

MBA FT
SEMESTER IV

2021-23

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (Full Time) MS5A Batch (2021-23)			
Semester IV			
Subject Name	STRATEGIC MANAGEMENT	Subject Code	MS5A-602
		Total Credits	03
Subject Nature: GENERIC			
Course Objective:			
<ol style="list-style-type: none"> 1. The objective of the course are to help the students gain and understanding of the events & problems which occur in day to day working of organisations. 2. Student is expected to develop a diagnostic and problem solving approach. 3. It will help the students to sharpen his comprehension, analytical, descriptive and international skills. 			
Learning Outcome:			
<ol style="list-style-type: none"> 1. Student will understand the Strategic aspects for organisation & art of decision making 2. This course will provide a holistic overview of critical aspects of organisation. 3. Understand various models of Strategic Management. 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
<h2>Course Contents</h2>			
UNIT –I Nature of strategic planning / management	<ol style="list-style-type: none"> 1.1 Dynamic environment 1.2 Strategic management 1.3 strategic planning and strategy 1.4 Thinking map of strategic planning process 1.5 Situational analysis 1.6 Benefits of strategic planning and management 1.7 Hierarchy of strategies 		
Unit-2 Understanding and analyzing the external environment	<ol style="list-style-type: none"> 2.1 External nature of Strategic management, 2.2 Goals and limitations of environmental analysis, 2.3 Components of General environment/ 2.4 Process of external environmental analysis 2.5 General, Industry and International Environmental Factors; 2.6 Analysis of Environment, 2.7 Diagnosis of Environment – factors influencing it; Environmental Threat and Opportunity Profile (ETOP) 2.8 Internal Strengths and Weaknesses; Factors affecting these 		

<p>Unit – 3 Service area competitor analysis</p>	<p>3.1 Purpose of competitor analysis 3.2 Service Area competitor analysis</p>
<p>Unit- 4 Internal environmental analysis/ competitive advantage</p>	<p>4.1 value chain 4.2 components of value chain, 4.3 Strategic thinking map and steps 4.4 Techniques of Internal Analysis; 4.5 Strategic Advantage 4.6 Profile (SAP) 4.7 Diagnosis of Strengths and Weaknesses;</p>
<p>Unit -5 Directional Strategies</p>	<p>5.1 mission & vision 5.2 values and strategic goals 5.3 Introduction to Social Entrepreneurship 5.4 Managing Private-Public Partnerships 5.5 Mergers, Acquisition and Corporate Restructuring 5.6 Resource Based Strategy 5.7 Technology Management 5.8 Transformation for Sustainable Superior Performance 5.9 Firm Resources & Resource Dynamics 5.10 Corporate Diversification 5.11 Strategic Alliances 5.12 Product Differentiation 5.13 Vertical Integration 5.14 Narrowing the choices; Managerial Choice Factors, Choice Processes. 5.15 Strategic Gap Analysis, 5.16 ETOP-SAP Matching, BCG Product – Portfolio Matrix, G.E. Nine Cell Planning Grid; 5.17 Contingency Strategies; Prescriptions for choice of Business Strategy; Choosing International Strategies.</p>
<p>Unit-6 Developing strategic alternatives</p>	<p>6.1 Decision logic and strategic thinking map for strategy formulation</p>
<p>Unit-7 Evaluation of alternatives and strategic choice</p>	<p>7.1 TOWS matrix,PLC analysis,BCG Portfolio analysis,SPACE MATRIX 7.2 Control and Evaluation Process; 7.3 Motivation to Evaluate; 7.4 Criteria for Evaluation; 7.5 Measuring and Feedback; 7.6 Evaluation and Corrective Action.</p>

<p>Unit- 8 Strategy implementation</p>	<p>8.1 implementing Strategy Through Value Adding Service Delivery & Their Supporting Strategies. 8.2 Implementing Strategy Through Unit Action Plans. 8.3 Building organizational capabilities, Dealing with complexity, Re-shaping business models, Tools for implementation, Delivering success.</p>
<p>Unit- 9 Mitigating Political and Financial Risk</p>	<p>9.1 Learning how other companies have dealt successfully with host-country political risk and why some strategies continue to 9.2 Responding adeptly to changes in the financial environment, optimizing financial strategy in a global downturn, and preparing to adjust strategy quickly when the economy rebounds 9.3 Preparing your organization to respond to governmental changes in different countries</p>
<p>Unit-10 Defining International Strategy and Building a Global Organization</p>	<p>10.1 Recognizing when a company's competitive advantage can be leveraged more effectively on a global playing field 10.2 Determining the extent to which the company should be globally diversified in its businesses and markets 10.3 Evaluating which strategic activities to own and which to execute through alliances or outsourcing 10.4 Deciding how the organization and its incentive system can best support specific global strategy choices 10.5 Global trends, Successful expansion strategies, Managing the global value chain, Global value creation: adding value scorecard, Strategies for capturing global value: aggregation, adaptation, arbitrage;</p>
<p>TOTAL CLASSROOM CONTACT SESSIONS 45</p>	
<p>Text Readings</p> <ol style="list-style-type: none"> 1. Lawrence R. Jauch and William F. Glueck, “Business Policy and Strategic Management”, McGraw Hill Book Co., New York, 2. Glen Boseman and Arvind Phatak, “Strategic Management : Text and Cases “, John Wiley and Sons, Singapore, 1989 3. Daniel J. McCarthy, Robert J. Minichiello, and Joseph R. Curran, “Business Policy and Strategy” Richard D. Irwin, AITBS, New Delhi, 1988 4. Roanld C. Christensen, Kenneth R. Andrews and Joseph L. Bower, “Business Policy – Text and Cases “, Richard D. Irwin, Inc., Illinois, 1978 5. Azha Kazmi, “ Business Policy”, Tata McGraw Hill, New Delhi, 1999 	

