



CURRICULUM

POST GRADUATE DIPLOMA IN MANAGEMENT

(DURATION: 1 YEAR)

GD GOENKA UNIVERSITY
SOHNA ROAD, GURUGRAM-122103

Programme structure of PGD

PGD SEM I			
Code	Paper Title	L T P per Week	Total Credits
GMT 7703	Principles of Management and Organisational Behaviour	3 0 0	3
ECO 7748	Managerial Economics	3 0 0	3
FIN 7701	Accounting and Financial Analysis	3 0 0	3
MKT 7701	Marketing Management	3 0 0	3
DSC 7701	Statistical and Quantitative Methods	3 0 0	3
ITM 7701	Management Information System	3 0 0	3
IBS 7702	Business in Globalized Markets	3 0 0	3
GMT 7001	Managerial Communication	2 0 2	3
Total Credit			24

PGD SEM II			
Code	Paper Title	L T P per Week	Total Credits
LAW 7791	Business Law	3 0 0	3
FIN7702/HRM 7701/OPM 7701	Financial Management and Planning (A&F)/Human Resource Management (HRM)/Operations Management (OSCM)	3 0 0	3

OPM8721/ HRM 8709	Project Management (For PGD A & F AND PGD OSCM) /HR Analytics (HRM)	300	3
FIN 8707/HRM 8711/OPM 8716	Derivatives and Risk Management (A&F)/Training & Development (HRM)/Sourcing Management (OSCM)	300	3
FIN 8722/DSC7702/OPM 8704	Wealth Management (A&F)/Research Methodology (HRM)/Enterprise Resource Planning (OSCM)	300	3
GMT 8502	Dissertation	0012	6
Total Credits			21

	Total Course Credits		45
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GMT7703	Principles of Management and Organizational Behaviour	L	T	P	C
Batch 2021-22	PGD Semester I	3	0	0	3

Pre-requisites/Exposure	Exposure to Management theories :
Co-requisites	

Course Objectives:

All organizations comprise of individual and groups who interact with and influence one another. While an organization affects its employees through its policies and practices, the employees also impact the organization with their individual as well as group effectiveness and efficiency .With an abundance of opportunities in the modern day business environment due to increasing globalization and emerging markets, there are new challenges to work with. The trends also require special attention by the future managers. This module introduces the students to the key functions, skills and competencies required to perform core management functions such as Planning, Organizing, and Decision Making Processes etc. It also provides an exposure to Individual Behavior, Group Dynamics, Conflict resolution, Motivating people in Organizations, Leadership styles and how these affect an organization and its performance.

Course Outcomes:

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

CO1. Demonstrate an understanding of management Processes

CO2. Developing skills and applying the management function to solve problems to new situations and in organizational functioning both as individual and group to enhance their effectiveness as managers

CO3. Adapt and choose to work together in teams for addressing the challenges at workplace management

Course Contents:

Unit I Introduction

9 Hrs.

Introduction to Management, Management functions, Roles of a Manager, Levels of Management, Managerial skills, Management as an Art, Science and Profession, Evolution of management thought: Early Classical Approaches, Neo-Classical Approaches, Modern Approaches, Values & Trust in relationships, Social Responsibilities of Business towards different Groups

Unit II Functions of Management

11 Hrs

Planning – Nature, Importance, Forms of Planning, Types of Plan, Steps in planning; Decision making: Meaning, types, steps and difficulties in decision making; Organization: Meaning, Process of organizing, Span of Management, Departmentalization, Organization structure, Delegation and Decentralization of Authority, Coordination Needs and types, Staffing, Recruitment, Induction, Training and Development, Performance Appraisal, Communication: Importance, Purpose and Barriers; Leadership: Difference between leader and manager, Leadership styles, Motivation, Managerial Control: Steps, Needs and Types

Unit III Organizational Behavior-I

12 Hrs

Definition, Disciplines that contribute to OB Field, Managing Workforce Diversity, Working in Networked Organization, Components of attitudes, Causes of Job Satisfaction, Sources of Emotions and mood, Personality, The Myers–Briggs Type Indicator (MBTI), Person-Job Fit, Person-Organization Fit, Factors that influence Perception, Classifying Groups, Stages of Group Development, Differences between Groups and Teams; Implications for Managers

Unit IV Organizational Behavior-II

13 Hrs

Power: Contrasting Leadership and Power, Bases of power, formal power and personal power; Politics: Factors contributing to Political behavior, Conflict: Types of conflict, Process of Conflict, Organizational Culture Strong Versus weak culture, Functions of Culture; Organizational change and Stress Management: Forces for change, resistance to change, Lewin's Three-Step Model, Creating a Learning organization, Stress Management

Pedagogy:

The course will be taught in an interactive manner. The concepts shall be mostly shared through slides, video clips as required and

further reinforced through individual or group activities such as role plays, exercises, games, case discussions, presentations etc. aimed to equip students with skills to apply the theoretical knowledge in practical situations. They may also be required to work on field projects. Students are expected to read management news and articles also to improve their understanding of the said areas.

Examination Scheme:

Component of Evaluation	Internal (40)		End Term
	MSE*	Case Analysis / Project Report & Presentations/ Viva / Home Assignments (data Analysis/ simulations/ modelling etc.) / Reviews (Article, Book, Policy etc.)**	Theory
Weightage (%) / Course Outcomes	20	20	60
CO 1	X		X
CO 2	X	X	X
CO 3	X	X	X

***One MSE (Mid Semester Exam) to be conducted**

****Minimum 2 assessments methods to be adopted**

Text and Reference:

Core Texts

- Tripathi, P. C., Reddy, P. N., & Tata McGraw-Hill Publishing Company. (2012). *Principles of management*. New Delhi: Tata McGraw Hill Education Private Limited.
- Robbins, S.P and Judge, T.A. (2013) *Organizational Behavior*, Prentice Hall, New York.
- Koontz, H., & Weihrich, H. (2015). *Essentials of management: An international, innovation, and leadership perspective*. New Delhi : McGraw-Hill Education (India) Private Limited.

Reference Books

- Kreitner, R., Kinicki, A. and Buelens, M. (2002) *Organizational Behavior*, (2th European edition), McGraw Hill, London.
- Mullins, L J, (2002) *Management and Organizational behavior*, (6thed), Financial times, Harlow,

- Organizational Behavior and Human Decision Processes
- Robbins, S.P. and Decenzo, D.A, Bhattacharya, S. Agarwal, M.N.; *Fundamentals of Management* (6th Ed.), Pearson Education Asia, New Delhi.

Mapping between COs and POs	
	Course Outcomes (COs)
CO1	Demonstrate an understanding of management Processes
CO2	Developing skills and applying the management function problems to new situations and in organizational function as individual and group to enhance their effectiveness as m
CO3	Adapt and choose to work together in teams for address challenges at workplace management

		Develop an understanding of various management functions such as	Develop the analytical skill for solving business problems	Become proficient and effective in using modern mathematical,	Develop an ability to effectively communicate with customers and other	Develop the capability of working independently and in a team with	Develop general awareness and apply management skills for designing	Maintain integrity and ethics in the business environment	Develop effective leadership skills
Course Code	Course Title	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8

GM T 7703	Principles of Managem nt and Organizati onal Behaviour	3	1		1	2		2	3
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ECO 7748	Managerial Economics	L	T	P	C
Batch 2021-22	PGD Semester 1	3	0	0	3
Pre-requisites/Exposure	Exposure to Basic Economic Theory at Undergraduate Level				
Co-requisites	Mathematics: Basic Calculus				

Course Objectives:

The intention in this module is to introduce to students' a wide variety of problems faced by managers in functional areas of business at a micro level. Faced with these problems, they will be given the opportunity to develop strategies and tools for solving the problems, used by managers every day, though thinking as an economist. By the end of this module students' should be familiar with the basic tools of managerial economics and be able to apply them to questions like how much to produce? How to allocate the resources in an optimal manner? What price to charge in order to maximise profits? Etc. It also provides guidance to increase value creation within an organisation. A primary purpose of the course is to develop constructs useful for other modules and make use of content taught in other modules¹: This will also be recognised by the students that economics is a key foundation for much of what is taught in finance, marketing, business strategy and virtually every other course in the MBA program.

Course Outcomes:

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

CO1 Analyse and interpret economic data to predict the future and solve business problems.

CO2 Develop in-depth knowledge of the types of problems faced by business managers and provide alternative solutions to them using microeconomic theory.

CO3 Use mathematical models to propose solutions to the problems above and appreciate the linkage with other courses.

Course Contents:

Unit I: Firm's Environment and Economic Theory

5Hrs

Managerial decision making and principles in today's business world

Role of Managerial Economics in problem solving

The themes of Microeconomics: Trade-offs; Prices and Markets; Equilibrium

The Demand side of the market; the supply side of the market; the equilibrium price and quantity

Mathematical Supplement

Unit II: Consumer Demand and Revenue of the Firm

10Hrs

Demand and Revenue: concepts and linkage

Total Revenue, Average Revenue, and Marginal Revenue

Factors effecting demand: Changes in demand and quantity demanded

Firms demand versus industry demand

¹ *A note on Mathematics:* Economics is a social science. The language of science (and all analytical thinking) is mathematics. Math helps us measure and solve problems and without doubt improves decision-making. We really can't learn how to solve business (economic) problems logically and systematically and avoid mathematics at the same time. This isn't a math course. The task here would be to solve business problems mathematically and interpret the results in economic sense, making use of mathematical construct.

The elasticity of demand and relation with revenue of the firm
Mathematical Supplement

Unit III: Production and Cost of a Firm

10Hrs

Production in short run: Production functions with one variable input.
Production in the long run: Production function with two variable input.
Optimal combination of inputs
Measuring cost: Which cost matters?
Choices for Inputs: Cost minimisation for a given Output.
Output maximisation with a given Cost
From cost to supply decisions of a firm
Mathematical Supplement

Unit IV: Profit Maximisation

5Hrs

Profit maximisation principle: shut down point
Break even analysis
Profit maximisation versus break even analysis
Profit maximisation with input constraints

Unit V: Market Conditions and Firm's Profit

5Hrs

From Firm's Supply to Industry Supply
Profit Maximisation in a Perfectly Competitive Market
Firm's Supply decisions with Market Power: Profit Maximisation in Monopoly
Pricing Strategies with Market Power
Monopolistic Competition: Some forms and characteristics

Pedagogy:

The goals of this course are robust and dynamic in nature; however, it is to be kept in mind that it is a term I module. Therefore, a good theoretical construct is equally relevant for developing a sound foundation. Pedagogy for the module has to take care of two things. Firstly, a constant interaction among students and tutor is required, involving students in active and participative manner. Secondly, an instructive strategy is required to understand implications emphasising learning by doing. The former requires more interactive pedagogical approaches whereas the latter will need more one way interaction and self reading. Thus, in this module following pedagogical approaches are adopted:

- Student Lecture and Presentation: To support the development of theoretical construct.
- Case Study Analysis: Applicability as well as better understanding of the arguments and reality.
- Problem Solving and Simulation Exercises: More interactive learning, including students on a specific problem set and solutions to it.

Examination Scheme:

Component of Evaluation	Internal (40)		End Term
	Class Test (MSE)*	Case Analysis / Project Report & Presentations/ Viva / Home Assignments (data Analysis/ simulations/ modelling	

		etc) / Reviews (Article, Book, Policy etc.)**	
Weightage (%) / Course Outcomes	20	20	60
CO 1	X		X
CO 2	X	X	X
CO 3		X	X

***One Mid Semester Exam (MSE) to be conducted**

****Minimum 2 assessments methods to be adopted**

Text and Reference:

Core Text:

Truett L.J and Truett B Dale, 2008. “*Managerial Economics: Analysis, problems, cases*”, eight edition. Wiley India.

Reference Readings:

Salvatore. D Adapted by Ravikesh Srivastava, 2008. “*Managerial Economics: Principles and worldwide Application*”, Sixth edition, Oxford University Press

Robert S. Pindyck, Daniel L. Rubinfeld and Prem L. Mehta, 2008, “*Microeconomics*”, Sixth edition, Pearson Education.

Edward T. Dowling, 2001. “*Introduction to Mathematical Economics*”, third edition, Schaum’s outline series, Tata McGraw Hill.

Mapping between COs and POs		
	Course Outcomes (COs)	Mapped Program Outcomes
CO1	Analyse and interpret economic data to predict the future and solve business problems.	PO3 & 6
CO2	Develop in-depth knowledge of the types of problems faced by business managers and provide alternative solutions to them using microeconomic theory	PO1 , 3 & 4
CO3	Use mathematical models to propose solutions to the problems above and appreciate the linkage with other courses	PO5

		<ul style="list-style-type: none"> Develop an understanding of various management functions such as finance, operations, supply chain, marketing, IT and human resource 	<ul style="list-style-type: none"> Develop the analytical skill for solving business problems 	<ul style="list-style-type: none"> Become proficient and effective in using modern mathematical, statistical and IT tools like ERP for 	<ul style="list-style-type: none"> Develop an ability to effectively communicate with customers and other stakeholders of the society 	<ul style="list-style-type: none"> Develop the capability of working independently and in a team with multidisciplinary environment 	<ul style="list-style-type: none"> Develop general awareness and apply management skills for designing and implementing environmental and sustainable solutions in the society 	<ul style="list-style-type: none"> Maintain integrity and ethics in the business environment 	<ul style="list-style-type: none"> Develop effective leadership skills
Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
ECO 7748	Managerial Economics	2		3	2	3	2		

1=weakly mapped

2= moderately mapped

3=strongly mapped

FIN 7701	Accounting and Financial Analysis	L	T	P	C
Batch 2021-22	PGD Semester I	3	0	0	3
Pre-requisites/Exposure	No pre-requisite				
Co-requisites	None				

Course Objectives

Decision making is based on assessment of the situation, generation of options and choice of objectives. These tasks need careful analysis of data and information. Accounting and Financial analysis course is designed to prepare the students to interpret and analyze financial statements for taking decisions that rely on financial data. Interpretation of financial and management accounting analysis is an integral part of broader framework of business analysis.

Course Outcomes

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

CO1. Develop financial statements for a limited company.

