KNIME: Introduction – Overview of KNIME analytics platform – Node and workflow - Data preparation – Importing and exporting data – Hands on analysis of model.
Unit 19	Big data: Introduction to big data - Role of big data in data science – varies V's in big data - Characteristics of Big Data and Dimensions of Scalability - Foundations for Big Data Systems and Programming – Applications of Big data.
Unit 20	Power BI and Data Robot: Introduction - Data modeling – Import and export data – Hands on analysis of Power BI and Data Robot.

Readings:

1. Norman matloff, “**The Art of R Programming**”, No starch press, 2011.
2. Jason Bell, “Machine Learning: Hands-On for Developers and Technical Professionals”, Wiley Publication, 2015
3. Jake VanderPlas, “**Python Data Science Handbook**”, O’reilly, 2017.
4. Alexander Loth, Nate Vogel and Sophie Sparkes, “**Visual Analytics with Tableau**”, Wiley, 2019.
5. Gypsy nandi and Rupamkumarsharma, “Data science Fundamentals and Practical approach”, bpb publisher, 2020.

Course code	DCAP782	Course Title	ADVANCE DATA VISUALISATION
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WEIGHTAGE		
CA	ETE(Th.)	ETE (Pr.)
30	40	30

Course Outcomes:

- Discuss the terminology used in Tableau Prep.
- Identify how Tableau Prep approaches data sampling.
- Construct and understand data prep flows that address common scenarios encountered in data preparation, as applied to common data use cases.
- Review the quality of the data and perform exploratory analysis.
- Manage and Connect Data Source.

Unit No.	Content
Unit 1	Introduction to Data Visualization: Acquiring and Visualizing Data,

	Simultaneous acquisition and visualization, Applications of Data Visualization, Keys factors of Data Visualization. Reading Data from Standard text files (.txt, .csv, XML), Displaying JSON content.
Unit 2	Making charts interactive and animated: Data joins, updates and exits, interactive buttons, Updating charts, Adding transactions, using keys, wrapping the update phase in a function, Adding a Play button to the page, Making the Play button go, Allow the user to interrupt the play, sequence.
Unit 3	Managing Organizing and Enhancing: Visualization of groups, trees, graphs, clusters, networks, software, Metaphorical visualization
Unit 4	Creation of Hierarchies: Create hierarchies to drill down into data, creating groups for data, Creating and Using Sets Create data filters, create calculated fields, combine data sources using data blending, Creating & using Parameters, Bringing in More data with Joins
Unit 5	Chart Types and Their Usage in Tableau: Defining data and their different visualization ways, building various charts, visualizing data using Bar Chart, Lines Charts, Scatterplots, Heat maps, Histograms, Maps, Dual Axis, Charts, Pie Charts.
Unit 6	Visualization of Data with advanced technology Visualization data with advanced analytics Polygon Maps, Bump Charts, Control charts, Funnel charts, Pareto charts, Waterfall charts, Usage and filtration of data with charts, visualizing categorical data, visualizing time series data, visualizing multiple variables, Visualizing geospatial data, Map box integrations, Web Mapping Services, Background Images
Unit 7	Interactive Dashboards and Story Points in: Creating a dashboard, designing dashboard, Add motions, Adding interactivity with actions, Dashboard layout and formatting, Add extra detail to visualization using Marks Shelf, Add Size, Shape, Labels, Details, Tool tips in visualization, Sharing and collaborating dashboards.
Unit 8	Designing with Tableau Story Points and how to create them, designing effective slide presentations to showcase data story, Publish online business dashboards with Tableau, Exporting Pdfs, Sharing Dashboard Securely
Unit 9	Introduction to TABLEAU <ul style="list-style-type: none"> • Installation of TABLEAU • Tableau Interface • Data Types • Tableau features
Unit 10	Tableau Data Sources <ul style="list-style-type: none"> • Connecting data with tableau • Joining data sources • Combine data sources using data blending