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (HUMAN RESOURCE) 2 YEAR			
Batch 2021 - 2023			
Semester IV			
Subject Name	DECISION MAKING SKILLS	Subject Code	MS5A 604
		Total Credits	03
Subject Nature: Ability Enhancement			
Course Objective: The objective of this course is to help students to learn, acquaint them and acquire skill for all the facets of Decision Making.			
Learning Outcome: Upon completion of this course, students will be able to understand, learn and apply the skills of <i>decision making in the management</i> field.			
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two, will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems. It will have Two Sections A and B. Section A shall have three theory questions out of which the candidate shall be required to answer two questions. Section A shall carry 12 marks. Section B shall contain two or more cases and shall be compulsory. Section B shall carry 36 marks.			
Course Contents			
Unit -1	Introduction to Decision Making.		
Unit-2	Case Method of Teaching and Case Analysis.		
Unit-3	SWOC Analysis.		
Unit- 4	Report Writing.		
Unit -5	Cases on Decision Making Skills.		
TOTAL CLASSROOM CONTACT SESSIONS IN HOURS			45
Learning Resources: Cases on Decision Making Skills available at internet, websites, books, etc.			

Marketing

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL TIME) MS5A			
Batch 2021-23			
Semester IV			
Subject Name	RURAL MARKETING	Subject Code	MS5A-608
		Total Credits	03
Subject Nature: Marketing Compulsory			
Course Objective: The objectives of this course are to expose the students to various aspects of rural marketing as an integral part of marketing management and develop an understanding of rural marketing.			
Learning Outcome: At the end of this course, students will be able to: <ul style="list-style-type: none">• identify the differences between rural marketing and urban marketing• understand problems in rural marketing• define rural marketing			
Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			
Unit –1 Rural Marketing	1.1 Nature Definition, Scope, Importance, Challenges and Opportunities in India 1.2 Factors influencing rural marketing: Socio-cultural factors, population, occupation, literacy level, land distribution and use, development programs, infrastructure, communication media, credit availability, local requirements. 1.3 Rural Market: Size & Structure, Segmentation of Indian Rural Market 1.4 Rural & Urban Market: A Comparative Analysis		

<p>Unit-2 Rural Marketing Research</p>	<p>2.1 Rural Consumer Behaviour 2.2 Market Research (with special reference to seeds, fertilizers, farm equipment, new techniques, agricultural outputs and other services) 2.3 Product and Service Marketing in Rural India: Rural Marketing Mix, Product planning 2.4 New product development in Rural Markets, 2.5 Brand management in Rural Market and Communication Media & message 2.5 Distribution channels: Rural Retail Channel Managem</p>
<p>Unit-3 e – Rural Marketing</p>	<p>3.1 e – Choupal Model of ITC, 3.2 IT for Sustainable Rural Development and e – Governance in Rural Market 3.3 Corporate Sector in Agribusiness: Cultivation, Processing & Retailing Organized Rural Retaining.</p>
<p>Unit – 4 Social Marketing</p>	<p>4.1 Corporate Social Responsibility and Rural Marketing 4.2 Consumer Education and Consumer Movement in Rural India. 4.3 Role of government in Rural Marketing. 4.4 Role of NGO’s in Rural Marketing.</p>
<p>TOTAL CLASSROOM CONTACT SESSIONS IN HOURS 45</p>	
<p>Learning Resources: Text Reading: Latest Edition 1. Dogra, Guhman Rural Marketing 1st Tata McGraw Hill. 2. Krishnamacharyulu & Ramakrishnan, "Rural Marketing", Pearson Education. Suggested Readings: 1. Samiudin & Rehman, "Rural Marketing", National Publishing House. 2. Rajagopal, "Indian Rural Marketing", Rawat Publisher. 3. Sukhpal Singh, "Rural Marketing Management", Vikas Pub.</p>	

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL -TIME) MS5A Batch 2021-23 Semester IV			
Subject Name	SERVICES MARKETING	Subject Code	MS5A-610
		Total Credits	03
Subject Nature: Marketing Compulsory			
Course Objective: The objective of this course is to expose students to the nature of industrial and service markets and develop abilities to help them apply marketing concepts in these markets.			
Learning Outcome: On completion of the course, students will be able to: <ul style="list-style-type: none"> • Develop familiarity with the concepts of Services Marketing □The characteristics of services that affect customer experience. • Enhance their abilities to apply service marketing strategies in various and specific marketing situations. 			
Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			
Unit –1 Services	1.1 Service Sector and Economic Growth, 1.2 Service Concept, Characteristics and Classification of Service.		
Unit-2 Challenges in Service Marketing	2.1 Strategic issues in Service Marketing; Segmentation, 2.2 Differentiation and Positioning of Services.		
Unit- 3 Marketing Mix in Service Marketing	3.1 Product, Price, Place, Promotion, People, Physical Evidences and Process Decisions.		
Unit-4 Designing of Service Strategy	4.1 Service Management Process; Internal, External and Interactive Marketing Strategies.		