CO2. Analyze performance of companies using various tools

CO3. Be conversant with management accounting tools and techniques

Course Content

Unit 1: Introduction to Financial Accounting

Part I

10 Hrs

Accounting as an Information System - Importance, Scope and Limitations

Significant Accounting Policies, Accounting Standards

Introducing Book Keeping and Record Maintenance

Concept of double entry and fundamental principles

Preparation of Journal, Ledger Accounts & Trial Balance

Preparation of Final Accounts - Trading Account, Profit & Loss Account and Balance Sheet

Study of Annual Report of a company

Part II

11 Hrs

Analysis of Inventory

Long Lived and Intangible Assets

Shareholders' Equity

Cash Flow Analysis

Annual Reports

Convergence of Global Accounting Standards

Unit II: Analyzing and Interpreting Financial Statements

7 Hrs

Ratios Analysis

Meaning and Importance of Ratios

Liquidity Ratios

Solvency Ratios
 Profitability Ratios
 Turnover Ratios
 Interpretation of Ratios from perspective of various stakeholders like Owners, Lenders, Creditors.
 Comparative balance sheet
 Common size statement analysis
 Trend analysis
 Inter-firm comparisons and industrial averages

Unit III: Introduction to Management Accounting **7 Hrs**

Meaning & Scope of Management Accounting
 Difference between Financial and Management Accounting
 Classification of costs
Cost-Volume-Profit Analysis
 Contribution, PV Ratio
 Margin of Safety
 Break-Even Point

Unit IV: Budgeting **5 Hrs**

Meaning
 Process of budgeting
 Types of Budgets: Cash, Fixed and Flexible

Pedagogy

- Student Lecture: To support the development of concepts and methods.
- Problem Solving Exercises: More interactive learning, including students on a specific problem and solutions to it.
- Data analysis using case studies and Microsoft excel: To expose students to variety of situation and understand them in comprehensive manner

Examination Scheme

Component of Evaluation	Internal (40)	End Term
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	Class Test (MSE)*	Case Analysis / Project Report & Presentations/ Viva / Home Assignments (data Analysis/ simulations/ modelling etc.) / Reviews (Article, Book, Policy etc.)	
Weightage (%)	20	20	60
CO 1	X	X	X
CO 2	X	X	X
CO 3			X

***One Mid Semester Exam(MSE) is to be conducted**

Text & References:

Core Text:

- Narayanaswamy, R., Financial Accounting, 4e, PHI Learning
- Garrison et al “Managerial Accounting”, 13th ed. Mc-Graw Hill

Reference Texts:

- Shukla M.C., Grewal T.S. and Gupta S.C.; Advanced Accounts, S. Chand and Company, New Delhi.
- Horngren, T, Sundem, L. G., Elliot A. J., & Philbrick, R.D, “Financial Accounting” Pearson Publication, 9th Ed.
- Gupta R.L. and Radha Swami M., *Financial Accounting*, Sultan Chand and Sons, New Delhi.

		Develop an understanding of various management functions such as finance, operations, supply chain, marketing IT and human resource
CO1	Develop financial	
CO2	Analyze the perfo	
CO3	Be conversant with techniques	
		Develop the analytical skill for solving business problems
		Become proficient and effective in using modern mathematical, statistical and IT tools like ERP for business situations and problems
		Develop an ability to effectively communicate with customers and other stakeholders of the society
		Develop the capability of working independently and in a team with multidisciplinary environment
		Develop general awareness and apply management skills for designing and implementing environmental and sustainable solutions in the
		Maintain integrity and ethics in the business environment
		Develop effective leadership skills

Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	L	T	P	C
MKT 7701	Marketing & Exposure Analysis		PGD Semester I					3	0	0	3
Pre-requisites	FIN 7701	INA	3			2		2			
Co-requisites											

1=weakly mapped
2= moderately mapped
3=strongly mapped

Course Objectives:

The objective of this course is to discover the fascinating world of modern marketing in an innovative and practical way. This course helps to develop an innovative customer value and customer relationship framework that captures the essence of modern marketing. Customer-centric marketing strategies are vital to capturing competitive advantage and sustaining business success. This module explores the core concepts and tools of contemporary marketing management—from market segmentation and product positioning to consumer needs and buying behavior to understand Promotion and distribution.

Course Outcomes:

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

CO1: Apply and analyze concepts of Marketing.

CO2: Evaluate the factors affecting marketing mix.

CO3: Understand and evaluate the dynamics of various mixes in any marketing strategy.

CO4: Apply knowledge of various marketing concepts in product / brand management simulation.

CO5: Appraise the factors impacting Marketing Strategies being adopted by the organisations

Course Contents:

Unit I: Understanding Marketing Management and Scanning the Environment

The need and the historical perspective of Marketing

Understanding Customer Value, Satisfaction and Relationships

Difference between marketing and selling

Scanning the marketing environment- SWOT, Five forces, BCG and PESTAL

Unit II: Understanding Consumer Behaviour and STP

What is Consumer Behaviour (CB)

The factors influencing consumer behavior

Define Buying Process

The stages in the buying process

Buying decision making process

Segmentation

Targeting

Positioning

Unit III: Product and Brand Management

Classification of products

New Product development

Product life cycles

Stages in Product lifecycle and factors affecting each stage

Managing product life cycles

Product mix decisions and line management

Brand management.

Unit IV: Capturing and Communicating Value – Pricing and Promotion

Importance of price in marketing

Pricing strategies

Meaning and Importance of Marketing Communication

Promotion as a Constituent of Marketing Communication

Unit V: Designing & managing value networks & marketing channels

Define Channel, functions and flows

Channel design decisions

Channel management decisions

Channel dynamics, Conflict, cooperation and competition.
Vertical horizontal and multi-channel marketing systems

Pedagogy:

Following pedagogical approaches are adopted:

- Student Lecture and Presentation: To support the development of theoretical construct.
- Case Study Analysis: Applicability as well as better understanding of the arguments and reality
- Role plays and class activities: More interactive learning
- Simulation Games: To have an application based understanding of the concepts

Examination Scheme:

Component of Evaluation	Internal (40)			End Term
	Class Test (MSE)*	Attendance	Case Analysis / Project Report & Presentations/ Viva / Home Assignments (data Analysis/ simulations/ modelling etc) / Reviews (Article, Book, Policy etc.)**	
Weightage (%) / Course Outcomes	20	NA	20	60
CO 1	X			X
CO 2	X		X	X
CO 3			X	X
CO 4			X	
CO 5			X	

Text & References

Core Text:

- Philip Kotler 13th Ed, Principles of Marketing, PHI publications

References:

- Ramaswamy & Namakumari 5th Edition, Marketing management Mc GrawHill Education
- Noel Capon & Siddharth Shekhar Singh, WILEY
- The Art Of The Pitch **by** Peter Coughter.
- Influence **by** Robert Cialdini.
- The Little Red Book Of Selling **by** Jeffrey Gitomer.
- The New Rules Of Marketing And PR **by** David Meerman Scott.
- Positioning **by** Al Ries **and** Jack Trout

Mapping between COs and Pos		
	Course Outcomes (COs)	Mapped Programme Outcomes
CO1	Apply and analyze concepts of Marketing	PO2
CO2	Evaluate the factors affecting marketing mix.	PO4
CO3	Understand and evaluate the dynamics of various mixes in any marketing strategy	PO4, PO6, PO7
CO4	Apply knowledge of various marketing concepts in product / brand management simulation.	PO5
CO5	Appraise the factors impacting Marketing Strategies being adopted by the organizations	PO5, PO6, PO7, PO8

DSC 7701		Statistical and Quantitative Methods				L	T	P	C
Batch 2021-22		PGD Semester I				3	0	0	3
Pre-requisites/Exposure									
Co-requisites		N.A							
		Develop an understanding of various management functions such as finance, operations, supply chain, marketing, IT and human resource	Develop the analytical skill for solving business problems	Become proficient and effective in using modern mathematical, statistical and IT tools like ERP for	Develop an ability to effectively communicate with customers and other stakeholders of the society	Develop the capability of working independently and in a team with multidisciplinary environment	Develop general awareness and apply management skills for designing and implementing environmental and sustainable solutions in the	Maintain integrity and ethics in the business environment	Develop effective leadership skills
Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
MKT 7701	Marketing Management		2		3	3	2	2	1

1=weakly mapped

2= moderately mapped

3=strongly mapped

Course Objectives:

This course helps students to understand and develop analytical skills to interpret and analyse data relevant for decisions making in functional areas of management. The objective of the course is to provide an understanding of the theoretical foundation for a meaningful problem-solving and decision-making process, and to apply appropriate analytic tools and techniques in an intelligent and perceptive manner.

Course Outcomes:

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

CO1: Understand the theoretical/basic concepts of statistics and their relevance in business decision making.

CO2: Critically evaluate and analyse business and economic problems and provide solutions using a wide variety of quantitative techniques.

CO3: Use Excel to solve a range of quantitative problems.

CO4: Take managerial decision efficiently and effectively

Course Contents:

Unit 1: Introduction to Statistics and Data Presentation

History, Scope & Characteristics of Statistics

Data Tabulation and Frequency Distribution

Data Presentation-Bar charts, Pie Charts, Histograms, Ogive

Unit 2: Descriptive Statistics and Index Numbers

Measures of Central Tendency – Arithmetic Mean, Median, Mode, Weighted Mean

Measures of Dispersion – Range, Percentiles, Quartiles, Variance, Coefficient of Variation

Skewness – Understanding of the concept

Unit 3: Theory of Probability

Concept of Event

Sample space

Types of Events,

Laws of Probability

Probability Distributions –Binomial, Poisson and Normal

Unit 4: Inferential Statistics

Sampling Fundamental

Various types of Sampling and Applications

Point Estimation

Confidence Interval – for the mean

Testing of hypothesis

Z test

Unit 5: Forecasting

Correlation analysis

Regression analysis

Pedagogy:

The goals of this module are robust and dynamic in nature; however, it is to be kept in mind that it is a Semester-I module. Therefore, a good theoretical construct is equally relevant for developing a sound foundation. Pedagogy for the module has to take care of two things. Firstly, a constant interaction among students and tutor is required, involving students in active and participative manner. Secondly, an instructive strategy is required to understand implications emphasising learning by doing. The former requires more interactive pedagogical approaches whereas the latter will need more one way interaction and self-reading. Thus, in this module following pedagogical approaches are adopted:

- Student Lecture and Presentation: To support the development of theoretical construct.
- Case Study Analysis: Applicability as well as better understanding of the arguments and reality.
- Problem Solving Exercises: More interactive learning, including students on a specific problem set and solutions to it.

Examination Scheme

Component of Evaluation	Internal (20)		End Term
	MSE*	Case Analysis / Quiz/ Simulations/ Modelling etc) / Computer Based Exercise/Reviews of Research Article.)**	Theory
Weightage (%) / Course Outcomes	20	20	60
CO 1	X	X	X
CO 2	X	X	X
CO 3		X	X
CO4	X	X	X

* One MSE (Mid Semester Exam) to be conducted

**Minimum 2 assessment methods to be adopted

Text and References

Core Text:

Anderson, Sweeney, Williams (2001), Statistics for Business and Economics, 11/e, Cengage Learning

References:

1. Black Ken, (2004), Business Statistics, 4/e, Wiley-India Edition
2. Malhotra K. Naresh and Dash Satyabhushan (2009) Marketing Research. Pearson Education. 5th edition
3. Cooper, D and Schindler, P (2006), Business Research Methods, 9/e, Tata McGraw-Hill, New Delhi
4. Saunders, M., Lewis, P. and Thornhill, A. (2003), Research methods for Business Students, 3/e, Pearson Education. New Delhi.

Mapping between COs and POs		
	Course Outcomes (COs)	Mapped Programme Outcomes
CO1	Understand the theoretical/basic concepts of statistics and their relevance in business decision making.	PO1
CO2	Critically evaluating and analysing the business and economic problems and providing their solution using a wide variety of quantitative techniques	PO2, 3, 4 & 5
CO3	Use Excel to solve a range of quantitative problems.	PO3 & 4
CO4	Take managerial decision efficiently and effectively	PO2 & 5

Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
DSC 7701	Statistical and Quantitative Methods	2	3	3	3	3	3	2	2

1=weakly mapped

2= moderately mapped

3=strongly mapped

ITM 7701	Management Information System	L	T	P	C
Batch 2021-22	PGD Semester 1	3	0	0	3
Pre-requisites/Exposure	NA				
Co-requisites	NA				

Course Objectives:

The primary objective of this course is to familiarize the student with basic concepts of Information Technology and Information Systems. The course covers the basic components of the IT framework including infrastructure comprising of hardware and software, data and its management, networking, and recent trends in Information Technology. Students explore how companies determine IT needs. They examine how companies design systems to support business models and use IT infrastructure to automate and enhance business processes. The students are exposed to the managerial issues relating to Information Systems (IS) and help them identify and evaluate various options in this regard. They develop an awareness of the nature and use of information systems in an organizational context and identify the basic steps to implement IS. They analyze typical information systems and identify how they meet the needs of the firm to deliver efficiency and competitive advantage. Practical hands-on sessions will enable the students to develop skills to use softwares for storing, managing, presenting and analyzing data in different functional areas such as statistics and quantitative techniques, operations, finance and market research.

Course Outcomes:

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

CO1: Understand the purpose, role, and capabilities of information technology in the business world.

CO2: Recommend the computer systems and peripherals for business of their choice and explain the reason for the same

CO3: Develop an awareness of different types of information systems in an organization so as to enable the use of computer resources efficiently, for effective decision making.

CO4: Identify the various cross functional enterprise systems and their significance to a company

CO5: Propose several ways in which IT and IS can provide business a competitive advantage

Course Contents:

Unit I Introduction to Information Technology**6 hours**

Computer Architecture: Components of Computer Systems, Computer Hardware, Computer Hierarchy, Input Technologies, Output Technologies. Computer Software, Types of Software, Programming Languages and their Classification, Assemblers, Compilers and Interpreters. Computer Memory: Primary Memory and Secondary memory. Operating Systems- Functions of Operating Systems, Types of Operating Systems.

Unit II Business Data Processing, Data Communications and Networking**6 hours**

Database Management Systems Concepts, Main Components of a DBMS, Creating and Using a Database, Data Communication and Networks: Concepts of Data Communication, The Internet, Intranet and Extranets, World Wide Web, Browser, Internet Protocol Address, Search Engine, Modems, Router, Client Server Computing. Cyber Security: Cryptography, Digital Signatures and Firewall, HTTP, Applications of Internet – Websites, Blogs, email, FTP, Voice over Internet. Emerging Trends in Information Technology.