	<ul style="list-style-type: none"> • Creating and Using Sets Create data filters • Creating & using Parameters • Bringing in More data with Joins
Unit 11	Managing, organizing and enhancing data in tableau: Splitting data, Pivoting & Transforming data, Blue & green pills Filters, Blue & green pills effect on dates, Cleaning data by Bulk Re-aliasing, Setting data defaults ,Create hierarchies to drill down into data, Creating groups for data, Create calculated fields
Unit 12	Making Comparisons: Bar Charts and Alternatives: Amplify Performance Case Study, Bar Charts for Rank Changes: AP Case Study, Bump Charts for Rank Changes over Multiple Periods: AP Case Study
Unit 13	Building Impactful Tables: Building Great Tables, Using Color in Tables: Office Essentials Case Study, Moving Beyond Measure Names and Values: Office Essentials Case Study
Unit 14	Interactive dashboards and story points in tableau: Creating a dashboard, designing dashboard, add motions, adding interactivity with actions, Dashboard layout and formatting, add extra detail to visualization using Marks Shelf, Add Size, Shape, Labels
Unit 16	Mathematical and visual analytics in tableau: Aggregate calculations, Date calculations, Logic calculations, Number calculations, String calculations, Type calculations, LOD Expressions, Add reference lines and trend lines
Unit 17	Advanced Mathematical Concepts: Using Forecasting to Predict Staffing Needs: CaB Call Center Case Study, Strategy: Create a Monthly Forecast, Relationships Between Two Numerical Values, Cluster Analysis
Unit 18	Advanced Data Modeling: Data Modeling, The Broader Tableau Ecosystem, Data Preparation: Where and When
Unit 19	Sharing your Work: Tableau data source, Tableau data extract, Tableau workbook, Tableau packaged workbook.
Unit 20	Publishing work: Sharing and collaborating dashboards, Story Points and how to create them, designing effective slide presentations to showcase data story, publish online business dashboards with Tableau, Exporting Pdfs, Sharing Dashboard Securely

Readings:

- DESIGNING DATA VISUALIZATIONS: REPRESENTING INFORMATIONAL RELATIONSHIPS by JULIE STEELE, NOAH ILIINSKY, KINDLE EDITION
- MASTERING PYTHON DATA VISUALIZATION PAPERBACK by KIRTHI RAMAN, PACKT PUBLISHING

Course code	DPEA515	Course Title	ANALYTICAL SKILLS-I
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes:

Through this course student should be able to:

- CO1 :: observe the basic concepts of reasoning and quantitative aptitude
- CO2 :: apply the learned concepts to solve the company specific reasoning and quantitative aptitude tests
- CO3 :: analyze the problem and use logic to interpret and handle different situations
- CO4 :: understand the concepts to solve the problems in given time
- CO5 :: reproduce the concepts and use it to solve the applications

CO6 :: evaluate the knowledge by cracking online tests

Unit No.	Content
Unit 1	Number system : classification of numbers, rules of divisibility, multiplication and squaring of numbers, HCF & LCM of numbers, cyclicity of unit digit, remainder theorem
Unit 2	Average : average of numbers, arithmetic mean, weighted average
Unit 3	Mathematical operations : BODMAS rule, calculation based problem, conversion of symbols into signs
Unit 4	Percentage : commodity price increase/decrease, comparison based questions, population based examples, successive percent changes, budget based problems
Unit 5	Profit and loss : cost price, selling price, profit and loss, calculation of profit/loss percent, false weight, discount, successive discount, marked price
Unit 6	Direction sense test : understanding of directions, different types of practice problems
Unit 7	Blood relation : cracking jumbled up descriptions, relation puzzle, coded relations
Unit 8	Number, ranking and time sequence : number test, ranking test, time sequence test
Unit 9	Ratio and proportion : ratio and its types, proportion and its types, direct and indirect variations, partnership
Unit 10	Alligation or mixture : concept and rules of alligation, problem based on mixing of liquids/items
Unit 11	Problem on ages and numbers : problems on ages, problem on numbers
Unit 12	Permutation and combination :factorial, difference between permutation & combinations, circular permutation, arrangement and selection based problems, distribution and division Probability : experiment, sample space, event, probability of occurrence of an event, bayes theorem, odds of an event , selection based problems, binomial distribution
Unit 13	Logical venn diagram and set theory :venn diagram based problems, concept of set theory Syllogism : all, some and none relations, related statements with venn diagram
Unit 14	Data interpretation : basics of data interpretation, average and percentage, tabulation, bar graphs, pie charts, line graphs

READINGS:

1. QUANTITATIVE APTITUDE FOR COMPETITIVE EXAMINATIONS by DR. R S AGGARWAL, S Chand Publishing
- 2.A MODERN APPROACH TO VERBAL & NON-VERBAL REASONING by DR. R S AGGARWAL, S Chand Publishing
- 3.MAGICAL BOOK ON QUICKER MATHS by M TYRA, BANKING SERVICE CHRONICLE
4. ANALYTICAL REASONING by M.K. PANDEY, BANKING SERVICE CHRONICLE