<p>Unit -5 Managing Service Quality and Productivity</p>	<p>5.1 Concept, Dimensions and Process; 5.2 Service Quality Models (Gronnos and Parsuraman), Applications and Limitations, Productivity in Services.</p>
<p>Unit -6 Applications of Service Marketing</p>	<p>6.1 Marketing of Financial, Hospitality, Health, Educational and Professional Services, 6.2 Marketing for Non – Profit Organizations and NGOs.</p>
<p>TOTAL CLASSROOM CONTACT SESSIONS IN HOURS 45</p>	
<p>Learning Resources: Text Reading: Latest Edition 1. Christopher H. Lovelock, Jochen Writz, Jayanta Chatterjee, “Services Marketing”, New Delhi: Prentice Hall of India, Latest Edition. Suggested Readings 1. Ravi Shankar, “Services Marketing”, New Delhi, Global Press. 2. V. A. Zeithamal and M. J. Bitner, “Service Marketing: Integrating Customer Across the Firm”, Mc Graw Hill</p>	

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL TIME) MS5A			
Batch:2021-23			
Semester IV			
Subject Name	CUSTOMER RELATIONSHIP MANAGEMENT	Subject Code	MS5A-614
		Total Credits	03
Subject Nature: Marketing Compulsory			
Course Objective: The objective of this course is to introduce customer centric operations, process and implications of CRM.			
Learning Outcome: Upon completion of this course, students will have achieved the following: Knowledge based outcomes: An understanding of the concept of customer relationship management. An understanding of the benefits delivered by CRM, the contexts in which it is used, the technologies that are deployed and how it can be implemented.			
Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			
Unit –1 Introduction	1.5 Evolution of CRM, Customer satisfaction, Customer Loyalty, Customer experience, 1.6 Paradigm shift in marketing, Relationship Marketing, CRM, e-CRM 1.7 Significance and benefits of CRM to different business organizations and customers.		
Unit-2 Concepts of CRM	2.1 Concept of Customer Lifecycle, Lifecycle Stages, Customer Lifecycle Management, 2.2 Customer Lifetime Value Assessment, 2.3 Customer – Product Profitability Analysis. 2.4 Consumer Behaviour theories and CRM		

<p>Unit-3 CRM Process</p>	<p>3.1 CRM Model, System approach to CRM, 3.2 CRM process, Objectives, Customer Segmentation, Customer Database</p> <p>3.3 Strategy Formulation, Infrastructure Development, Designing System, Core processes, 3.4 Developing People, Customer retention, Recovering lost customers, Terminating Relationships.</p>
<p>Unit – 4 Customer Experience</p>	<p>4.1 Concept, Level of experience 4.2 Determinants of consumer experience, 4.3 Benefits to organization.</p>
<p>Unit- 5 Database Management</p>	<p>5.1 Information Management for customer acquisition, retention, attrition, and defection, 5.2 Data warehousing, Data mining.</p>
<p>Unit -6 CRM Technology</p>	<p>6.1 Hardware, Software, Web portals, Call Centers, IT enabled business solutions.</p>
<p>Unit -7 Measuring CRM Effectiveness</p>	<p>7.1 CRM Metrics – Financial and Non-financial measures. 7.2 Balanced scorecard.</p>
<p>TOTAL CLASSROOM CONTACT SESSIONS IN HOURS 45</p>	
<p>Learning Resources: Text Reading: Latest Edition</p> <ol style="list-style-type: none"> 3. Sheth, J.N., Parvatiyar, A. and Shainesh, G., “Customer Relationship Management”. THM. 4. Kincaid, J.W., “Customer Relationship Management: Getting it right”, Prentice Hall. 5. Sheth, J.N. and Parvatiyar, A., “Handbook of Relationship Marketing”, Sage Publication. 6. Chaturvedi, M. and Chaturvedi A., “Customer Relationship Management – An Indian Approach”, Excel Books. 7. Sugandhi, R.K., “Customer Relationship Management”, New Age International Pub. 8. Mohamed, H. P. and Sagadevan, A. “CRM – A Step By Step Approach”, Vikas 9. Greenberg, P., “CRM at the speed of light”, THM. 	