UNIT III Introduction to Information Systems**10 hours**

Need, Purpose and Objectives, Information Systems and Functional Area Applications, Support Systems for Management Decisions, Information system resources and activities. Integration of different Information Systems, Transaction Processing Systems –Office Automation Systems – Knowledge Management Systems – Decision Support Systems –Expert systems, Management Information Systems (MIS).

Unit IV Business Applications of Information System**8 hours**

Enterprise Business System (CRM, ERP, SCM), Functional Business System (Marketing Systems, Human Resource Systems, Accounting Systems), Electronic Commerce Systems. Integrating Information Systems with Business Strategy. Security, Ethical and Societal challenges of IT, Security Management of Information Technology.

Unit V Lab Sessions**10 hours**

Hands on Sessions on MS Excel, Application of DBMS using MS-Access/Libre Office Base, Tables, Forms, Queries and Reports.

Pedagogy:

The course will be taught in an interactive manner. The concepts shall be mostly shared through slides, video clips as required and further reinforced through individual or group activities such as hands-on exercises, games, case discussions, presentations etc. aimed to equip students with skills to apply the theoretical knowledge in practical situations. They will also be required to work in lab on various modules which make them develop their IT skills.

In this course following pedagogical approaches are adopted:

- Class Presentation: To support the development of theoretical construct
- Case Studies: To understand the concepts of IT and their application in business
- Practical Assignments (Individual /Group): To develop hands-on skill of IT softwares.

Examination Scheme:

Component of Evaluation	Internal (40)		End Term
	Class Test (MSE)*	Case Analysis / Project Report & Presentations/ Viva / Home Assignments (data Analysis/ simulations/ modelling etc) / Reviews (Article, Book, Policy etc.)*	Theory
Weightage (%)	20	20	60
CO1	√		√
CO2	√	√	√
CO3	√	√	√
CO4		√	√
CO5		√	√

***One Mid Semester Exam (MSE) to be conducted**

****Minimum 2 assessments methods to be adopted**

Text and Reference:

Core Text:

- James A O'Brien, George M Marakas and Ramesh Behl . Management Information Systems, Seventh Edition, Tata McGraw Hill Education, New Delhi.
- Peter Norton , Introduction to Computers, Seventh Edition, Mc Graw Hill.

Reference Readings:

- Rajaraman, Introduction to Information Technology, PHI Publications
- Ken Laudon and Jane Laudon and Rajanish Dass (2010). Management Information Systems, Eleventh Edition, Pearson, New Delhi.
- D.P.Goyal, Management Information Systems- Managerial Perspectives, Fourth .Edition, Vikas Publishing.
- Turban, Rainer and Potter (2008). Introduction to Information Technology, 2nd Edition, John Wiley and Sons.
- Turban Efraim, Ephraim McLean, James Wetherbe (2006). Information Technology for Management - Transforming organizations in the digital economy, 4th Edition, Wiley India.

Mapping between COs and POs		
	Course Outcomes (COs)	Mapped Programme Outcomes

CO 1	Understand the purpose, role, and capabilities of information technology in the business world.	PO 1,2,3
CO 2	Recommend the computer systems and peripherals for business of their choice and explain the reason for the same	PO 1,2,3
CO 3	Develop an awareness of different types of information systems in an organization so as to enable the use of computer resources efficiently, for effective decision making.	PO 1,2,3
CO 4	Identify the various cross functional enterprise systems and their significance to a company	PO 1,2,3
CO 5	Propose several ways in which IT and IS can provide business a competitive advantage	PO 1,2,3,6,7

		Domain specific knowledge and skills: Develop an understanding of various management functions such as finance, operations, supply chain, marketing, IT and human resource	Problem analysis and Critical thinking: Develop the analytical skill for solving business problems	Modern IT tools: Become proficient and effective in using modern mathematical, statistical and IT tools like ERP for business situations and problems	Communication: Develop an ability to effectively communicate with customers and other stakeholders of the society	Teamwork: Develop the capability of working independently and in a team with multidisciplinary environment	Environment and Sustainability: Develop general awareness and apply management skills for designing and implementing environmental and sustainable solutions in the society	Ethics: Maintain integrity and ethics in the business environment	Leadership Skills: Develop effective leadership skills
Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8

IBS 7702		Business in Globalized Markets						L	T	P	C
Batch 2021-22		PGD Semester I						3	0	0	3
Pre-requisites/Exposure		NA									
Co-requisites		NA									
ITM 7701	Management Information System	3	3	3			1	1			

1=weakly mapped

2= moderately mapped

3=strong

Course Objective

The course defines the objectives and strategies of international business. The course emphasizes economic analysis of international business strategy formulation. Students will explore the internal process of global business expansion, and apply strategic paradigms to analyse, develop, and propose a comprehensive course of action. This course examines the operations of International Business from a strategic point of view. The students will get knowledge of the various challenges of operating in a global environment, including cultural, economic, operational, and legal aspects. It also reviews the concepts of global expansion, political complications, legal compliance, and ethical behaviour.

Course Outcomes

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

CO 1 Scrutinize cultural challenges and strategies within a global business environment.

CO 2 Analyse the differences in operating a firm globally versus domestically

CO 3 Examine the economic challenges, including currency exchange, devaluation, and global financial fluctuations.

CO 4 Apply critical thinking skills to analyse global business expansion.

Course Content

UNIT I: Globalization Debate and Country Differences

Country Differences: Cultural Differences, Political Systems, Economic Systems, Legal Systems, and State in Transition; Building a Market Economy in India.
Perspectives on Globalization
Forces Pushing Globalisation in current paradigm
Eastward shift in balance of economic power
Country Risk Analysis
Entry modes in Global Settings

UNIT II: Global Trading: Rationale and Government Interventions

Rationale behind Free Trade: Overview of the world trading environment; gravity model and its logic; gains from trade; Mercantilism
Differences in Technology/Labour Productivity as source of Comparative Advantage: Implications on domestic and foreign trading firms
Differences in Factor Endowments as source of Comparative Advantage: Implications on domestic and foreign trading firms
Other dimensions beyond Comparative advantage: Intra Industry Trade, Monopolistic Competition and Michael Porter's Diamond and Double Diamond Framework
The idea and need of protectionism
The tariff barriers and impact on free trade; the non-tariff barriers and impact on free trade.

UNIT III: Financial Aspects of Globalisation

Balance of Payments and Balance of Trade
International Monetary System: Gold Standard, Bretton wood System, Floating Rates, Current Regimes
Foreign Exchange Market Mechanism
International Currency and Currency Crisis
ECGC & EXIM Bank
Foreign Direct Investments: Vertical and Horizontal; Rationale for FDI; Micro and Macro Implications

UNIT IV: Regional Economic Integration, Organisation and Global Strategy

Regionalism vs. multilateralism
Regional Integrations and Trade blocks: NAFTA, SAFTA, ASEAN, SAARC (GATT and GATS) and World Trade Organization
International Institutions: UNCTAD, OECD, IMF, BIS, World Bank
International commodity trading and agreements
Strategies for Global Competitive Advantage: Cost of Trade - The 4T's
Global Competitive Strategies – "G5" Strategies
Globalisation and Major Indian Business Practices

Pedagogy

The pedagogy for this course is based upon two principles. First, this module will be interaction-oriented where a continuous interaction among students and tutor will be required thereby making the sessions more active and participative. Second, this module will also involve an instructive and case discussions based strategy, where the emphasis will be on understanding different business situations by case study analysis and discussion. The former requires more interactive pedagogical approaches whereas the latter requires focus on self-reading and analysis. Following pedagogical approaches are adopted:

- Lectures and Presentations by the students: This will help the students for understanding of the concepts and various strategies.
- Problem solving exercises: This will develop the problem solving skills by applying the conceptual framework which they understand from the classes.
- Case Study Analysis: The understanding of the strategies will be through case studies
- Newspaper and magazine article surveys: More interactive learning and implications.

Examination Scheme

Component of Evaluation	Internal (40)		End Term
	Class Test*	Case Analysis / Project Report & Presentations/ Viva / Home Assignments (data Analysis/ simulations/ modeling etc) / Reviews (Article, Book, Policy etc.)	
Weightage (%) / Course Outcomes	20	20	60
CO 1	X		X
CO 2	X	X	X
CO 3		X	X

***One Class test (Mid Semester Exam) to be conducted.**

Text & References

Core Text

Hill, Charles W.L., & Jain, Arun K. (2014). International Business: Competing in the Global Marketplace (10e). Tata McGraw- Hill, New Delhi

Reference Readings:

Krugman, P & Obsfield, Maurice, 2006. International Economics: Theory and Policy, Pearson.

Morrison, Janet. The international Business Environment: Global and local market places in changing world, Palgrave.

Mapping between COs and POs		
	Course Outcomes (COs)	Mapped Program Outcomes
CO1	Scrutinize cultural challenges and strategies within a global business environment.	PO 3

CO2	Analyse the differences in operating a firm globally versus domestically	PO 4
CO3	Examine the economic challenges, including currency exchange, devaluation, and global financial fluctuations	PO 1 , 5 and 6
CO4	Apply critical thinking skills to analyse global business expansion.	PO 1 , 5 and 6

		Develop an understanding of various management functions such as finance, operations, supply chain, marketing, IT and human resource	Develop the analytical skill for solving business problems	Become proficient and effective in using modern mathematical, statistical and IT tools like ERP for business	Develop an ability to effectively communicate with customers and other stakeholders of the society	Develop the capability of working independently and in a team with multidisciplinary environment	Develop general awareness and apply management skills for designing and implementing environmental and sustainable solutions in the society	Maintain integrity and ethics in the business environment	Develop effective leadership skills
Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
IBS 7702	Business in Globalized Markets	2		3	2	3	2		

1=weakly mapped

2= moderately mapped

3=strongly mapped

GMT7001	Managerial Communication	L	T	P	C
Batch 2021-22	PGD Semester I	2	0	2	3
Pre-requisites/Exposure	NA				
Co-requisites	NA				

Course Objectives:

The Course Managerial Communication is designed to help the learners communicate effectively in business settings, with a focus on employment communication. This course will provide a comprehensive view of Business Communication, its relevance, scope and importance. It will develop an awareness of the importance of succinct verbal expression in Business Communication and understanding of the significance of non- verbal communication with accuracy and effectiveness. This course will facilitate the students with language proficiency to excel in their respective fields and give them an overview of the four broad categories of effective Communication i.e. Reading, Writing, Listening and Speaking so as to enhance the learners' communicative competence hence equipping them with efficient interpersonal communication.

Course Outcomes:

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

- CO1.** Analyse the relevance of effective managerial Communication in the Business world.
- CO2.** Acquire the skills necessary to draft effective business communication in various forms e.g. Letters, Brochures, Tenders, Auction notices and Memorandums
- CO3.** Understand the significance and function of non-verbal communication in fully interpreting the underlying message of words.
- CO4.** Able to appreciate and make presentations, apply the chief principles of delivering effective presentation , learn how to design a presentation by selecting proper audio-visual aids, handle questions and answers posed by the audience and be an effective communicator.
- CO5.** Develop effective communication in variety of forms in different spheres of work place.

Course Contents:

Unit-I: Fundamentals of Managerial Communication

12 Sessions

Relevance of managerial Communication
 Mehrabian's Pie-chart

Barriers to Effective Business Communication
 Communication through electronic channels
 Effective Listening Skills
 Non Verbal Communication

Unit-II: Inter-Office & Intra-Office Communication

12 Sessions

Business Letters
 Brochures
 Tenders
 Auction Notices
 Memorandums

Unit-III: Work Place Success

8 Sessions

Business Etiquette
 Participation in Meetings
 Time Management

Unit-IV: Presentation Skills

8 Sessions

Planning a Presentation
 Design and Layout of Presentation
 Audience Analysis
 Audio-Visual Aids
 Presentation Delivery

Pedagogy: Following pedagogical approaches are adopted:

- Interactive Sessions, Presentation Making, Drafting effective business correspondence, Team activities, Role Plays, News Reading, Article review

Examination Scheme:

Continuous evaluation will be conducted for 100 marks (50 marks- Internal Evaluation, 50 marks- External Evaluation). It is continuous and spread throughout the course. The details of the evaluation components are given below:

Component of Evaluation	Internal Evaluation	External Evaluation
Weightage (%)	40	60 (15 Practical, 45 Theory)

INTERNAL EVALUATION

Component of Evaluation	Presentation Skills (PS)	Mid Semester Exam (MSE)
Weightage (%) / Course Outcome	20	20
1	√	√
2	√	√
3	√	
4	√	√
5	√	√

EXTERNAL EVALUATION

Component of Evaluation	Practical Exam (Presentation Skills)	Final Written Exam
Weightage (%) / Course Outcome	15	45
1	√	√
2		√
3	√	√
4	√	√
5	√	√

Text & References:

Core Text:

- Bovee, Courtland L., Thill, John V. and Chatterjee, Abha (2014). *Business Communication Today*. India: Pearson

References:

- Bhardwaj, Kumkum (2019). *Fundamentals of Business Communication*. India: I. K. International Publishing House Pvt. Ltd.
- Chaturvedi, P.D. & Chaturvedi, M. (2013). *Business Communication - Concepts, Cases and Applications*. India: Dorling Kindersley Pvt Ltd.
- Lesikar, Raymond V. and et al. (2015) *Business Communication: Connecting in a Digital World*. New Delhi: McGraw Hill Education (India) Pvt. Ltd.
- Mitra, Barun K. (2013) *Personality Development and Soft Skills*. India: Oxford University Press
- Penrose, John M., Rasberry, Robert W., and Myers, Robert J. (2013) *Business Communication for Managers: An Advanced Approach*. India: Cengage Learning
- Sinha, K. K. (2012) *Business Communication*. India: Taxmann Publications Pvt. Ltd.
- Thill, J.V. & Bovee, G.L. (2010). *Excellence in Business Communication*. New York: McGraw Hill.
- Verma, Shalini (2014). *Business Communication: Essential Strategies for Twenty-first Century Managers*. India: Vikas Publishing House Pvt. Ltd.