Course code	DPEA516	Course Title	ANALYTICAL SKILLS-II
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes:

- C01:** apply logical reasoning to understand, interpret and handle different situations.
- C02:** solve efficiently the company specific logical reasoning tests.
- C03:** apply logical reasoning to prioritize and manage time.
- C04:** decide to build the logic
- C05:** examine the problem and handle it
- C06:** apply the logics

Unit No.	Content
Unit 1	Time and Work : chain rule, computation of work done together, men, women, children based problems, wages based work problems, alternate day work
Unit 2	Pipes and Cisterns : inlet-outlet, part of tank filled, time based problems, alternate work
Unit 3	Time and Distance : concept of time speed and distance, conversion of Units, average speed concept, different types of problems
Unit 4	Problem on trains : relative speed concept, faster and slower train Boats and streams and races : downstream and upstream, linear and circular track
Unit 5	Sequence and series completion : series completion, analogy, classification, arithmetic and geometric progression
Unit 6	Alphabet test and logical sequence of words : alphabetical order of words, letter-word problems, rule detection, alphabetical quibble, word formation by unscrambling letters, word formation using Letters of a given word, alpha-numeric sequence puzzle, logical sequence of words
Unit 7	Coding-Decoding : letter coding, number/symbol coding, substitution, matrix coding, mixed letter coding, mixed number coding
Unit 8	Simple interest : basics of principal, rate and time, rate computation, time computation, amount computation
Unit 9	Compound interest : concept of simple and compound interest, questions based on relation between compound and simple interest
Unit 10	Calendar : calculating odd days, basic concept of calendar, finding the exact day
Unit 11	Clocks : concept of clock, angle computation, facts Insert the missing character : set of figures, set of arrangements, set of matrix
Unit 12	Data sufficiency : check sufficiency of data to answer the given questions, Coding inequalities : basic operations, rules of inequalities, coded relations
Unit 13	Puzzle test : seating/placing arrangements, comparison type questions, sequential order of things, family based problems
Unit 14	Non-Verbal Reasoning : series of figures, analogy of figures, classification of figures

READINGS:

1. QUANTITATIVE APTITUDE FOR COMPETITIVE EXAMINATIONS by DR. R S AGGARWAL, S Chand Publishing
2. A MODERN APPROACH TO VERBAL & NON-VERBAL REASONING by DR. R S AGGARWAL, S Chand Publishing
3. MAGICAL BOOK ON QUICKER MATHS by M TYRA, BANKING SERVICE CHRONICLE
4. ANALYTICAL REASONING by M.K. PANDEY, BANKING SERVICE CHRONICLE

Course code	DENG539	Course Title	ACADEMIC ENGLISH
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes:

CO1:: differentiate between a range of authentic academic texts

CO2:: observe actively to lectures, presentations and interviews tounderstand key information

CO3:: construct a variety of essays and other assignments

CO4:: appraise academic grammar

CO5:: apply academic English and vocabulary in professional life

Unit No.	Content
Unit 1	Academic writing : introduction, texts and academic texts, ways of writing, balanced versus weighted essays
Unit 2	Academic writing : brainstorming and outlining, gathering information

Unit 3	Writing paragraphs : introduction, types of paragraphs, enumeration
Unit 4	Writing paragraphs : exemplification, complex paragraphs, sequence
Unit 5	Writing paragraphs : comparison of items, cause effect in paragraph writing, visuals in paragraph writing
Unit 6	Basics of reports and research papers : introduction, types of reports, format of a report, assessment reports
Unit 7	Basics of reports and research papers : writing a report, understanding the text, data collection, writing a research paper
Unit 8	Basics of reports and research papers : overview of a research paper, selection of a research paper, plagiarism, citing sources, publication sources
Unit 9	Presenting your ideas : purpose of a presentation, components of a presentation, when to read or speak, preparation
Unit 10	Presenting your ideas : before the talk, on the podium, handling questions, strategic planning
Unit 11	Grammar for editing : basic sentences, verbs, nouns, editing a sentence
Unit 12	Grammar for editing : delayed subjects: it, there and what, the long and winding sentence, short sentences, parallelism
Unit 13	Working with words : misleading words, one word for many, complicated words, avoiding metaphors, redundant words
Unit 14	Working with words : linking words, expressing the degree of certainty, capitalization, sexist language