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A.(FULL TIME) Batch(2021-23)			
Semester IV			
Subject Name	BUSINESS TO BUSINESS MARKETING	Subject Code	MS5A-622
		Total Credits	03
Subject Nature: CORE			
Course Objective: The objectives of this course are to expose the students to various aspects of B2B Marketing and develop abilities in market orientation.			
Learning Outcome: At the end of course students will be able to understand corporate structures and business models, the importance and effects of efficient value chains and networking, interaction between organizations and how this can be seen in a strategic perspective.			
Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
<h2>Course Contents</h2>			
Unit-1	1.1. The nature and concept of B2B marketing, 1.2. Difference between B2B and B2C marketing, 1.3. Market orientation, Knowing your market 1.4. Reseller marketing.		
Unit-2	Understanding B2B marketing, Organizational Customers, Governmental agencies, Institutions, Characteristics of organizational procurement B2B marketing environment, The strategies for managing the B2B marketing Environment.		
Unit-3	3.1.Organizational buying and Buyer Behaviour; Concepts and models of Organizational buying behavior, Inter personal dynamics of organization ' spur chasing behavior, Buying center involvement and interaction patterns, Joint decision making, conflict and resolution in joint decision making, the buying committee, supplier choice and evaluation.		
Unit-4	4.1The strategic planning process inB2B marketing.		
Unit-5	Analyzing the organization market, B2Bmarket segmentation 5.5 Basis for Segmenting B2Bmarkets, Target, Marketing and Positioning.		

Unit-6	Formulating channel strategies; Marketing channel participants, Physical distribution and customer service, Formulating the marketing communication–Personal selling, Advertising, Sales promotion and publicity.
Unit-7	7.1 Business Pricing; Price determinants, Pricing decisions, price policy, distribution pricing.
TOTAL CLASSROOM CONTACT SESSIONS IN HOURS	
45 Learning Resources: Text Reading: Latest Edition 1. Robert R. Reeder, Edward G. Brierty, and Betty H. Reader. “ Industrial Marketing, Analysis, Planning and Control ”, New Delhi, Edward, PHI. 2. Krishna K. Havldar, “ Industrial Marketing ”, Tata McGraw Hill, Delhi. Michael H. Morris – “ Industrial and Organizational Marketing ”, New York, Macmillan.	

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL TIME) MS5A			
Batch 2021-23			
Semester IV			
Subject Name	INTEGRATED MARKETING COMMUNICATIONS	Subject Code	MS5A-612
		Total Credits	03
Subject Nature: Marketing Compulsory			
Course Objective: The objectives of this course are to provide insights into the realities of marketing communications, and imparting knowledge and developing skills to manage integrated marketing communications campaign.			
Learning Outcome: At the end of the course student will be able to: <ul style="list-style-type: none"> • Analyze and respond appropriately to key issues in marketing communications within a given context; • Determine and evaluate marketing information required to plan and manage integrated marketing communications campaigns; 			
Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			
UNIT –I Foundations of IMC	1.1Promotion Mix, 1.2Shift from marketing communications to IMC 1.3An overview of IMC, Growth of IMC, Element of IMC, Role of IMC in the marketing process.		
Unit-2 IMC Partners	2.1 Participant in IMC, 2.2 Role of advertising agencies, Media partners and other marketing communications agencies.		
Unit-3 IMC Campaign Planning	3.1 Marketing Communication Models, 3.2 IMC planning process, Key issues, Strategies		

Unit- 4 Advertising Strategy	4.1 Advertising campaign, Product market analysis, Setting advertising objectives, DAGMAR approach, 4.2 Budgeting, Creative strategy, Media strategy, Media planning and media scheduling, 4.3 Copy design and development, Advertising appeals, Message format, Copy writing, Script and story board
Unit -5 Sales Promotion Strategy	5.1 Role of Sales promotion, 5.2 Trade promotion and consumer promotion, 5.3 Sales promotion and other IMC tools.
Unit -6 Public Relations and Corporate Communications	6.1 The PR process, Public and PR tools, 6.2 Corporate communications
Unit -7 Direct and Interactive Marketing	7.1 Database, Catalogue, Telemarketing, Mobile Marketing, Internet marketing.
Unit -8 Personal Selling	8.1 The role of personal selling in IMC, 8.2 Personal Selling process
Unit – 9 Experiential Marketing	9.1 Events, Sponsorship, and Designing environment.
Unit – 10 Measuring IMC Effectiveness	10.1 Pre and post launch effectiveness, 10.2 Quantitative and qualitative techniques.
TOTAL CLASSROOM CONTACT SESSIONS IN HOURS 45	
Learning Resources: Text Reading: Latest Edition 1. Belch, G.E., Belch, M.A., and Purani, Keyoor, Advertising and Promotion- An Integrated Marketing Communications Perspective , Tata McGraw Hill, New Delhi. 2. David A. Aaker, Rajeev Batra and John G. Meyer. “Advertising Management” , New Delhi. PHI 3. Clow, K.E. and Baack, D., Integrated Advertising, Promotion, and Marketing Communications , Pearson, New Delhi. 4. Shah, K. and D’Souza, A., Advertising and Promotion – An IMC Perspective , Tata McGraw Hill, New Delhi. 5. J. Thomsas Russel and W. Ronald Lane. “Kleppner’s Advertising Procedure” , New Delhi, PHI.	

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL-TIME) MS5A			
Batch 2021-23			
Semester IV			
Subject Name	DIGITAL MARKETING and SOCIAL MEDIA MARKETING	Subject Code	MS5A- 620
		Total Credits	03
Subject Nature: Marketing Open Electives			
Course Objective: The course aims at developing an understanding of Digital Marketing and the various processes associated with it.			
Learning Outcome: The students will develop the expertise required to evaluate, analyse and create digital marketing and digital communication campaigns, digital advertising, e-business and web marketing.			
Examination Scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which the best two will be considered. The end semester examination will be worth 60 marks having theory and case/practical problems.			
Course Contents			
UNIT –I Principles and Drivers of New Marketing Environment	1.1 Digital media industry- Reaching Audience through Digital Channels 1.2 Traditional and Digital Marketing 1.3 Introduction to online marketing Environment 1.4 Dotcom Evolution, Internet Relationship, 1.5 Business in modern economy, 1.6 Integrating e - Business to an existing Business Model 1.7 Online Marketing Mix – Mobile Marketing – Digital Signage.		