Mapping between COs and POs		
	Course Outcomes (COs)	Mapped Programme Outcomes
CO1	Analyse the relevance of effective managerial Communication in the Business world.	PO2, 4 & 5
CO2	Acquire the skills necessary to draft effective business communication in various forms e.g. Letters, Proposals, Tenders, Auction notices and Memorandums	PO4 & 5
CO3	Understand the significance and function of non-verbal communication in fully interpreting the underlying message of words.	PO4
CO4	Able to appreciate and make presentations, apply the chief principles of delivering effective presentation , learn how to design a presentation by selecting proper audio-visual aids, handle questions and answers posed by the audience and be an effective communicator.	PO2, 4 & 6
CO5	Develop effective communication in variety of forms in different spheres of work place.	PO4, 7 & 8

Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
GMT7001	Managerial Communication	Develop an understanding of various management functions such as finance, operations, supply chain, marketing, IT and human resource	Develop the analytical skill for solving business problems	Become proficient and effective in using modern mathematical, statistical and IT tools like ERP for business situations and problems	Develop an ability to effectively communicate with customers and other stakeholders of the society	Develop the capability of working independently and in a team with multidisciplinary environment	Develop general awareness and apply management skills for designing and implementing environmental and sustainable solutions in the society	Maintain integrity and ethics in the business environment	Develop effective leadership skills
			3		3	2	2	1	1

1=weakly mapped 2= moderately mapped 3=strongly mapped

LAW 7791	Business Laws	L	T	P	C
Batch 2021-22	Semester 2	3	0	0	3
Pre-requisites/Exposure	NA				
Co-requisites	NA				

Course Objective

This course is designed to provide the student with relevant knowledge of the legal system in which business operates in India. It provides them with a conceptualization of existing business laws, legal framework and business policies. This course will impart the students the knowledge they need regarding formation of business and help them to make legally-minded professional decisions currently and in the future.

Course Outcomes:

After completion of the course student will be able to:

CO1: Understand the legal conceptualization of business in India.

CO2: Analyze basic legal terminology used in business and making judicious reasoning of business legal framework.

CO3: Explain basic legal concepts and provisions discussed in different areas covered under the course.

CO4: Apply the principles and provisions learnt in analyzing hypothetical factual situations and answering related questions

Course Content

Unit I: Law of Contract

Formation of Contract

Intention to Create Legal Relations

Classification of Contracts

-Oral/Verbal Contract

- Written Contract
- Implied Contract
- Contingent Contract
- Quasi Contract

Validity and Enforceability of Contracts
 Construction and Discharge of Contracts
 Remedies for Breach of Contract

Unit II : Special Contracts and Law of Sale of Goods

Contract of Indemnity and Guarantee
 Contract of Bailment, Pledge
 Essentials of valid sale
 Conditions and warranties
 Unpaid seller and his rights
 Rights and duties of seller and buyer

Unit III: Law of Partnership

Definition and Partnership
 Formation of Partnership
 Rights, Duties and Liabilities of Partners
 Dissolution of Partnership Firm

Law of Limited Liability Partnership

Limited Liability Partnership (LLP)
 Nature and Incorporation of LLP
 Partners and Their Relations: LLP
 Winding up and Dissolution

Unit IV: Law of Negotiable Instruments

Negotiable Instruments
 Parties to Negotiable Instruments
 Negotiation of Negotiable Instruments
 Dishonour and Discharge of Negotiable Instruments
 Crossing and Bouncing of Cheques

Unit V: Consumer Protection Act and Important Distinctions in Business laws

Definitions- Consumer, complaint, defect in goods, deficiency in services, unfair trade practice, restricted trade practice
 Procedures for redressal of grievances before district forum, state commission and national commission
 Distinction between Partnership and Limited Liability Partnership
 Distinction between Partnership and Company

Pedagogy

The pedagogy for this module is based upon two principles. First, this module will be interaction-oriented where a continuous interaction among students and tutor will be required thereby making the sessions more active and participative. Second, this module will also involve an instructive and case discussions based strategy, where the emphasis will be on understanding different business situations by case study analysis and discussion. The former requires more interactive pedagogical approaches whereas the latter requires focus on self-reading and analysis. Following pedagogical approaches are adopted:

- Lectures and Presentations by the students: This will help the students for understanding of the concepts and various strategies.
- Problem solving exercises: This will develop the problem solving skills by applying the conceptual framework which they understand from the classes.
- Case Study Analysis: The understanding of the strategies will be through case studies

1. Examination Scheme

Component of Evaluation	Internal	End Term
Weightage (%)	40	60

2. Text & References

Core Text

- **Indian Contract Act, 1872**
- **The Company Law, 2013**

Supplementary Text

- Avtaar Singh, Law of Contracts and Specific Relief Act, Eastern Book Company
- V.K. Ahuja, Law relating to IPR's, Lexis Nexis
- Mulla, Sale of Goods Act and the Indian Partnership Act, Lexis Nexis

FIN 7702	Financial Management and Planning	L	T	P	C
Batch 2021-22	Semester II	3	0	0	3
Pre-requisites/Exposure	Accounting and Financial analysis				
Co-requisites	NA				

1. Course Objective

Finance is the backbone of any business organisation. Financial management includes planning of financial resources, designing an optimum capital structure and effective utilization of financial resources through the analysis of cost of capital and capital budgeting etc. The financial management and planning course is designed to acquaint students with concepts and techniques of financial management and their applications to managerial decision-making to sustain and grow the business in long-run. The course will also help students in understanding various financial decisions i.e. investment decision, financing decision, dividend decision and liquidity decision.

2. Course Outcomes

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

CO1: Demonstrate knowledge of various concepts and techniques of Financial Management.

CO2: Explain various finance functions.

CO3: Estimate cost of various sources of capital as well as overall cost of capital.

CO4: Take various financial decisions by applying relevant concepts, tools and models.

3. Course Content

Unit I: Introduction to Financial Management

4 Hrs

Nature and Scope of Financial Management Finance Functions

Financial Goal: Profit Maximization vs. Wealth Maximization

Role of Finance Manager

Interface of Finance with Other Functional Areas

Unit II: Time Value of Money

4 Hrs

Time Preference for money

Future Value and Present Value: Lump Sum and Annuity, Sinking Fund

Valuation of Bonds and Shares, Risk and Return
Exercises on Future Value, Present Value and Bond Valuation

Unit III: Investment Decision

6 Hrs

Concept of Capital Budgeting

Various Investment Decisions

Capital Budgeting Techniques - Pay Back, NPV, PI, IRR and ARR etc.

Risk Analysis in Capital Budgeting

Capital Rationing

Unit IV: Cost of Capital **4 Hrs**
 Concept and Significance of Cost of Capital
 Cost of Debt, Preference Capital and Equity Capital
 Weightage Average Cost of Capital (WACC)

Unit V: Financing Decision **4 Hrs**
 Concept of Capital Structure
 Theories of Capital structure: Net Income (NI) Approach, Net Operating Income (NOI) Approach, Traditional Approach, MM Hypothesis
 EBIT-EPS Analysis
 Leverage Analysis- Operating, Financial and Combined Leverage

Unit VI: Dividend Decision **4 Hrs**
 Dividend: Concept, Types and Significance for Shareholders
 Dividend Policy
 Theories/Models in Dividend Policy: Walter Model, Gordon Model, MM (Miller Modigliani) Approach

Unit VII: Working Capital Management **4 Hrs**
 Working Capital: Concept and Types Determinants of Working Capital
 Financing of Working Capital
 Cash Management
 Receivables Management
 Inventory Management

4. Pedagogy

This course shall be organised through a mixture of lectures, class discussions, problem solving, cases and dealing with real life problems. Each session shall start with a scenario presentation to lay down the context for the topic to be discussed. Next part of the session shall be dedicated towards concept building and understanding of various tools, techniques and models. The final leg of each session shall be dedicated to the application aspect so that necessary competencies can be developed in students for analysing situations and taking various financial decisions.

Examination Scheme:

Component of Evaluation	Internal (40)		End Term
	Mid Semester Exam (MSE)*	Case Analysis / Project Report & Presentations/ Viva / Home Assignments (data Analysis/ simulations/ modelling etc) / Reviews (Article, Book, Policy etc.)**	
Weightage (%)	20	20	60

CO1	X	X	X
CO2	X	X	X
CO3	X	X	X
CO4	X	X	X

***One Mid Semester examination will be conducted**

****Minimum 2 assessments methods to be adopted**

Text & References

Core Text:

Pandey, I. M. (2015), Financial Management, 11th Edition, Vikas Publishing House, New Delhi.

Reference Texts:

- Chandra, Prasanna (2015), Financial Management, 9th Edition, McGraw Hill, New Delhi.
- Khan, M. Y. and Jain, P. K. (2014), Financial Management, 7th Edition, McGraw Hill, New Delhi.
- Srivastav, R. M. and Mishra, Anil (2013), Financial Management, 2nd Edition, Oxford University Press, New Delhi.
- Brealey, Richard, A., and Myers, Stewart, C., Allen, Franklin, Mohanty, Pitabas (2012), Principles of Corporate Finance, 8th Edition, McGraw Hill, New Delhi.

Mapping between COs and POs		
	Course Outcomes (COs)	Mapped Program Outcomes
CO1	Demonstrate knowledge of various concepts and techniques of Financial Management.	PO 1, 2, 3 & 5
CO2	Explain various finance functions.	PO 3, 5 & 6
CO3	Estimate cost of various sources of capital as well as overall cost of capital.	PO 2, 3 & 5
CO4	Take various financial decisions by applying relevant concepts, tools and models	PO 3, 5 & 6

Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
FIN 7702	Financial Management and Planning	2	3	3		3	2		
		Develop an understanding of various management functions such as finance, operations, supply chain, marketing, IT and human resource	Develop the analytical skill for solving business problems	Become proficient and effective in using modern mathematical, statistical and IT tools like ERP for business situations and problems	Develop an ability to effectively communicate with customers and other stakeholders of the society	Develop the capability of working independently and in a team with multidisciplinary environment	Develop general awareness and apply management skills for designing and implementing environmental and sustainable solutions in the society	Maintain integrity and ethics in the business environment	Develop effective leadership skills

1 = weakly mapped

2 = moderately mapped

3 = strongly mapped

HRM7701	Human Resource Management	L	T	P	C
Batch 2021-22	II SEM	3	0	0	3
Pre-requisites/Exposure	Exposure to Fundamentals in Management				
Co-requisites					

Course Objectives:

The Human Resource Management concerns the personnel policies and managerial practices and systems that influence the workforce. Regardless of the size or type of a formal organization, the activities involved in HRM are pervasive throughout the organization. The effectiveness with which line managers perform HRM functions with the tools, data and processes provided by the HRM specialists is key to competitive advantage through HRM. Research shows that progressive HRM practices can have a significant effect on corporate performance.

The course Human Resource Management which is essentially a practice based course and aims to deliver knowledge and skills in areas such as basic concepts of HRM functions, role of HR practitioners, Job analysis, Selection and Recruitment, compensation, performance appraisal, Industrial Relations etc. It will also orient students towards new methods and emerging concepts in Human Resource Management.

Course Outcomes:

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

CO1. Acquire conceptual understanding of the various HR functions, applied tools and the required skills

CO2. To understand and apply best practice in a range of core HR activities

CO3. Demonstrate skills of effective decision making after evaluating theory and concepts that are taught in class

Course Contents:

Unit I: Concepts & Perspectives of HRM

6

Hrs.

HRM in changing environment, Introduction to Competency Mapping

HRM functions, Role of HR Practitioners;

Corporate objectives, HR Policies and Human Resource Planning

Unit II: Manpower Selection and Deployment

7

Hrs

Job Analysis, Role Analysis,

Methods of Manpower Search, Attracting and selecting HR;

Induction and socialisation,

Manpower training & development;

Career and succession Planning, Managing Organisational Renewal.

Unit III: Compensation & Appraisals -Aims & components**8****Hrs**

Compensation& Appraisals -Aims & components,

Factors determining pay rates; Establishing pay rates, Job Evaluation; Pay for performance; Employee benefits & services; Performance appraisal, 360 degree feedback, Potential appraisal.

Unit-IV Industrial Relations; Employee Empowerment and Organisation Renewal 9**Hrs.**

Employee Relations

Organizational development

Employee grievances and Collective Bargaining

Industrial disputes, Trade Unions and dispute resolution;

Participation and Employee empowerment

Virtual and Learning Organization

Pedagogy:

The course will be taught in an interactive manner. The concepts shall be mostly shared through slides, video clips as required and further reinforced through individual or group activities such as role plays, exercises, games, case discussions, presentations etc. aimed to equip students with skills to apply the theoretical knowledge in practical situations. They may also be required to work on field projects. Students are expected to read management news and articles also to improve their understanding of the said areas.

Examination Scheme:

Component of Evaluation	Internal (40)		End Term
	Mid Semester Exam (MSE)*	Case Analysis / Project Report & Presentations/ Viva / Home Assignments (data Analysis/ simulations/ modelling etc) / Reviews (Article, Book, Policy etc.)**	
Weightage (%) / Course Outcomes	20	20	60
CO 1	X	X	X
CO 2	X	X	X
CO 3	X	X	X

***One MSE to be conducted**

58

****Minimum 2 assessments methods to be adopted**

Text and Reference:

Core Texts

- Bernardin, H. J. (2002). *Human resource management: An experiential approach*. Irwin Professional Pub.
- Dessler, G., & Tan, C. H. (2006). *Human resource management: An Asian perspective*. Pearson Prentice Hall.

Reference Books

- Fisher, C. D., Schoenfeldt, L. F., & Shaw, J. B. (1999). *Human resource management*. Boston: Houghton Mifflin Co.
- Gilmore, S., & Williams, S. (2009). *Human resource management*. Oxford: Oxford University Press.
- Milkovich, G. T., Boudreau, J. W., Milkovich, C., & Milkovich, G. T. (1991). *Human resource management*. Homewood, IL: Irwin.
- Mondy, R. W., Noe, R. M., & Premeaux, S. R. (2002). *Human resource management*. Upper Saddle River, N.J: Prentice Hall.
- Ramaswamy, E. A. (2000). *Managing human resources: A contemporary text*. Oxford University Press.
- Rao, V. S. P. (2007). *Human resources management: text and cases*. Excel Books.
- Torrington, D., Hall, L., & Torrington, D. (1998). *Human resource management*. London: Prentice Hall Europe.
- Sanghi, Seema. (2004). *The Handbook of Competency Mapping: Understanding, Designing, and Implementing Competency Models in Organization*. New Delhi: Response Books.