READINGS:

1. A COURSE IN ACADEMIC WRITING by RENU GUPTA, ORIENT BLACKSWAN PVT. LTD.
2. ENGLISH GRAMMAR by RAJEEVAN KARAL, OXFORD UNIVERSITY PRESS
3. OXFORD EAP: A COURSE IN ENGLISH FOR ACADEMIC PURPOSES by EDWARD DE CHAZAL AND SAM MCCARTER, OXFORD UNIVERSITY PRESS
4. MLA HANDBOOK by MODERN LANGUAGE ASSOCIATION OF AMERICA, MODERN LANGUAGE ASSOCIATION.

Course code	DENG514	Course Title	INTRODUCTION TO THE STUDY OF LANGUAGE
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes: Through this course student should be able to

CO1 :: identify vowels and consonants in phonetics

CO2 :: distinguish between different parts of speech organs, place of articulation and manner of articulation

CO3 :: describe syllable and stress patterns in relationship with aspects of connected speech in English language

Unit No.	Content
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Unit 1	Language and Phonetics : introduction to first and second language, introduction to phonetics
Unit 2	Language and Phonetics : meaning and importance of phonetics, difference between phonetics and phonology
Unit 3	The Production of Speech Sounds : introduction to the speech organs, articulators above the larynx
Unit 4	The Production of Speech Sounds : vowels and consonants, long vowels and short vowels
Unit 5	Vowels, Diphthongs, and Triphthongs : introduction to vowels, long vowels, short vowels
Unit 6	Vowels, Diphthongs, and Triphthongs : introduction, diphthongs, triphthongs
Unit 7	Voicing and Consonants : the larynx, respiration and voicing, plosives
Unit 8	Voicing and Consonants : place of articulation, manner of articulation, fortis and lenis
Unit 9	The Phoneme and Phonology : the functioning and patterning of sounds, the phoneme
Unit 10	The Phoneme and Phonology : the phonology, symbols and transcription, minimal pairs
Unit 11	The Syllable and Stress : strong and weak syllables, close front and close back vowels
Unit 12	The Syllable and Stress : syllabic consonants, nature of stress
Unit 13	The Syllable and Stress : levels of stress, placement of stress within the word
Unit 14	Aspects of Connected Speech : rhythm, assimilation, elision, linking

READINGS:

1. LINGUISTICS by CRYSTAL, DAVID, PENGUIN BOOKS INDIA
2. ENGLISH PRONOUNCING DICTIONARY by JONES, DANIEL, CAMBRIDGE UNIVERSITY PRESS
3. ENGLISH PHONETICS AND PHONOLOGY: A PRACTICAL COURSE by ROACH, PETER, CAMBRIDGE UNIVERSITY PRESS
4. MODERN LINGUISTICS: AN INTRODUCTION by VERMA, S.K & N. KRISHNASWAMY, OXFORD UNIVERSITY PRESS
5. MODERN LINGUISTICS: AN INTRODUCTION by VERMA, S.K & N. KRISHNASWAMY, OXFORD UNIVERSITY PRESS

Course code	DENG519	Course Title	POST-INDEPENDENCE INDIAN LITERATURE
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes: Through this course student should be able to
CO1:: understand the social cultural and political dimensions of Indian Writing in English.
CO2:: deduce the historical elements and theoretical orientation of Indian Writing in English.
CO3:: analyze the stylistic techniques of Indian Writing in English.
CO4:: trace the essential features of Indian Writing in English.

Unit No.	Content
Unit 1	Literary Terms : feminism, patriarchy, sexism

Unit 2	Literary Terms : misogynoir, misandry, LGBTQ
Unit 3	Literary Terms : gender issues, male gaze, womanism
Unit 4	Rupa Bajwa - The Sari Shop : plot and narrative technique
Unit 5	Rupa Bajwa - The Sari Shop : social and political background, character analysis and thematic analysis
Unit 6	Tagore - Leave this chanting and singing : textual, analysis, thematic analysis, symbols and motifs, stylistic features
Unit 7	Tagore - Kamala Das - My Grandmother's House : textual analysis, thematic analysis
Unit 8	Tagore - Kamala Das - My Grandmother's House : symbols and motifs, stylistic features
Unit 9	Difficult Daughters by Manju Kapur : about the author, plot, character analysis
Unit 10	Difficult Daughters by Manju Kapur : thematic analysis and gender issues, critical analysis
Unit 11	Mahesh Dattani - Final Solution : character analysis and thematic analysis
Unit 12	Mahesh Dattani - Final Solution : plot, narrative technique
Unit 13	Girish Karnad - Nagamandala : thematic analysis, narrative technique
Unit 14	Girish Karnad - Nagamandala : plot summary, character analysis