<p>Unit-2 Purchase Behaviour of Consumers in Digital Marketing Format</p>	<p>2.1 Online Customer Expectations, Online B2C Buying Process 2.2 Online B2C Buying Behaviour 2.3 Website Designing, Website content 2.4 Forms of Search Engines, Working of Search Engines, Revenue Models in search engine positioning – SEO – Display Advertising – Trend.</p>
<p>Unit-3 Product Attributes and Web Marketing Implications</p>	<p>3.1 Augmented Product Concept – Customizing the Offering 3.2 Dimensions of Branding Online - Internet Pricing Influences – Price and Customer Value – Online Pricing Strategies and Tactics 3.2 Time based online pricing - Personalized Pricing – Bundle Pricing</p>
<p>Unit- 4 Internet Enabled Retailing</p>	<p>4.1 Turning Experience Goods into Search Goods – 4.2 Personalization through Mass Communication – Choice Assistance – Personalized Messaging 4.3 Selling through online intermediaries – Direct to Customer interaction – online channel Design for B2C and B2B Marketing.</p>
<p>Unit- 5 Social Media Marketing</p>	<p>5.0 Social Media Platforms, Features, applications. 5.1 Integrating online communication to IMC Process 5.2 Online Advertising – Email marketing – Viral Marketing – Affiliate Marketing, Social Media Marketing 5.3 Participatory Communication Networks – Social Media Communities – Consumer Engagement – Co-created Content Management 5.4 Interactive Digital Networks, Customer Led Marketing Campaigns 5.5 Legal and Ethical Aspects related to Digital Marketing & Social media marketing.</p>
<p>TOTAL CLASSROOM CONTACT SESSIONS IN HOURS 45</p>	
<p>Learning Resources: Text Reading: Latest Edition 1. Smith PR Chaffey Dave, e-Marketing Excellence: The Heart of e –Business, Butterworth Heinemann, USA 2. Strauss Judy, e-Marketing, Prentice Hall, India.</p>	

Finance

MBA (FT) MS5A BATCH 2021-23 SEMESTER IV			
SUBJECT NAME	International Finance	SUBJECT CODE	MS5A-626
		TOTAL CREDITS	03
SUBJECT NATURE: FINANCE COMPULSORY			
COURSE OBJECTIVE: To provide a conceptual framework of the Working of International Finance Institutions, Money Markets, Exchange Transactions and Capital Markets.			
LEARNING OUTCOME:			
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
COURSE CONTENTS			
UNIT –1 Introduction	1.1 Relevance of international financial management for domestic as well as international players exchange rate regimes. 1.2 Theories of International Trade: Comparative Costs, Classical Theory, Absolute Advantage, Hecksher-Ohlin Theory, Free Trade V/S Protection- Barriers to Foreign Trade, Tariff and Non-Tariff Barriers.		
Unit-2 Balance of Payment	2. 1. Meaning Of BOP, Components Of BOP, Importance Of BOP 2.2 Meaning Of Deficit And Surplus, Equilibrium, Disequilibrium And Adjustments 2.3 Methods Of Correcting Disequilibrium 2.4 Accounting Principles In BOP.		
Unit-3 Foreign Exchange Markets	3.1 Defining Foreign Exchange Market, Its Structure, Settlement System, Exchange Rate, Participants 3.2, Understanding SPOT And Forward Rates, Foreign Exchange Quotations, Premium And Discount In Forward Market, Cross Rates, Inverse Rates And Arbitrage.		

<p>Unit- 4 Exchange Rate Determination</p>	<p>4.1 Determination Under Gold Standard And Paper Standard, Factors Affecting Exchange Rates 4.2 Purchasing Power Parity Theory, Demand And Supply Theory, Equilibrium Rate Of Exchange, Fluctuating V/S Fixed Exchange Rates, Exchange Control and Objectives of Exchange Control.</p>
<p>Unit -5 Instruments</p>	<p>5.1 ADR, GDR, Euro Currencies 5.2 International Commercial Papers.</p>
<p>Unit-6 International Project Appraisal</p>	<p>6. 1. Techniques and criteria 6.2 Interest Rate Parity/Covered Interest Parity</p>
<p>Unit-7 Financing International Trade</p>	<p>7.1 letter of credit; buyer's credit ; suppliers credit. 7.2 cross border leasing and factoring, Short Term Financial Mgmt in MNE: short term borrowing and investment 7.3 centralized vs. decentralized cash management, bilateral and multilateral netting</p>
<p>TOTAL SESSIONS 45</p>	
<p>Learning Resources:</p> <ol style="list-style-type: none"> 1. V.A.Avadhani, “International Finance”, Himalaya Publication. 2. P.G.Apte, “International Financial Market”, Tata Mc Graw Hill. 3. A.K.Seth, “International Financial Management”, Galgotia Publications. 	