Mapping between COs and POs		
	Course Outcomes (COs)	Mapped Programme Outcomes
CO1	Acquire conceptual understanding of the various HR functions, applied tools and the required skills	P01,P02,P04,P05,P06,P07,P08
CO2	To understand and apply best practice in a range of core HR activities	P01,P02,P06,P08
CO3	Demonstrate skills of effective decision making after evaluating theory and concepts that are taught in class	P02, P07, P08

Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
HRM7701	Human Resource Management	2	3		1	2	2	3	3
		Develop an understanding of various management functions such as finance, operations, supply chain, marketing, IT and human resource	Develop the analytical skill for solving business problems	Become proficient and effective in using modern mathematical, statistical and IT tools like ERP for business situations and problems	Develop an ability to effectively communicate with customers and other stakeholders of the society	Develop the capability of working independently and in a team with multidisciplinary environment	Develop general awareness and apply management skills for designing and implementing environmental and sustainable solutions in the society	Maintain integrity and ethics in the business environment	Develop effective leadership skills

1=weakly mapped
2= moderately mapped
3=strongly mapped

OPM7701	OPERATIONS MANAGEMENT	L	T	P	C
Batch 2021-21		3	0	0	3
Pre-requisites/Exposure	GENERAL MANAGEMENT				
Co-requisites	MS Excel				

Course Objective

The objective of this course is to help the students to become effective managers in the competitive global environment. After studying it the students placed in various organizations whether manufacturing or service are supposed to take care of the very basic unit of the work that is process. They need to accept the challenge of both managing and understanding the interrelatedness of the enterprise wide activities. Summing up the aim of this course is to prepare the truly global operations manager equipped with all type of weapons to take care of the limited resources of an enterprise and transform them to the revenue and profit.

Course Outcomes

On completion of this course the student shall be able to

CO1: Understand the function of operations management and how it relates to other business functions.

CO2: Accurately deploy established techniques in managing capacity and demand.

CO3: Acquire coherent and detailed knowledge of various tools, techniques and methods in common use for operational effectiveness and excellence.

Course Content

Unit I: Introduction to Operations Management

4 Hrs

Historical background
 Products and services
 Transformation processes
 Roles and responsibilities of an operations Manager
 Operations strategies.

Unit II: Designing of Product and Processes

6 Hrs

Key parameters for Product and Service Design.
 Factors influence process design and designing of processes
 Mass production process, batch and Job shop type of processes and project working.

Unit III: Service operations Management

4 Hrs

Service scenario in India
Characteristics of services
Service capacity Management.
Service quality issues

Unit IV: Facility Location, Layout and Capacity Planning **5 Hrs**

Factors affecting location decisions
Understanding of various types of layouts.
Planning layout for operational efficiencies and effectiveness of operation system.
Understanding of capacity Planning issues
Managing under/over capacity in Mfg. / service situations.

Unit V: Management of Inventory and Quality **6 Hrs**

Materials Requirement Planning
Inventory management and costs associated with purchase decisions
Importance of EOQ concept and JIT inventory Mgmt.
Importance of quality control, cost of quality and quality in services
Acceptance sampling, Statistical process control
Six Sigma Methodology

Unit VI: Aggregate Production Planning and Operations Scheduling **5 Hrs**

Introduction to aggregate production planning and related issues
Operations scheduling, sequencing and loading.
Understanding of Job, Task and activities and Job design.
Method study and work measurement.
Value analysis/Engineering

Pedagogy

The concepts will be introduced and explained gradually in a series of lectures followed by a seminar session. The main learning medium for Lectures will be interactive sessions wherein the students would learn the conceptual paradigm of the course through MS-Power Point slides using multimedia techniques. Seminar sessions would include discussions of real world case studies, quizzes, role plays, solving mathematical queries and the software workshops. The students would be provided certain exercises that they have to perform in real world environment. Along with this, there will be an industrial trip so that the students can experience the actual working place.

- Lectures and Presentations by the students: This will help the students for understanding of the concepts and various strategies.
- Problem solving exercises: This will develop the problem solving skills by applying the conceptual framework which they understand from the classes.
- Case Study Analysis: The understanding of the strategies will be through case studies

Examination Scheme:

Component of Evaluation	Internal (40)		End Term
	Mid Semester Exam*	Case Analysis / Project Report & Presentations/ Viva / Home Assignments (data Analysis/ simulations/ modelling etc) / Reviews (Article, Book, Policy etc.)**	
Weightage (%)	20	20	60
CO1	X	X	X
CO2	X	X	X
CO3	X	X	X

- **1 Mid Semester Exam to be conducted**

****Minimum 2 assessments methods to be adopted**

Text & References

Core Text:

Mahadevan, B. (2010). Operations Management: Theory and Practices. 2nd Edition., Pearson Education, New Delhi.

Supplement Text:

- Krajewski, L. J., Ritzman, L. P., Malhotra, M. K., Srivastava, S. K. (2015). Operations Management: Processes and Supply Chains, 9th Edition, Pearson Education, New Delhi
- Slack, N., Chambers, S., Johnston, R. (2007), Operations Management, Prentice Hall, 5th Ed., FT.
- Chase, R. B., Aquilano, N. J and Jacobs, F. R. (2010), Production & Operations Management- Manufacturing & Services, 12th Ed., Tata McGraw Hill, New Delhi.
- Gaither, N. (2002), Production and Operation Management, 9th Ed., Dryden Press, Thomson Learning, Bombay.
- Kanishka Bedi (2007), Production And Operations Management, Oxford University Press, 2ndEd.

Mapping between COs and POs		
	Course Outcomes (COs)	Mapped Programme Outcomes
	63	

CO1	Understand the function of operations management and how it relates to other business functions.	PO1, PO3, PO8
CO2	Accurately deploy established techniques in managing capacity and demand.	PO2, PO5
CO3	Acquire coherent and detailed knowledge of various tools, techniques and methods in common use for operational effectiveness and excellence.	PO2, PO4

PROGRAMME OUTCOMES									
Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
OPM 7701	Operations Management	3	3	3	3	2	2	2	2

1=weakly mapped

2= moderately mapped

OPM 8721	Project Management	L	T	P	C
Batch 2021-22	SEM 2	3	0	0	3
Pre-requisites/Exposure	General Management/Operations/Marketing/Finance/HR				
Co-requisites	MS Excel				

Course Objectives:

The objective of this course is to provide an overview of all aspects of project management functions. It includes defining the key project management terms and provides a basic structure for understanding project management. It explains the general business environments in which projects operate and provides a general knowledge of the project management life cycle and project phases. It explains a generalized view of how the various project management processes commonly interact during the project life cycle and project phases and provides an understanding of the project management deliverables. It explores the key roles in project management such as the role of the project manager, project stakeholders, project team and the skills that are required to manage the project to a successful completion. It provides an understanding of the processes required to properly coordinate the various elements of the project and the trade-offs involved among competing project objectives and alternatives to meet stakeholder needs and expectations.

Course Outcomes:

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

- Demonstrate the benefits of the project to the organization, needs and requirements of the organization and the costs associated with the project.
- Evaluate the network diagram of the project and understand the importance of schedule and activity sequencing
- Learn the tools and techniques used to acquire, develop and manage project team.
- Identify stakeholders and develop communication plans for the project.
- Understand the use of MS-Project Software to perform various project related exercises

Course Contents:

Unit 1-Introduction to Project Management hours)

(7

Project vs. Operations, Project Management Office, Project Manager Role, Iron Triangle, Project Life Cycle, Project phases and nine domains of a project, People associated with project, Project vs. Programme, Selection of projects and Organization structure and culture,

65

Financial and non-financial methods of project selection, Project Evaluation techniques,

Project portfolio management system, Applying a selection model, Organizing projects within functional organization, dedicated teams, and matrix forms.

Unit 2-Defining the project (7 hours)

Defining project Scope, scope verification, scope check list, Project Charter, Need and process of creating WBS, WBS ,OBS ,PBS .Responsibility Matrix, Estimating project time and cost, Estimating guide lines for Time, cost & resources, Factors effecting time and cost.

Top down vs. Bottom up approach, Types of costs.

Unit 3- Developing a project Plan (7 hours)

Crafting the project network from work package, AON Fundamentals and network terminology,(F/W pass, B/W pass),Extended techniques like laddering, lags to reduce schedule, Reducing the duration of project, Time- cost trade off, Project Risk management.

RISK management Process, RISK identification, RISK assessment, RISK response development

Unit 4-Project Communication and HR management (7 hours)

Project communication plan, Need and relevance of project communication plan, Project Human Resource Management, Project team development model, High performance project teams, Virtual project teams, Project procurement, Quality management, Project Progress, performance measurement, evaluation and Project closing. Agile Projects.

Unit 5-MS Project Introduction and Hands on sessions (5 hours)

Setting the calendar, Different views and their relevance in Microsoft –project, Filtering and highlighting the tasks, Filling up the task detail, Concept of resource scheduling, Types of resource constraints, Benefits of resource scheduling, Resource scheduling to develop a cost base line, Time phase budgeting, Assigning resources, Levelling the resources, Over allocated resources, Setting up the base line, Resource summary and resource cost summary graph.

Pedagogy:

The goals of this course are motivated from the fact that strong foundations need to be developed. However, it is to be kept in mind that implied understanding also needs to be developed on current issues relating to business scenario in India. Pedagogy for the module has to take care of two things. Firstly, a constant interaction among students and tutor is required, involving students in active and participative manner. Secondly, an instructive strategy is required to understand implications emphasising learning by doing. Thus, in this module following pedagogical approaches are adopted:

- Student Lecture and Presentation: To support the development of theoretical construct
- Practical in Computer Lab: to familiarise with different IS
- Case Study Analysis: The understanding of the strategies will be through case studies

Examination Scheme:

Component of Evaluation	CT	Case Study & Presentation	SBM (Software Based Modelling)	End Term (Theory)
Weightage (%) / Course Outcome	20	10	10	60
1	☒	☒		☒
2	☒	☒		☒
3			☒	☒
4	☒	☒	☒	☒

Core Text:

- Clifford F. Gray, Erik W. Larson and Gautam V. Desai, *Project Management: The Managerial Process*, McGraw Hill.

Supplementary Text:

- Jack R. Meredith and Samuel J. Mantel, Jr., *Project Management: A Managerial Approach*, John Wiley & Sons.
- John M. Nicholas and Herman Steyn, *Project Management for Business, Engineering and Technology*, Principles and Practices, Elsevier
- Kathy Schwalbe, *Project Management in IT*, Cengage learning
- Kathrin Koster, *International Project Management*, Sage publications
- Mudrick and Ross, *Management Information System*, PHI, New Delhi
- Kanter, J., *Management Information System*, PHI, New Delhi
- Basandra, S.K., *Computers for Managers*, Professional Managers' Library, Global Business Press, N. Delhi.

Mapping between COs and POs									
	Course Outcomes (COs)								Mapped Programme Outcomes
CO1	Demonstrate the benefits of the project to the organization, needs and requirements of the organization and the costs associated with the project.								PO-1,6
CO2	Evaluate the network diagram of the project and understand the importance of schedule and activity sequencing								PO-2,3
CO3	Learn the tools and techniques used to acquire, develop and manage project team.								PO-1,2,3,5
CO4	Identify stakeholders and develop communication plans for the project								PO-2,3,4,5
CO5	Understand the use of MS-Project Software to perform various project related exercises								PO-2,3,4,5
	Supply Chain Management	Domain specific knowledge and skills: Develop an understanding of various management functions such as finance, operations, supply chain, marketing, IT and human resource	Problem analysis and Critical thinking: Develop the analytical skill for solving business problems	Modern IT tools: Become proficient and effective in using modern mathematical, statistical and IT	Communication: Develop an ability to effectively communicate with customers and other stakeholders	Teamwork: Develop the capability of working independently and in a team with multidisciplinary	Environment and Sustainability: Develop general awareness and apply management skills for designing and implementing environmental and	Ethics: Maintain integrity and ethics in the business environment	Leadership Skills: Develop effective leadership skills
Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
OPM8721	Project Management	2	3	3	3	3	3	1	2

1=weakly mapped
2= moderately mapped
3=strongly mapped

HRM 8709		L	T	P	C
	HR Analytics				
Batch 2021-22	2 SEM	3	0	0	3
Pre-requisites/Exposure	Exposure to Human Resource Management				
Co-requisites					

Course Objectives:

The course introduces students to the fundamental logic, metrics, analysis, and interpretation that are central to HR analytics. While the emphasis is on applied methodology rather than statistical issues, rigorous methodology as it pertains to HR metrics will be covered. Strategic management issues related to workforce forecasting, and calculating absenteeism and turnover costs will be discussed. By the conclusion of the course, students should be capable of integrating, analyzing and interpreting data to make more information decisions about managing human resources.

Course Outcomes:

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

CO1. Describe the importance and potential uses of HR Analytics in measuring human resources and how it drives an organization's performance

CO2. Employ measurement and analytical techniques around intangibles and identify ways to benchmark performance and create standards

CO3. Learn how to create meaningful HR reports and to use predictive modeling techniques

CO4. Learn how to measure and forecast budget numbers for HR costs

CO5. Demonstrate how to connect HR results to business results

Course Contents:

Unit I: Introduction to HR Analytics

Decision Science influences HR measurement, The LAMP Framework, Data, measurement and analysis, traditional vs. contemporary HR measures, fundamental analytical concepts from statistics and research

Unit II: Creating business understanding for HR costs

Employee absenteeism, analytics and measures for employee absenteeism, estimating cost of employee absenteeism, Employee Turnover, compute turnover costs, Employee Health, Wellness, and Welfare, Employee Attitudes and Engagement, Staffing Utility: The Concept and Its Measurement, Costs and Benefits of HR Development Programs

Unit III: Predictive modelling in HR

Turning Data into Business Intelligence, Predictive Analytics for Human Capital Management, Predictive Analytics in Action ,Using Human Capital Data for Performance Management During Economic Uncertainty, Using HR Metrics to Make a Difference

Unit IV: Case studies

Impacting Productivity and the Bottom Line: Ingram Content Group; Leveraging Human Capital Analytics for Site Selection: Monster and Enterprise Rent-A-Car; Predictive Management at Descon Engineering; UnitedHealth Group Leverages Predictive Analytics for Enhanced Staffing and Retention

Pedagogy:

The course will be taught in an interactive manner. The concepts shall be mostly shared through slides, video clips as required and further reinforced through individual or group activities such as role plays, exercises, games, case discussions, presentations etc. aimed to equip students with skills to apply the theoretical knowledge in practical situations. They may also be required to work on field projects. Students are expected to read management news and articles also to improve their understanding of the said areas.