READINGS:

1. THE VINTAGE BOOK OF MODERN INDIAN LITERATURE by AMIT CHAUDHURI, VINTAGE BOOKS
2. THE SARI SHOP by RUPA BAJWA, PENGUIN BOOKS INDIA
3. NAGAMANDALA by GIRISH KARNAD, OXFORD UNIVERSITY PRESS
4. GITANJALI: RABINDRANATH TAGORE by RABINDRANATH TAGORE, RUPA PUBLICATIONS
5. KAMALA DAS by DR. N. K. SHARMA, Unique Publisher
6. FINAL SOLUTIONS by MAHESH DATTANAI, PENGUIN BOOKS INDIA
7. DIFFICULT DAUGHTERS by MANJU KAPUR, PENGUIN BOOKS INDIA

Course code	DENG527	Course Title	POSTCOLONIAL LITERATURES AND CULTURAL STUDIES
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes:

- CO1 :: identify the impact of colonialism on culture
- CO2 :: estimate the significance of the post-colonial era in the life of its inhabitants
- CO3 :: apply the post-colonial theory of Homi Bhabha and Edward Said in the prescribed texts
- CO4 :: justify new trends in post-colonial discourse through the lens of selected texts

Unit No.	Content
Unit 1	Salman Rushdie : Midnight's Children : Midnight's Children as a post-

	colonial epic, technique of magic realism of Rushdie
Unit 2	Salman Rushdie : Midnight's Children : discussion of the plot of the novel, epical features of the novel
Unit 3	Salman Rushdie : Midnight's Children : character of Saleem and his importance, the themes of alienation and cultural dislocation
Unit 4	Chinua Achebe: Things Fall Apart : Struggle for dominance and identity crisis, introduction to the African culture
Unit 5	Chinua Achebe: Things Fall Apart : theme of cultural destruction, hybridity and marginalization
Unit 6	Chinua Achebe: Things Fall Apart : theme of gender discrimination in the novel, conflict between tradition and modernity
Unit 7	Bapsi Sidhwa: The American Brat : the life and achievements of the writer, the theme of male domination in society, Feroza's American experience
Unit 8	Bapsi Sidhwa: The American Brat : cultural assimilation of Feroza and the application of Bhabha's theory of hybridity, loss of identity of Feroza in America, cultural conflicts between Parsee culture and American culture, the character of Zareen
Unit 9	Jean Rhys: Wide Sargasso Sea : introduction to the writer, race, relations and prejudice, the theme of oppression of slavery
Unit 10	Jean Rhys: Wide Sargasso Sea : the episodes of magic and incantation in the novel, male domination and patriarchal power structure, discussion on the characters and themes
Unit 11	Derek Walcott : Dream On Monkey Mountain : the significance of the title of the drama, the post-colonial elements in the drama, the theme of the loss of identity
Unit 12	Derek Walcott : Dream On Monkey Mountain : the theme of marginalization and the application of the theory of Homi Bhabaha, Makak and his confrontation with the colonial rulers, the significance of the ending of the drama
Unit 13	Margaret Atwood: Surfacing : the life and achievements of the writer, the significance of the title, the theme of alienation and the application of the theory of hybridity of Homi Bhabha
Unit 14	Margaret Atwood: Surfacing : the postcolonial elements in the novel, the theme of feminism in the novel, the role of nature in the novel, the plot structure of the novel

READINGS:

1. MIDNIGHT'S CHILDREN by SALMAN RUSHDIE, VINTAGE BOOKS
2. THINGS FALL APART by CHINUA ACHEBE, ANCHOR BOOKS
3. SURFACING by MARGARET ATWOOD, ANCHOR BOOKS
4. AMERICAN BRAT by BAPSI SIDHWA, MILKWEED EDITIONS
5. DREAM ON MONKEY MOUNTAIN by DEREK WALCOTT, FARRA, STRAUS
6. WIDE SARGASSO SEA by JEAN RHYS, PENGUIN CLASSICS