M.B.A. (FULL TIME) MS5A BATCH 2021-23 SEMESTER IV			
SUBJECT NAME	COMMODITY DERIVATIVES MARKET	SUBJECT CODE	MS5A-628
		TOTAL CREDITS	03
SUBJECT NATURE: FINANCE COMPULSORY			
COURSE OBJECTIVE: To acquaint participant with the basic concept of Commodity Derivatives.			
LEARNING OUTCOME: At the end of the course students should be able to; <ol style="list-style-type: none"> 1. Understand the risk return tradeoff and manage financial risk through the use of various derivative instrument 2. To make them understand operations of commodity derivatives market. 			
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 12 marks and have two theory questions out of which a student will be required to do any one . Section B will be of 48 marks and have five numerical/cases out of which a student will be required to do any four .			
COURSE CONTENTS			No. of Sessions
UNIT –1 Commodity Derivatives	1.1. Difference between commodity derivatives and financial Derivatives. 1.2. Warehousing, quantity of underlying assets, global commodities exchange, commodities exchange in India, commodities permitted for trading. Global domestic demand -supply dynamics, price trends and factors that influence prices. 1.3. Instrument available for trading; futures and options.		
Unit-2 Pricing Commodity Derivative	Investment assets vs. consumption assets. The cost of carry model –pricing, pricing futures contracts on commodities. Convergence of Future and Spot Price. Convenience Yield, Contango & Backwardation Commodity Basis Risk Minimum Variance Hedge Ratio		

<p>Unit-3 Trading of Commodity Derivatives</p>	<p>3. 1. Commodity Indexes 3.2. Basic concepts such as margins, circuit filters-delivery norms, contract specifications, trading system, and entities in the trading system, trader workstation, order types and conditions, exposure limits. 3.3. Clearing, settlement and Risk Management, calendar and Settlement schedule, position determination, settlement mechanism, daily mark to market settlement, settlement price- daily settlement price, final settlement price, Margining –Initial margin, Daily mark to Market margin, open interest limits, second line of defense, NSCCL span. Final Settlement: Cash settlement, physical settlement (warehousing) Exception handling: funds shortages, Delivery shortages, refusal to accept.</p>
<p>Unit- 4 Commodities Traded -- I</p>	<p>4. 1. Agri-Commodity Price Risk Management 4.2. Seasonality in Agri-Commodity, Contango and Backwardation 4.3. Crude Oil Derivatives, Spot-Futures Relationship in Crude Oil 4.4. Hedging of Crude Oil and Refined Product Price Risk 4.5. Introduction to Gold and Gold Derivatives 4.6. LBMA, Gold Spot Price and Gold Derivatives 4.7. OTC Contracts on Gold and Gold DE hedge</p>
<p>Unit -5 Commodities Traded -- II</p>	<p>5.1. Spot Trading of Electricity in India 5.2. Weather Derivatives 5.3. Introduction to Carbon Credit Market 5.4. Physical Market for Freight, Freight Exchanges, Freight India 5.5. Hedging Freight rate Risk with Freight Rate Derivatives 5.6. Metal Derivatives and London Metal Exchange (LME) 5.7. Real Estate Derivatives</p>
	<p style="text-align: right;">TOTAL SESSIONS 45</p>
<p>Learning Resources: Text Books: Latest Edition of- Hull, J.: Options: Futures and other Derivatives, Prentice Hall, New Delhi. Prabina Rajib, Commodity Derivatives and Risk Management, Prentice Hall of India Chance, Don M: An Introduction to Derivatives, Dryden Press, International Edition. Chew, Lilian: Managing Derivative Risk, John Wiley, New Jersey. Das, Satyajit: Swap & Derivative financing, Probus Kolb, Robert W: Understanding Futures Markets, Prentice Hall Inc., New Delhi.</p>	

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (Full-Time) MS5A			
Semester IV			
Subject Name	STRATEGIC FINANCIAL MANAGEMENT	Subject Code	MS5A-632
		Total Credits	03
Subject Nature: Finance Open Electives(Select Any 2)			
Course Objective: The objectives are to focus the student's attention on various aspects of financial decision making and to help them develop skills of critical analysis, thinking and synthesis in the process of decision making.			
Learning Outcome: 1. Practice strategic management to evaluate the role finance plays in strategic decision making. 2. Apply and evaluate analytical tools used in making investment decisions. 3. Critically analyse capital structure theory and the role of the financing decision in strategic management.			
Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
<h2>Course Contents</h2>			
UNIT –I Financial Policy & corporate Strategy	1.1 Recent Trends and Practices in Strategic Finance 1.2 Role of CFO		
Unit-2 Advanced Capital Budgeting Strategies	2.1 Budgeting under Risk & Uncertainty 2.2 Sensitivity Analysis 2.3 Methods of selection of projects 2.4 Capital Budgeting under inflation 2.5 Diversification Strategies		
Unit-3 Corporate Dividend Decisions	3.1 Practical Considerations in Dividend policies 3.2 Forms of Dividend 3.3 Rules & Legal interpretations 3.4 Strategy & Theories on Dividend policies.		
Unit- 4 Financing Decisions	4.1 Strategic Evaluation of various sources of long term finance 4.2 Startup Financing – Sources. 4.3 issues and challenges		