Examination Scheme:

Component of Evaluation	Internal (40)		End Term
	MSE*	Case Analysis / Project Report & Presentations/ Viva / Home Assignments (data Analysis/ simulations/ modelling etc.) / Reviews (Article, Book, Policy etc.)**	Theory
Weightage (%) / Course Outcomes	20	20	60
CO 1	X	X	X
CO 2	X	X	X
CO 3	X	X	X
CO 4	X	X	X
CO 5	X	X	X

***One MSE (Mid Semester Exam) to be conducted**

****Minimum 2 assessment methods to be adopted**

Text and Reference:

Core Texts:

- Cascio, W. and Boudreau, J. (2010). *Investing in People: Financial Impact of Human Resource Initiatives*, 2nd Edition, ISBN-13: 978-0137070923
- Edwards, M. R., & Edwards, K. (2016). *Predictive HR analytics: Mastering the HR metric*. London: Kogan Page.
- Fitz-enz, J. (2010). *The new HR analytics: Predicting the economic value of your company's human capital investments*. New York: AMACOM.

Reference Books:

- Smith, T. (2013). *HR Analytics: The What, Why and How*. Numerical Insights LLC.

Mapping between COs and POs		
	Course Outcomes (COs)	Mapped Programme Outcomes
CO1	Describe the importance and potential uses of HR Analytics in measuring human resources and how it drives an organization's performance	PO1,PO2
CO2	Employ measurement and analytical techniques around intangibles and identify ways to benchmark performance and create standards	PO1,PO2
CO3	Learn how to create meaningful HR reports and to use predictive modeling techniques	PO1,PO2
CO4	Learn how to measure and forecast budget numbers for HR costs	PO1,PO2
CO5	Demonstrate how to connect HR results to business results	PO1,PO2

Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
HRM 8709	HR Analytics	3	3						
		Develop an understanding of various management functions such as finance, operations, supply chain, marketing, IT and human resource	Develop the analytical skill for solving business problems	Become proficient and effective in using modern mathematical, statistical and IT tools like ERP for business situations and problems	Develop an ability to effectively communicate with customers and other stakeholders of the society	Develop the capability of working independently and in a team with multidisciplinary environment	Develop general awareness and apply management skills for designing and implementing environmental and sustainable solutions in the society	Maintain integrity and ethics in the business environment	Develop effective leadership skills

1=weakly mapped
2= moderately mapped
3=strongly mapped

FIN 8707	Derivatives and Risk Management	L	T	P	C
MBA Batch 2021-22		3	0	0	3
Pre-requisites/Exposure	FIN 7701				
Co-requisites					

Course Objectives:

Financial derivatives enable parties to trade specific financial risks such as interest rate risk, currency, equity and commodity price risk, and credit risk etc. to other entities who are more willing, or better suited, to take or manage these risks typically, but not always, without trading in the primary asset or commodity. This course has been designed to provide the students with an insight of various financial derivatives. The course will also focus on use of these instruments for the purpose of financial risk management.

Course Outcomes:

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

CO1. Explain the concept of financial risk and its management.

CO2. Demonstrate knowledge of various financial derivatives.

CO3. Use various option trading strategies at the time of trading in options.

CO4. Apply option pricing models to calculate the price of an option contract.

CO5. Use various financial derivatives for the purpose of hedging i.e. managing financial risk.

Course Contents:

Unit I: Introduction to Derivatives

2

Hrs

Concept of Derivatives; Types of Derivatives; Derivatives Market in India; Concept of Financial Risk and Its Management

Unit II: Forward and Future Contracts

8

Hrs

Forward Contract; Future Contract; Types of Future Contract: Index Futures, Stock Futures and Currency Futures etc.; Difference between Forwards and Futures; Hedging Strategies Using Forwards and Futures

Unit III: Option Contracts

10

Hrs

Option Contract; Types of Options: Call Option and Put Option, American Option and European Option, Index Option and Stock Option, Currency Option etc.; Factors Affecting Option Prices, Option Greeks; Lower Bound and Upper Bound; Put-Call Parity; Important Trading Strategies Involving Options; Hedging with the Help of Options

Unit IV: Option Pricing Models

6

Hrs

The Black-Scholes Model; Binomial Pricing

Unit V: Financial Swaps

4

Hrs

Meaning of Financial Swaps; Interest Rate Swaps; Currency Swaps; Equity Swaps; Hedging Strategies Using Swaps

Pedagogy:

This course shall be organised through a mixture of lectures, class discussions, problem solving, cases and dealing with real life problems. Each session shall start with a scenario presentation to lay down the context for the topic to be discussed. Next part of the session shall be dedicated towards concept building and understanding of various tools, techniques and models. The final leg of each session shall be dedicated to the application aspect so that necessary competencies can be developed in students for using financial derivatives for the purpose of hedging.

Examination Scheme:

Component of Evaluation	Internal (40)		End Term
	Class Test	Case Analysis & Presentations	
Weight (%)	20	20	60

Text and Reference:**Core Text:**

- Options, Futures and other derivatives by John C. Hull, 7th Edition, Pearson Education, (2009)
- Fundamentals of Financial Derivatives by N R Parasuraman, 2nd edition, Wiley India (2011)

Reference Readings:

- Gupta, S. L. (2011), Financial Derivatives, Prentice Hall of India, New Delhi.
- Srivastava, Rajiv (2012), "Derivatives and Risk Management". 1st Edition, Oxford University Press, New Delhi.

Websites:

www.nseindia.com
 www.mcxindia.com
 www.ncdex.com

Mapping between COs and POs		
	Course Outcomes (COs)	Mapped Programme Outcomes
CO1	Explain the concept of financial risk and its management	PO 1
CO2	Demonstrate knowledge of various financial derivatives	PO 1, 6
CO3	Use various option trading strategies at the time of trading in options	PO 3, 5, 6
CO4	Apply option pricing models to calculate the price of an option contract	PO 3, 6
CO5	Use various financial derivatives for the purpose of hedging i.e. managing financial risk	PO 2, 3, 6

HRM 8711		Training and Development				L	T	P	C
Batch 2021-22		SEM 2				3	0	0	3
Pre-requisites/Exposure		Exposure to HRM							
Co-requisites		None							
		Develop an understanding of various management functions such as finance, operations, supply chain, marketing, IT and human resource	Develop the analytical skill for solving business problems	Become proficient and effective in using modern mathematical, statistical and IT tools like ERP for business situations and problems	Develop an ability to effectively communicate with customers and other stakeholders of the society	Develop the capability of working independently and in a team with multidisciplinary environment	Develop general awareness and apply management skills for designing and implementing environmental and sustainable solutions in the society	Maintain integrity and ethics in the business environment	Develop effective leadership skills
Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
FIN 8707	Derivatives and Risk Management	1	3	3		2	1		

1=weakly mapped

2= moderately mapped

3=strongly mapped

Course Objectives:

This paper is designed to help students understand how training and development practices play a crucial role in the success of any organization and for any Manager. Especially for HR practitioners, it is compulsory to understand and practice the principles of Management of Training and Development. The aim of this subject is to develop students' understanding of the concepts of Training and Development. In particular, the subject is designed to develop the underpinning knowledge and skills required to Manage, organize and conduct Training & Development. It will introduce the students to the various concepts in Training and Development. It familiarizes them with the various methods and techniques of training and development in detail.

Course Outcomes:

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

CO1 To discuss how training can help companies gain a competitive advantage.

CO2 To design a training environment to maximize learning.

CO3 To understand how assessment, relationships, courses, and job experiences can be used for development.

CO4 To propose activities that companies should engage in to effectively manage a diverse workforce.

CO5 To understand the issues that employees experience in their career development and what companies can do to help them deal with these issues.

Course Contents:

UNIT I: Training: Aims, Contexts, Choices and Dynamics

7 Hrs

What is training?; Culture and other contexts; Choosing goals, A Dominant Orientation and best Modality; Training Strategy; Training Process – Overview and steps, Training process outsourcing; Organizing training department; Training and development policies; Linking training and development to company's strategy.

UNIT II: Training in process: The Visible Tip

7 Hrs

Fine-tuning objectives and preparing the partners; Setting the stage; methods to highlight experience and share reflective observations; methods for heightening understanding and improving planning; designing the program; developing group and the climate; trainers and training styles; evaluating training and follow-on support; Moving from Training to Performance.

UNIT III: Training and Training System Development

8 Hrs

The Training system; Training centers and like institutions; Human Performance Improvement; Counseling techniques with reference to development employees, society and organization; development of competency-based training programs; Strategic Training: Adventure learning, action learning, business games.

UNIT IV: The Future Development of Training

8 Hrs

Building competence, support and the professional; Building institutional supports for major innovations and developments; Role of Development officers: administrators, consultants,

designers and instructors; Usefulness of training; New technologies in training; Special issues in training and development; E-learning environment; Flexible learning modules; Self-development; Training and development initiatives of some selected companies from private and public sectors and MNCs.

Pedagogy:

The following will be employed as training techniques:

1. Lecture
2. Simulation
3. Autoscropy

Examination Scheme:

Component of Evaluation	Internal (40)		End Term
	MSE*	Case Analysis / Project Report & Presentations/ Viva / Home Assignments (data Analysis/ simulations/ modelling etc.) / Reviews (Article, Book, Policy etc.)**	Theory
Weightage (%) / Course Outcomes	20	20	60
CO 1	X	X	X
CO 2	X	X	X
CO 3	X	X	X
CO 4	X	X	X
CO 5	X	X	X

***One MSE (Mid Semester Exam) to be conducted**

****Minimum 2 assessment methods to be adopted**

Text and Reference:

Core Text:

1. Training and Development by Rolf P. Lynton and Udai Pareek; Sage Publishing, 3rd Edition.
2. Dayal, Ishwar, Management Training in Organisations, Prentice Hall.

Reference Readings:

1. Craig, Robert L. Training and Development Handbook. , 3rd ed. 1987. McGraw Hill, New York.

2. Employee Training And Development – Raymond Noe.
3. Every Trainers Handbook- Devendra Agochia

Mapping between COs and POs		
	Course Outcomes (COs)	Mapped Programme Outcomes
CO1	To discuss how training can help companies gain a competitive advantage.	P01
CO2	To design a training environment to maximize learning.	P05, P06, P07
CO3	To understand how assessment, relationships, courses, and job experiences can be used for development.	P01, P02, P03
CO4	To propose activities that companies should engage in to effectively manage a diverse workforce.	P02, P05,
CO5	To understand the issues that employees experience in their career development and what companies can do to help them deal with these issues.	P04, P06

Domain specific knowledge and skills: understand the Human Resource Management function and integrate organization' s vision
Problem analysis and Critical thinking: Develop the analytical skill for solving complex issues related to facts and facets of managing people and critically think about the policies, procedures and practices
Modern IT tools: Become proficient and effective in using modern quantitative and IT tools for application in Human Resources context
Communication: Develop an ability to effectively communicate with stakeholders of the society
Teamwork: Develop the capability of working independently and in a team with multidisciplinary environment
Environment and Sustainability: Develop general awareness and apply management and good governance skills for designing and implementing environmental and sustainable solutions for the business and the society
Ethics: Maintain integrity and ethics in the business environment
Leadership Skills: Develop effective leadership skills

OPM 8716		Sourcing Management						L	T	P	C
Batch 2021-22		SEM 2						3	0	0	3
Pre-requisites/Exposure		Operations Management									
Co-requisites											
Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	P O7	PO 8		
HRM 8711	Training and Development	2	3	2	2	3	3	2			

1=weakly mapped

2= moderately mapped

3=strongly mapped

Course Objectives:

Now a days sourcing is playing a vital role in supply chain management. The course would help students in understanding the factors that influence decisions about a supply chain activity performed within the firm our outsourced, performance characteristics of suppliers that affect total cost and also to learn trade-off involved in making sourcing decision to maximize the values at each stage of sourcing relationship

Course Outcomes:

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

CO1: Develop an understanding of sourcing and their inter relationships with other functions of the organization such as marketing, manufacturing, and finance.

CO2: Design various kind of tender including e-tender for efficient and effective procurement purposes

CO3: Develop the ability to design sourcing strategy in supply chain and logistics systems,

CO4: Design and develop effective supplier relationship management so that all components are synchronized and fit in with corporate strategy, competitive realities and market needs.

Course Contents:

Unit 1: Fundamentals of Outsourcing Hrs

3

Sourcing –Definition and concept

79

In-house Vs Outsource

Role of sourcing in supply chain
Purchasing (or procurement) fundamentals
Sourcing in Emerging and Low cost Countries. Trends in sourcing

Unit II: Purchasing Management **4**
Hrs

Purchase Systems- Concepts and Definition
Quantitative models in Purchasing
Purchasing of Capital Equipment
Public Buying and Legal Aspects of buying
International Purchasing-Need, Procedure and Documentation.

Unit III: Sourcing Strategy **3**
Hrs

Strategic Dimensions to sourcing
Multi sourcing
Network sourcing
Single sourcing
Global Sourcing
Design collaboration
Outsourcing strategy for logistic services -3PL and 4PL
Indian scenario of logistics outsourcing

Unit IV: Supplier Sourcing –I **4**
Hrs

Supplier (Vendor) Selection Process
Need assessment, Source Searching, Tendering, Business proposal, evaluation and negotiation
Auction
Supplier Rating –Methodology for rating (SCOR model),
Cost approach for scoring and assessing supplier
Supplier development

Unit V: Supplier Sourcing –II (Spend Analysis) **4**
Hrs

Fundamentals of Spend Analysis
Relevance and characteristics
Implementing a successful Spend Analysis Program –Opportunity identification
Anatomy of Spend Transactions
Spend Analysis components

Unit VI: Total Cost of Ownership (TCO) **4**
Hrs

TCO-Concept 80
Hidden costs
Types of total cost modal

Total Landed Cost models
 Supplier Performance models
 Life Cycle cost Models
 Four A's of Total Cost Data

Unit VII: Supplier Relationship **4**
Hrs

Introduction, Types of relationship
 Need of partnering relationship in supply chain,
 Principles of supplier relations
 Conflict resolution strategy in relationship

Unit VIII: Risk Management **4**
Hrs

Understanding Risk (local and global)
 Categories of Global Risk
 Vendor (Supplier) Risk portfolio
 Supply chain contract
 Identifying, Preventing and Managing risk, Risk sharing
 Supply chain performance

Pedagogy:

The concepts will be introduced and explained gradually in a series of lectures followed by a seminar session. The main learning medium for Lectures will be interactive sessions wherein the students would learn the conceptual paradigm of the course through MS-Power Point slides using multimedia techniques. Seminar sessions would include discussions of real world case studies, quizzes, role plays, solving mathematical queries and the software workshops. The students would be provided certain exercises that they have to perform in real world environment. Along with this, there will be an industrial trip so that the students can experience the actual working place.