Course Code	DPOL525	Course Title	POLITICAL INSTITUTIONS IN INDIA
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Course Outcomes:

WEIGHTAGES	
CA	ETE(Th.)
30	70

C01: understand the leading institutions of the Indian political system and the changing nature of these institutions

C02: assess the laws pertaining to elections and analyse the electoral system of India

C03: enumerate the working of the Indian federalism in the constitutional context

C04: distinguish the powers and functions of various organs of the government

C05: discuss about various constitutional and statutory bodies of India

C06: evaluate the functioning of the local government institutions

Unit No.	Content
Unit-1	Making of the Indian Constitution: Indian national movement to the making of the Indian constitution

Unit-2	Constituent Assembly: composition of constituent assembly, ideological moorings, constitutional debates
Unit-3	Philosophy of the Constitution: preamble, fundamental rights, directive principles of state policy
Unit-4	Constitutionalism in India: democracy, social change, national unity, checks and balances, basic structure debates, constitutional amendments
Unit-5	Union executive: president as the head of the state, prime minister and council of ministers
Unit-6	Union Parliament: structure of the union parliament, role and functioning, parliamentary committees
Unit-7	Judiciary part-1: supreme court, high court
Unit-8	Judiciary part -11: judicial review, judicial activism, judicial reform
Unit-9	State executive: Governor, Chief Minister and council of ministers
Unit-10	State Legislature: Legislative council and Legislative assembly
Unit-11	Federalism in India: strong centre framework, asymmetrical federal provisions and adaptation, role of intergovernmental coordination mechanisms, inter-state council, emerging trends.
Unit-12	Electoral Process and Election Commission of India: conduct of elections, rules, electoral reforms. functioning and reforms of the local government Institutions
Unit-13	Constitutional and Statutory Bodies Part -1: Comptroller and Auditor General, National Commission for Scheduled Castes, National Commission for Scheduled Tribes
Unit-14	Constitutional and Statutory Bodies Part -11: National Commission for Human Rights, National Commission for Women, National Commission for Minorities

READINGS:

1. INDIAN GOVERNMENT AND POLITICS by BIDYUT CHAKRABARTY, RAJENDRA KUMAR PANDEY, SAGE PUBLICATIONS
2. THE INDIAN CONSTITUTION: CORNERSTONE OF A NATION by AUSTIN GRANVILLE, Oxford Paperbacks

Course Code	DPOL527	Course Title	PUBLIC POLICY AND GOVERNANCE IN INDIA
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes:

- CO1:** understand the nature and scope of public policy and administration in India
- CO2:** assess the major problems and complexities in India's governance system
- CO3:** appreciate the methodological pluralism and synthesizing nature of knowledge in public policy and administration
- CO4:** analyse the changing dimensions and patterns in India's public governance and administrative processes.
- CO5:** evaluate the role of non-state actors and civil society in India's public governance system.

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Unit No.	Content
Unit-1	Public policy and Administration in India: meaning and evolution;
Unit-2	Public and private administration Approaches and its replications in India: System Theory, Decision Making,

Unit-3	Ecological Approach Public administration theories and concepts
Unit-4	Scientific Management Theory, Rational Choice theory, New Public Administration, Development Administration
Unit-5	Comparative Public Administration in India
Unit-6	New Public Management
Unit-7	changing nature of Public Administration: Indian public administration in the era of liberalization and Globalisation
Unit-8	Theories and Principles of Organization and its operations in India: Scientific Management Theory, Bureaucratic Theory, Human Relations Theory
Unit-9	Managing the organization: The case of India: Theories of leadership and motivation.
Unit-10	Organizational Communication: Theories and Principles, functioning in India and its impacts
Unit-11	Chester Bernard Principles of Communication, Information Management in the organization Managing
Unit-12	Conflict in the Organization: Mary Parker Follett Management by Objectives- Peter Drucker
Unit-13	Public Policy and Governance in India
Unit-14	Public policy issues and challenges in India.

READINGS:

1. Introduction To The Study Of Public Administration by Shafritz, J.M. and Hyde,
2. Public Administration in India by Sterling Publications, Sterling Publications.