<p>Unit -5 Short term financing decisions</p>	<p>5.1 Working Capital Strategies of a firm 5.2 Comparing Alternate sources of working capital– Bank financing 5.3 Inter corporate deposits 5.4 commercial papers and other money market instruments.</p>
<p>Unit-6 Business Valuation</p>	<p>6.1 Approaches of valuation- Income Approach, Market Approach, Asset Based Approach, EVA.</p>
<p>Unit – 7 Restructuring Strategies</p>	<p>7.1 Financial Distress and reorganization 7.2 Mergers, Acquisitions, Amalgamations 7.3 Reverse Mergers and Turnaround strategies of a corporate firm.</p>
<p>TOTAL CLASSROOM CONTACT SESSIONS 45</p>	
<ul style="list-style-type: none"> • TEXT READINGS: • “Mergers & Acquisition”, – R. Machiraju • “Financial Management”, - Prasanna Chandra • “Corporate Finance & Investment”, – R. Pike & Node • “Finance : A management guide for managing company funds ad profit”, – I.M. Pandey □“Financial Decision”, - Hompton 	

**M.B.A. (FULL TIME) MS5A BATCH
2021-23
SEMESTER IV**

SUBJECT NAME	FINANCIAL RESEARCH	SUBJECT CODE	MS5A-636
		TOTAL CREDITS	03

SUBJECT NATURE: Finance Open Electives

COURSE OBJECTIVE:

The course aims to make students aware of various techniques of financial research. It also introduces students with various aspects of equity and debt security analysis and portfolio evaluation. Various financial forecasting techniques will also be studied in the course.

LEARNING OUTCOME:

- .Understand importance of research in various fields of finance
- Ability to read and understand techniques of research in finance
- Ability to undertake independent research in finance

EXAMINATION SCHEME:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical

COURSE CONTENTS

Unit-1 Introduction to financial research	<p>1.1.Empirical and non empirical techniques of financial research. 1.2.Risk and return basics, Various measures of risk and return and their interpretation. 1.3.Researches in Behavioural Finance, Corporate Finance, Stock Markets, Other upcoming fields.</p>
Unit-2 Basics of Financial modeling-	<p>2.1. Time series analysis basics, 2.2.Issues in Financial Time series like Stationarity, Multi collinearity. Volatility models. Distributed lag models.</p>
Unit -3 Common techniques in Financial Research	<p>3.1.Moving averages, exponential smoothing (single exponential smoothing, 3.2.Brown's one parameter and holt's two parameter exponential smoothing), 3.3.Various measures of forecasting accuracy such as- ME, MAD, MSE, RMSE, PE, MPE, MAPE, Theil's U static.</p>
Unit-4 Financial forecasting	<p>4.1. Introduction to qualitative and quantitative, 4.2.Techniques of forecasting, study of qualitative forecasting Techniques such as- delphi method, jury of executive method, scenario development, cross impact matrices etc.</p>

Unit- 5 Overview of Software of financing modeling	5.1. An overview about various software's for financial modeling. &SPSS: Tools used in the field of financing.	MS Excel
Unit -6 Commonly used tests in Financial Research	6.1. Tests for different forms of market efficiency, 6.2. Relationship between price and volume of a security, 6.3. Determining Efficient Portfolios etc	
Unit-6 Writing Reports	7.1. Equity Analysis Report, 7.2. Project Analysis Report, 7.3. Financial Research Report	
TOTAL SESSIONS 45		
Learning Resources: Text Books: Latest Edition of- 1) Investment analysis and portfolio management, Prasanna Chandra , TMH publications. 2) Security analysis and portfolio management , Sudhindra Bhatt , Excel publications. 3) Basic econometrics, Gujrati, TMH publications. 4) Business forecasting, Makridakis , Johnwiley and sons .		

**MBA (FT) MS5A
BATCH 2019-21
SEMESTER IV**

SUBJECT NAME	TAXATION	SUBJECT CODE	MS5A-624
		TOTAL CREDITS	03

SUBJECT NATURE: FINANCE COMPULSORY

COURSE OBJECTIVE:

:The objective of this course is to enable students to develop an understanding of direct and Indirect taxes and to enable them to calculate taxes.

EXAMINATION SCHEME:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.

COURSE CONTENTS		No. of Sessions
UNIT –1 Introduction	1.1 Direct Taxes (An Overview): Income Tax, Wealth Tax. 1.2 Introduction to Tax Management: Concept of Tax Planning, Tax Avoidance and Tax Evasion. Important Provisions of Income Tax Act.	
Unit-2 Basic Concepts	2.1. Assessment Years, Previous Years, Person, Income, Gross Total Income, Capital and Revenue Receipts and Expenditure, Residential Status and Incidence of Tax, Tax Free Income.	
Unit-3 Salaries	3.1 Meaning 3.2 Taxability of Allowances and Perquisites, Permissible Education, Treatment of PF, Gratuity, Computation of Taxable Salary	
Unit- 4 Income from House Property	4. 1. Determination of ownership 4.2 property Income Exempt from Tax and Computation of Income from House Property.	
Unit -5 Profits and Gains of Business and Profession	5.1 Basis of Charge, Scheme of Provisions, Deductions Expressly Allowed, Expenses Allowed Under Restriction, Depreciation, Computation of Profits and Gains of Business and Profession 5.2 Tax Planning 5.3 Taxation of Firms & Companies, Mergers & Acquisitions.	