- Lectures and Presentations by the students: This will help the students for understanding of the concepts and various strategies.
- Problem solving exercises: This will develop the problem solving skills by applying the conceptual framework which they understand from the classes.
- Case Study Analysis: The understanding of the strategies will be through case studies

Examination Scheme:

Component of Evaluation	Internal (40)		End Term
	MSE*	Case Analysis / Quiz/ Simulations / Computer Based Exercise)**	Theory

Weightage (%) / Course Outcomes	20	20	60
CO 1	X	X	X
CO 2	X	X	X
CO 3		X	X
CO 4	X		X

*** One MSE (Mid Semester Exam) to be conducted.**

****Minimum 2 assessment methods to be adopted**

Text and Reference:

Core Text

- Burt, D.N., Dobler, D. W. and Starling, S. L. (2014), World Class Supply Management, 7th Edition, McGraw Hill

Supplement Text

- Chopra, S., Meindl, P., Kalra, D. V. (2013), Supply Chain Management, Pearson Education, 5th Edition
- Trent, Robert J., Llewellyn, Roberts R. (2010), Managing Global Supply and Risk, J.Ross Publishing
- Pandit, K., Marmanis, H. (2010), Spend Analysis –The Window into Strategic Sourcing, J. Ross Publishing
- Mukherjee, S.N. (2008), Strategic Sourcing for Competitive Advantage, ICFAI University Press

Mapping between COs and POs		
	Course Outcomes (COs)	Mapped Programme Outcomes
CO1	Develop an understanding of sourcing and their inter relationships with other functions of the organization such as marketing, manufacturing, and finance.	PO1
CO2	Design various kind of tender including e-tender for efficient and effective procurement purposes	PO2
CO3	Develop the ability to design sourcing strategy in supply chain and logistics systems,	PO2 & PO4
CO4	Design and develop effective supplier relationship management so that all components are synchronized and fit in with corporate strategy, competitive realities and market needs.	PO6 & PO8

Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
OPM8716	Sourcing Management	3	3	2	2	1	3	2	3
PROGRAMME OUTCOMES		Domain specific knowledge and skills: Develop an understanding of various management functions	Problem analysis and Critical thinking: Develop the analytical skill for solving business problems	Modern IT tools: Become proficient and effective in using modern mathematical, statistical and IT tools	Communication: Develop an ability to effectively communicate with customers and other stakeholders	Teamwork: Develop the capability of working independently and in a team with multidisciplinary	Environment and Sustainability: Develop general awareness and apply management skills for	Ethics: Maintain integrity and ethics in the business environment	Leadership Skills: Develop effective leadership skills

COURSE HANDBOOK

COURSE TITLE: WEALTH MANAGEMENT	COURSE CODE: FIN 8722
OBJECTIVES OF THE COURSE	
<p>The objectives of the course are –</p> <ol style="list-style-type: none"> 1. To provide comprehensive knowledge about wealth management. 2. To enable students to understand how wealth can be created through investments in varied products and be able to identify risk in these products. 3. To help students learn how to assess a client’s risk profile 	
CODE	COURSE OUTCOMES On completion of the course:
COFIN8722.1	Students will be able to differentiate between financial planning and wealth management and how economy affects the wealth building efforts
COFIN8722.2	Students will have knowledge of various investment products, how these products can help in long term wealth creation and the risks underlying such products and services
COFIN8722.3	Students will be able to assess the risk profile of clients and appreciate how asset allocation is an important element of wealth management
COFIN8722.4	Students will be competent in various elements of taxation of investments and estate planning
COURSE CONTENT/SYLLABUS	TOTAL HOURS: 36
UNIT-I	8Hours
<p>Introduction to Financial Planning & Wealth Management</p> <ol style="list-style-type: none"> a. Role of Financial Planner b. Financial Planning Process c. Wealth Cycle d. Risk Profiling and Asset Allocation e. Systematic Approach to Investing – SIP, SWP and STP f. Financial Plan – Goal based, Comprehensive g. Wealth Management & Economy - 	
UNIT-II	6Hours
<p>Investment & Risk Management: Equity, Debt & Alternate Assets</p> <p><u>Equity</u></p> <ol style="list-style-type: none"> a. Role of Equity b. Active and Passive Exposures c. Fundamental and Technical Analysis d. Investment and Speculation e. Leveraging 	

Debt

- a. Role of Debt
- b. Deposits and Debt Securities
- c. Valuation of Debt Securities
- d. Yields and Interest Rate Risk
- e. Credit Exposure and Debt Investments
- f. Concentration Risk

Alternate Assets

- a. Gold – Role, Gold Investment Routes, Rupee returns from Gold
- b. Real Estate – Role, Real Estate Investment Routes, Real Estate Indices

UNIT-III

6Hours

Investment Products & Services; Evaluation Framework

- a. Derivatives – Futures, Options
- b. Mutual Fund
- c. Venture Capital / Private Equity Funds
- d. Hedge Funds
- e. Structured Products
- f. Portfolio Management Services (PMS)

Investment Evaluation Framework

- a. Risk-Return Framework
- b. Risk - Standard Deviation, Beta
- c. Risk Adjusted Returns - Sharpe Ratio, Treynor Ratio, Alpha
- d. SSELECTIVVELLY-Invest Classification Scheme for Investment Products

UNIT IV

6Hours

Risk: Profiling & Asset Allocation; Management through Insurance

- a. Risk Profiling
- b. Strategic & Tactical Asset Allocation
- c. Fixed & Flexible Asset Allocation
- d. Asset Allocation Returns in Equity, Debt and Gold
- e. Allocation to Speculation
- f. Diversification in Perspective

Risk Management through Insurance

- a. Risk Assessment
- b. Life Insurance
- c. Health Insurance
- d. General Insurance
- e. Safeguards in Insurance

Unit – V

7Hours

Taxation: Elements & taxation of investment products

- a. Basic Terminology

- b. Income Tax Slabs
- d. Advance Tax & Tax Deducted at Source (TDS)
- f. Exempted Income
- g. Deductions from Income - Section 80C, Section 80CCC, Section 80CCD, Section 80D, Section 80E, Section 80GG
- h. Long Term and Short Term Capital Gain / Loss - Speculation Profit / Loss, Capital Gains Tax exemption under Section 54EC, Capital Gains Tax exemption under Section 54F
- i. Setting Off & Carry Forward

Taxation of Investment Products

- a. Dividend Tax / Tax on Income Distributed by Mutual Fund
- b. Securities Transaction Tax (STT)
- c. Capital Gains Taxation
- d. Taxation of Fixed Deposits and Fixed Maturity Plans
- e. Dividend and Growth Options in Mutual Fund schemes
- f. Wealth Tax.

Unit - VI

03Hours

Estate Planning

- a. Background
- b. Assets & Liabilities
- c. Nomination
- d. Inheritance Law
- e. Will
- f. Trust

	Develop an ability to effectively communicate with customers and other stakeholders	Develop the capability of working independently and in a team	Creatively solve complex business situations and problems	Develop flavour for collating and analysing data and information by effective use of IT tools	Become proficient in using mathematical, analytical and statistical tools.	Develop an understanding of various management functions such as finance, operations & supply chain, marketing and human resource	Develop self-confidence and awareness of general issues prevailing in the society	Develop the trait to be flexible and adaptable in all circumstances and instil lifelong learning	Maintain integrity and ethics in the business environment	Develop effective leadership quality
CO Code	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
COFIN8702.1							3			
COFIN8702.2							3			
COFIN8702.3		2		3	3		3			
COFIN8702.4		2		3	3		3			
Overall CO's (Average)	0.0	1.0	0.0	1.5	1.5	0.0	3.0	0.0	0.0	0.0

Level of Mapping/correlation

3- Indicates Highest Correlation

2-Indicates Moderate Correlation

1-Indicate-Lowest Correlation

COURSE PLAN (LECTURE/TUTORIAL/PRACTICAL)

S. No.	Date	Lecture/ Tutorial (L/T)	Topics / Sub- Topics	Course (Learning) Outcomes	Pre-Reading
1.		L	Introduction to the course	COFIN8722.1	NA
2.		L	Role of Financial Planner, Financial Planning Process	COFIN8722.1	D&B Ch.1
3.		L	Contract and Documentation; Client Data Collection, Client Data Analysis	COFIN8722.1	D&B Ch.2
4.		L	Life Cycle, Wealth Cycle, Risk Profiling and Asset Allocation; Systematic Approach to Investing – SIP, SWP and STP	COFIN8722.1	NA
5.		L	Financial Plan – Goal based, Comprehensive; Financial Blood-Test Report (FBR); Financial Planning in India	COFIN8722.1	NA
6.		L	Financial Planning to Wealth Management; Economic Cycles and Indicators – Lag indicators, Co-incident indicators, Lead indicators	COFIN8722.1	NA
7.		L	Interest Rate Views, Currency Exchange Rate	COFIN8722.1	Current news article
8.		L	Deficits - Revenue Deficit and Fiscal; Current Account Deficit	COFIN8722.1	NA
9.		L	Role of Equity, Active and Passive Exposures, Returns from Passive Exposure to S&P CNX Nifty; Sector Exposure and Diversification	COFIN8722.2	D&B Ch 4

10.		L	Fundamental and Technical Analysis; Fundamental Valuation Approaches; Investment and Speculation; Leveraging	COFIN8722.2	NA
11.		L	Role of Debt; Deposits and Debt Securities; Valuation of Debt Securities	COFIN8722.2	NA
12.		L	Yields and Interest Rate Risk; Interest Rate and Debt Investments	COFIN8722.2	NA
13.		L	Credit Exposure and Debt Investments; Concentration Risk; Passive Investments in Debt	COFIN8722.2	NA
14.		L	Gold – Role, Gold Investment Routes, Rupee returns from Gold; Real Estate – Role, Real Estate Investment Routes, Real Estate Indices	COFIN8722.2	NA
15.		L	Derivatives – Futures, Options; Mutual Fund; Venture Capital / Private Equity Funds	COFIN8722.2	NA
16.		L	Hedge Funds; Structured Products; Portfolio Management Services (PMS)	COFIN8722.2	NA
17.		L	Risk-Return Framework; Risk - Standard Deviation, Beta	COFIN8722.2	NA
18.		L	Risk Adjusted Returns - Sharpe Ratio, Treynor Ratio, Alpha;	COFIN8722.2	NA
19.		T	SSELECTIVVELLY-Invest Classification Scheme for Investment Products	COFIN8722.2	NA
20.		L	Recap of course done so far	COFIN8722.2	NA

21.		L	Risk Profiling; Why Asset Allocation?	COFIN8722.3	D&B Ch.2 & 3
22.		L	Strategic Asset Allocation; Tactical Asset Allocation	COFIN8722.3	NA
23.		L	Fixed Asset Allocation; Flexible Asset Allocation	COFIN8722.3	NA
24.		L	Asset Allocation Returns in Equity, Debt & Gold - Fixed Asset Allocation with Annual Re-balancing; Flexible Asset Allocation	COFIN8722.3	NA
25.		L	Allocation to Speculation; Diversification in Perspective	COFIN8722.3	NA
26.		L	Risk management and Insurance	COFIN8722.3	D&B Ch 5
27.		L	Previous Year and Assessment Year; Gross Total Income; Income Tax Slabs	COFIN8722.4	Singhanian & Singhanian Ch 1
28.		L	Advance Tax; Tax Deducted at Source (TDS); Exempted Income	COFIN8722.4	NA
29.		L	Deductions from Income - Section 80C, Section 80CCC, Section 80CCD, Section 80D, Section 80E, Section 80GG	COFIN8722.4	Singhanian & Singhanian Ch on Deductions
30.		L	Long Term and Short Term Capital Gain / Loss - Speculation Profit / Loss, Capital Gains Tax exemption under Section 54EC, Capital Gains Tax exemption under Section 54F; Setting Off & Carry Forward	COFIN8722.4	Singhanian & Singhanian Ch on Capital Gains
31.		L	Dividend Tax / Tax on Income Distributed by Mutual Fund; Securities Transaction Tax (STT) 90	COFIN8722.4	NA

32.		L	Capital Gains Taxation; Taxation of Fixed Deposits and Fixed Maturity Plans	COFIN8722.4	NA
33.		L	Dividend and Growth Options in Mutual Fund schemes; Wealth Tax.	COFIN8722.4	NA
34.		L	Background; Assets & Liabilities	COFIN8722.4	D&B Ch. 7
35.		L	Nomination; Inheritance Law	COFIN8722.4	NA
36.		L	Will; Trust	COFIN8722.4	NA

COURSE ASSESSMENT

The marks allocated for internal assessment shall be awarded as per the scheme given below.

i) Marking Scheme

Criteria	Maximum Marks
Mid Semester Examination	20
Home assignment	20
Total Internal Assessment	40
End Semester Examination	60
Total (Internal +External Assessment)	100

COURSE READINGS

Core Text Books

T1. Wealth Management (2009). Dun & Bradstreet – McGraw Hill Professional: *Finance Essential Series*, Tata McGraw Hill Publication Company Limited, New Delhi.