Course Code	DSOC515	Course Title	FUNDAMENTALS OF SOCIOLOGY
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes:

- C01:** articulate all the methodical concepts to understand the social system and function
C02: collect information regarding various social units in terms of structural and functional analysis
C03: examine structural and functional significance of social institution
C04: innovate ideas to create pathways for the social problems
C05: apply theoretical understanding in the process of social change and mobilization
C06: analyse the process of social exclusion and inclusion in terms of policy making and development program

Unit No.	Content
Unit-1	Introduction to Sociology: Definition, Nature and Importance, Relation of Sociology with other social sciences-Economics, History, Political Science, Psychology and Social Anthropology
Unit-2	Sociology and other Social Studies: Branches of Sociology-Industrial Sociology, Political Sociology, Sociology of Family, Sociology of Education, Medical Sociology, Urban and Rural Sociology
Unit-3	Sociological Imagination: Development of Sociology as a Social Science and Sociological Prospective
Unit-4	Basic Concepts: Society, Community, Association and Institution –Social Groups, Social Structure and function, Role and Status, Social Stratification and Mobility, Social Control, Social process and Social Change.
Unit-5	Sociology of Culture: Culture and Socialization Definition-Features, Elements, Types, Cultural Relativity, Ethnocentrism, Cultural lag, Cultural System & sub-system, cultural change.
Unit-6	Social Institutions: Marriage, Family, Kinship, Religious Institutions, Economic Institution, Educational Institution and Political Institutions
Unit-7	Indian Social Institutions (I): Caste System, Jajmani System, Major religious practices
Unit-8	Indian Social Institutions (II): Indian Agriculture: farmers movements, Primary education, Mid-day meal, privatization of higher education, Research and development
Unit-9	Social Problems (I): Definition, Nature, Cause, Proposals, Legal and Constitutional measures in controlling Social problems.
Unit-10	Social Problems (II): Family Disorganisation, Problem of Child Labour, Problem of Aged, Gender issues and Gender problems,
Unit-11	Social Problems (III): Communal Riots, corruption, terrorism, Alcoholism and Drug Addiction, problem of Unemployment, untouchability, population problem, Rural and Urban Problems, Nepotism
Unit-12	Social Change: Meaning Definition, Nature and Importance, Types of Social Change

Unit-13	Social Movement: Peasant movement, Dalit Movement, Backward Classes movement, Social Reform Movement
Unit-14	Social Inclusion and Exclusion: Meaning-Nature-issues and problems of Social Inclusion/Exclusion among Scheduled Caste and Class-Scheduled Tribes, Neo Buddhist movement, Women empowerment

READINGS:

1. Sociology: Principles of Sociology with an Introduction to Social Thoughts. Rao C.N. Shankar. S Chand; Fundamentals of Sociology. VidyaBhushan. Pearson Education.
2. Fundamentals of Sociology Gisbert P. Orient BlackSwan. Third edition (2010).
3. Fundamentals of Sociology Rajendra Kumar Sharma. Atlantic. 1st edition (2013).

Course Code	DSOC506	Course Title	GLOBALIZATION AND SOCIETY
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes:

C01: identify concept of globalization as academic contested

C02: locate the economic dimension of globalization

C03: consider the political dimension of globalization

Unit No.	Content
Unit-1	Introduction to globalization: concept, history of globalization
Unit-2	Dimensions of globalization (i): social, cultural, political
Unit-3	Dimensions of globalization (ii): Economic and ecological dimension
Unit-4	Globalization in India
Unit-5	Globalization in society: Family, marriage, relationship
Unit-6	Globalization in Culture: Language and communication, Social Structure
Unit-7	Globalization in education: Learning, Access to education, Technological gap
Unit-8	Globalization in economy: Globalization of Indian banks with WTO regime
Unit-9	Business Process Outsourcing (BPO): an emerging trend in India
Unit-10	Micro finance, Economic liberalization: free market policy
Unit-11	Globalization in environment: Tourism, Pollution, Global warming
Unit-12	Global crises: globalization as an inevitable process, The East Asia crises
Unit-13	Globalization in Indian society
Unit-14	Future of globalization: future of globalization, Broken promises of global institution

READINGS:

1.S K.PRAMANIK, R GANGULY, GLOBALIZATION IN INDIA: NEW FRONTIERS AND EMERGING CHALLENGES,, PHI Learning Pvt Ltd

2. BABITA AGARWAL, ANIL AGARWAL,GLOBALIZATION AND INDIAN SOCIETY,A P Publisher

3.MANFRED B. STEGERGLOBALIZATION: A VERY SHORT INTRODUCTION, OXFORDUNIVERSITY PRESS