T2. Singhania, Vinod K. and Singhania, Monica. Students' Guide to Income Tax, University Edition. Taxmann Publications Pvt. Ltd., New Delhi. (Relevant Assessment Year)

COURSE TITLE: Research Methodology	COURSE CODE: DSC7702
SEM 2	
<p>OBJECTIVE OF THE COURSE: The intention of this subject is to introduce students with basic concepts of business research and make them capable of preparing business research reports. This course combines both the theory and application of business research writing. To achieve this, the course is taught through a mixture of lectures and case study analysis individually and in groups. These lectures and case analysis and assignment will provide the basis for the student learning experience. The course will be taught with lecture method supplemented with exercises on MS Excel and case studies on real company and macroeconomic data. The students are advised to attend classes regularly and practice on MS Excel.</p>	
<p>COURSE OUTCOMES: On completion of the course it is expected that students will be able to: CO1. Have general understanding of business research and research process. CO2. Acquire knowledge of developing a research design and various techniques for data collection and its analysis to develop possible solutions for various business problems using Excel. CO3. Develop a business research proposal.</p>	
<p>COURSE CONTENT/SYLLABUS Unit I: Introduction to Research Nature and Scope of Business Research- Conceptual Foundations; Over view of the research process; Types of Research, Introduction to the concepts and procedures of research in detail. Unit II: Literature Review Review of Literature - Literature review, its objectives and process; theoretical and conceptual framework for reviewing the literature; types of variables, hypothesis and its types, linking what it is proposed to examine and what has already been studied. Unit III: Business Research Design Research Design : Various approaches and Strategies - Main research approaches; Research Designs based on the nature of the problem/investigation; Techniques of data collection; Concepts of Validity and Reliability; Ethical issues implied in the research design Sampling Methods - Need for Sampling; Sample designing process; Sampling Techniques; Non-probability versus Probability Sampling Techniques Unit IV: Questionnaire Design and Data Collection Method Data Collection Methods - Types of data – Primary data versus Secondary data; Methods of data collection- Survey methods (Focus Group Discussions (FGDs), Questionnaires, Personal Interview, Telephonic Survey, Electronic Media) Measurement and Scaling - Measurement –Types of data ; Criteria for good measurement; Types of Measurement Scales; Attitude and Behavioural Scales Unit V: Hypothesis Formulation and Testing Hypothesis Testing - What is a hypothesis? Characteristics of a good hypothesis; Null and alternate hypothesis, level of significance, decision rules, Type 1 & Type 2 errors and one-tailed and two tailed tests; Hypothesis testing procedure; Choosing the statistical method; Types of tests; Basic tests on small and large samples; Applications based on Z-test, t-test, Chi-square tests, Applications based on Non-parametric tests, ANOVA (F-Test), Multiple Regression Analysis Unit VI: Report Writing Research Report Writing - Basic requirements of report writing and report format; meeting the necessary assessment criteria</p>	

CO-PO MAPPING MATRIX

(Include mapping of programme outcomes with course outcome strictly as per the sample template)

		Develop an ability to effectively communicate with customers and other stakeholders	Develop the capability of working independently and in a team	Creatively solve complex business situations and problems	Develop flavor for collating and analyzing data and information by effective use of IT tools	Become proficient in using mathematical, analytical and statistical tools.	Develop an understanding of various management functions such as finance, operations & supply chain, marketing and human resource	Develop self-confidence and awareness of general issues prevailing in the society	Develop the trait to be flexible and adaptable in all circumstances and instill lifelong learning	Maintain integrity and ethics in the business environment	Develop effective leadership quality
Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10
DSC7002	Research Methodology			3	3	3	2				

1=weakly mapped

2= moderately mapped

3=strongly mapped

COURSE PLAN (LECTURE/TUTORIAL/PRACTICAL)

(Include the Lecture Plan as per the following table)

** GC- Google Classroom

Dates will vary depending upon the section

S.No.	Date	Lecture/Tutorial(L/T)	Topics / Sub- Topics	Course Outcome	Pre-Reading
1		L	Course Overview	CODSC7002.1	
2		L	Business Research: Meaning, types (Exploratory, Descriptive, and Causal)	CODSC7002.1	GC UNIT I

3		L	Research Process: problem formulation, literature review, hypothesis, objectives, Research design, empirical analysis, conclusion references	CODSC7002.1	GC UNIT I
4		L	Exercise on a real research paper/report	CODSC7002.1	GC UNIT I
5		L	Review of literature: meaning and importance in research	CODSC7002.1	GC UNIT I
6		L	Theoretical framework for reviewing the literature	CODSC7002.1	GC UNIT I
7		L	Footnote and referencing	CODSC7002.1	GC UNIT I
8		L	Exercise on a real research papers/reports	CODSC7002.1	GC UNIT I
9		L	Approaches for research design: Exploratory, descriptive, and causal research designs	CODSC7002.2	GC UNIT I
10		T	Approaches for research design: Exploratory, descriptive, and causal research designs	CODSC7002.2	GC UNIT I
11		L	Concepts of Validity and Reliability	CODSC7002.2	GC UNIT I
12		T	Ethical issues implied in the research design	CODSC7002.2	GC UNIT I
13		L	Sampling – meaning, need, and sample designing process	CODSC7002.2	GC UNIT II
14		L	Sampling Techniques- Non-probability versus Probability Sampling Techniques	CODSC7002.2	GC UNIT II
15		L	Case Analysis on Research Design	CODSC7002.2	GC UNIT II
16		L	Case Analysis on Research Design	CODSC7002.2	GC UNIT II

17		L	Data: meaning, types (primary and secondary) and sources	CODSC7002.2	GC UNIT III
18		L	Measurement and Scaling: meaning, types of scale, measurement of scales	CODSC7002.2	GC UNIT III
19		L	Types of scaling techniques: comparative and non-comparative	CODSC7002.2	GC UNIT III
20		L	Types of scaling techniques: comparative and non-comparative	CODSC7002.2	GC UNIT III
21		L	Primary data collection methods: Survey methods (Focus Group Discussions (FGDs), Questionnaires, Personal Interview, Telephonic Survey, Electronic Media)	CODSC7002.2	GC UNIT III
22		L	Exercise on questionnaire designing	CODSC7002.2	GC UNIT IV
23		T	Exercise on questionnaire designing	CODSC7002.2	GC UNIT IV
24		T	Hypothesis: meaning, characteristics of goods hypothesis, null and alternate hypothesis, level of significance and Type-I, II errors	CODSC7002.2	GC UNIT V
25		T	Hypothesis: meaning, characteristics of goods hypothesis, null and alternate hypothesis, level of significance and Type-I, II errors	CODSC7002.2	GC UNIT V
26		T	Hypothesis testing procedure, one tail-two tail tests	CODSC7002.2	GC UNIT V
27		L	Choice of statistical techniques	CODSC7002.2	GC UNIT V
28		L	Z-test and t-test	CODSC7002.2	GC UNIT V
29		L	Chi-square test	CODSC7002.2	GC UNIT V

30		L	ANOVA-One Way and Two Way	CODSC7002.2	GC UNIT V
31		L	ANOVA-One Way and Two Way	CODSC7002.2	GC UNIT V
32		T	Multiple Regression Analysis	CODSC7002.2	GC UNIT V
33		L	Multiple Regression Analysis	CODSC7002.2	GC UNIT V
34		L	Multiple Regression Analysis	CODSC7002.2	GC UNIT V
35		T	Multiple Regression Analysis	CODSC7002.2	GC UNIT V
36		T	Basic requirements of report writing and report format and necessary assessment criterion	CODSC7002.3	GC UNIT VI
37		L	Basic requirements of report writing and report format and necessary assessment criterion	CODSC7002.3	GC UNIT VI
38		L	Project Report and Presentation for Internal Evaluation	CODSC7002.3	GC UNIT VI
39		T	Project Report and Presentation for Internal Evaluation	CODSC7002.3	GC UNIT VI
40		T	Project Report and Presentation for Internal Evaluation	CODSC7002.3	GC UNIT VI

COURSE ASSESSMENT

The marks allocated for internal assessment shall be awarded as per the scheme given below.

i) Marking Scheme

Criteria	Maximum Marks
Mid Semester Examination	20
Assignment	20
Total Internal Assessment	40
End Semester Examination	60
Total (Internal +External Assessment)	100

ii) Proposed Timeline

Due Date	Type of Assessment	Max. Marks	Final Weightage
22.03.2021 to 26.03. 2021	Mid Semester Examination	20	20
By 29.04.2021	Assignment	20	20

COURSE READINGS

Core Text:

- Deepak C., & Sondhi, N. (2014). *Research Methodology: Concepts and Cases*. New Delhi: Vikas Publication.

Reference Books

- 1. Bajpai, N. (2012). *Business Statistics*. New Delhi: Pearson.
- Malhotra, N, & Dash, S. (2009) *Marketing Research: An Applied Orientation (5th Ed.)*. New Delhi: Pearson Education.

Lecture Notes and Presentations:

All lecture notes, presentations and reading content is posted on the Google classroom Unit wise.

OPM8704	Enterprise Resource Planning	L	T	P	C
Batch 2021-22	Semester 2	3	0	0	3
Pre-requisites/Exposure	None				
Co-requisites					

Reference Books

R1. Introduction to Financial Planning (2017). Indian Institute of Banking & Finance, 4th Edition, Taxmann Publications Pvt. Ltd., New Delhi., 2017

R2. Investment Planning, Tax Planning and Estate Planning (2017). Indian Institute of Banking & Finance Taxmann Publications Pvt. Ltd., New Delhi.

Course Objectives:

The objective of this course is to expose the students to the strategic importance of Enterprise Resource Planning. To enable them to analyze when is it appropriate to adopt ERP system. It brings forth the essence of ERP and what aspects to evaluate before implementing. It exposes students to how the various ERP modules are related to business functions of an organization.

Course Outcomes:

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

CO1: Explain the basics of ERP

CO2: Identify the business modules of ERP

CO3: Compare some popular products in the area of ERP

CO4: Analyze the current and future trends in ERP relative to business objectives

Course Contents:

Unit 1-Introduction

98

6 hours

Overview and Benefits of ERP, Foundation, business function, Related technologies, Business process reengineering, Data Warehousing, Data Mining, OLAP, SCM
Unit 2- ERP Implementation **6 hours**

ERP Implementation Lifecycle, Implementation Methodology, Hidden Costs, Organizing the Implementation, Vendors, Consultants and Users, Contracts with Vendors, Consultants and Employees, Project Management and Monitoring
Unit 3- The Business Modules **6 hours**

Business modules in an ERP Package, Finance, Manufacturing, Human Resources, Plant Maintenance, Materials Management, Quality Management, Sales and Distribution, Supply Chain Management, Operations

Unit 4- ERP Domain **6 hours**

MFG/ PRO, IFS/Avalon, SAP R/3, Peoplesoft, Oracle

Unit 5- Future Trends in ERP **6 hours**

Enterprise Application Integration – ERP and E-Business – ERP II – Total quality management – Future Directions – Trends in ERP.

Pedagogy:

Following pedagogical approaches are adopted:

Tutorials, Interactive sessions, Hands-on Lab Sessions, Case studies, Extensive research projects, Seminars, etc. - the course is covered by adopting a combination of lecture methods, class presentation by groups of students, self-study sessions. Each student is required to do the back ground reading from the specified chapters of the prescribed book before coming to class. Cases are also to be analyzed, discussed in groups (teams) outside the class as preparatory work.

Examination Scheme:

Component of Evaluation	Internal (40)		End Term
	Mid Semester Exam (MSE)*	Case Analysis / Quiz/ Simulations/ Modelling etc) / Reviews of Research Article.**	
Weightage (%) / Course Outcomes	20	20	60
CO 1	X	99 X	X
CO 2	X	X	X

CO 3	X	X	X
CO 4		X	X

*** One MSE to be conducted.**

****Minimum 2 assessment methods to be adopted**

Text and Reference:

Core Text:

- Mary Sumner, “Enterprise Resource Planning”, Pearson Education, 2007.

Supplementary Text:

- Reddy & Reddy (2014): Enterprise Resource Planning, S K Kataria Publication
- Alexis Leon, “ERP DEMYSTIFIED”, Tata McGraw Hill, Second Edition, 2008.
- Vinod Kumar Garg and Venkitakrishnan N K, “Enterprise Resource Planning – Concepts and Practice”, PHI, New Delhi, 2000

Mapping between COs and POs		
	Course Outcomes (COs)	Mapped Programme Outcomes
CO1	Explain the basics of ERP	PO1,PO2,PO3
CO2	Identify the business modules of ERP	PO1,PO2,PO3
CO3	Compare some popular products in the area of ERP	PO1,PO2,PO3,PO8
CO4	Analyze the current and future trends in ERP relative to business objectives	PO1,PO2,PO8

PROGRAMME OUTCOMES									
Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
OPM8704	Enterprise Resource Planning	3	3	3					3
		Domain specific knowledge and skills: Develop an understanding of various management functions such as finance, operations, supply chain, marketing, IT and human resource	Problem analysis and Critical thinking: Develop the analytical skill for solving business problems	Modern IT tools: Become proficient and effective in using modern mathematical, statistical and IT tools like ERP for business situations and	Communication: Develop an ability to effectively communicate with customers and other stakeholders of the society	Teamwork: Develop the capability of working independently and in a team with multidisciplinary environment	Environment and Sustainability: Develop general awareness and apply management skills for designing and implementing environmental and sustainable solutions in the society	Ethics: Maintain integrity and ethics in the business environment	Leadership Skills: Develop effective leadership skills

1=weakly mapped
2= moderately mapped
3=strongly mapped

GMT 8502	DISSERTATION	L	T	P	C
Batch 2021-22	PGDSCM SEM II	0	0	12	6
Pre-requisites/Exposure	None				
Co-requisites	NA				

Course Objective

The dissertation module brings an opportunity for students to undertake research on a particular topic subject to their area of interest or specialization. Students will transfer principles and materials from the research methods module into an actual research activity of personal choice. The student's choice of topic matter should be conducted with attention to bridging career aspirations. Thus, the dissertation may be seen as a transition mechanism into future personal development. The overall aim of this module is to enable the student to develop conceptual and academic depth in research knowledge and become competent in planning and undertaking research and in making recommendations for applying findings. The dissertation is major component of the MBA programme which requires student ability to design, conduct and report on an original piece of research. Students will be given a short course on specific research process and dissertation issues derived from proposals (research methods course) to support the process. They will then be assigned a suitable supervisor although it should be recorded that the student is responsible for the completion of the MBA dissertation while complying with the full dissertation process and not the supervisor.

Learning Outcomes

- Examine critically, strategically and in depth, a topic of interest arising from the programme of study and your area of professional practice.
- Critically review academic, professional and policy literature
- Design and integrate a coherent methodology to underpin the research
- Critically explore and apply relevant research methods and skills
- Justify and mobilize appropriate approaches to data collection and data analysis, where relevant
- Contextualize the research, sustain critical argument and present conclusions related to policy or practice implications
- Synthesize findings and present a coherent account of the entire research process

Examination Scheme

Component of Evaluation	Internal Faculty Mentor/Supervisor	End Term External Experts
Weightage (%)	50	50