Unit-6 Capital Gains	6.1 Meaning, definition of capital gains 6.2 assets not be treated as capital Assets, types of assets and gains, computation of Capital Gains.
Unit-7 Income from Other Sources	7.1 Computation of Income from Other Sources.
Unit-8 Deduction	8.1 Deduction Allowed From Total Income, Rebates and Relief 8.2 Computation of Total Income of Individual
Unit-9 TDS	9.1 Tax Deduction at Source, Advance Payment of Tax, Filing of Returns, Tax Planning in Relation to NRIs.
Unit-10	10.1 Important Provisions and Calculation of Wealth and Wealth Tax.
TOTAL SESSIONS 45	
<p>Learning Resources: . H. C. Meherotra, "Income Tax", SahityaBhawan, Agra.</p> <p>Suggested Reading (Relevant Previous Year):</p> <ol style="list-style-type: none"> 1. S. Battacharya, "Indian Income Tax: Law & Practice", New Delhi, Indian Law House. 2. V K Singania, "Student Guide to Income Tax", New Delhi, Taxman Publication. 3. V K Singania, "Direct Tax Law", New Delhi, Taxman Publication. 4. ShripalSaklecha and AnitSaklecha, "Income Tax", Indore, Satish Printers. 5. Bare Act of Income Tax. 6. Bare Act of Wealth Tax. 	

**M.B.A. (FULL TIME) MS5A
BATCH 2021-23
SEMESTER IV**

SUBJECT NAME	CREDIT MANAGEMENT AND RETAIL BANKING	SUBJECT CODE	MS5A-634
		TOTAL CREDITS	03

SUBJECT NATURE: Finance Open Electives

COURSE OBJECTIVE:

To acquaint participant with the basic concept of Credit and Rural Banking .

LEARNING OUTCOME:

To develop a cadre of credit officers in banks to perform different credit functions across banks - To inculcate advanced skills for handling credit management issues

EXAMINATION SCHEME:

The faculty member will award internal marks out of 40 based on three assessments of 20 marks each, of which best two will be considered. The end semester examination will be worth 60 marks consisting of two sections A and B respectively. Section A will be of 12 marks and have two theory questions out of which a student will be required to do any one. Section B will be of 48 marks and have five numerical/cases out of which a student will be required to do any four.

COURSE CONTENTS

UNIT –1 Principles of Lending and Model Credit Policy	<p>1. 1.Safety, Liquidity, Profitability, Purpose of Loan, Diversification Risk. 1.2. Importance, Contents, Exposure Norms, Model MSE Policy. 1.3.Types of Borrowers : Individuals - Major, Minor, Married Women, Pardhanashin Women, Illiterate Persons, Agent, Attorney, Joint Borrowers, Hindu Undivided Family (HUF), Proprietorship Firms, Partnership Firms, Limited companies, Statutory Companies, Holding Companies, Government Companies, Private & Pubic Limited Companies, Registration of charges, Limited Liability Partnerships (LLP).</p>
Unit-2 Types of Credit Facilities	<p>2.1. Various Types of Credit Facilities - Cash Credit, Overdrafts, Demand Loan, Bills Finance - Drawee Bill Scheme, Bills Discounting. 2.2. Export Finance : Pre-Shipment Finance-Export Packing Credit in Rupees, Running Account Facility, Pre shipment credit to specific sectors - Sub Suppliers, Construction Contractors, Export credit to Processors / exporters-Agri Export Zones, Export Credit Insurance Whole Turnover Packing Credit, Pre-Shipment Credit in Foreign Currency (PCFC), Running Account Facility in all currencies, Deemed Exports, Diamond Dollar Account Scheme, Post Shipment Rupee Export Finance, Purchase / Discount of Export Bills, Negotiation of Export Bills, Export on Consignment basis, Advance against Duty Draw Back Entitlements, ECGC Whole Turnover PostShipment Guarantee Scheme, Interest Rate of Rupee , Export Credit, ECNOS, Rupee Export Credit Interest Rate Subvention, Post Shipment Finance in Foreign Currency, Gold Card Scheme for</p>

<p>Unit- 3 Credit Delivery</p>	<p>3.1. Types of Facilities, Modes of Delivery, Sole Banking Arrangement, Multiple Banking Arrangement, Consortium Lending, Syndication. 3.2. Credit Thrust, Credit Priorities, Credit Acquisitions, Statutory & Regulatory restrictions on Advances. 3.3. Credit Appraisal : Validation of proposal, Dimensions of Credit Appraisals, Six “C” s, Structuring of Loan documents, Credit Risk, Credit Risk Rating, Credit Worthiness of Borrower, Purpose of Loan, Source of Repayment, Cash Flow, Collateral</p>
<p>Unit -4 Retail Banking Overview</p>	<p>Retail Products Overview – Customer requirements, Products development process, Liabilities and Assets Products/ Description of Liability products, Description of Asset Products, the Approval process for retail loans, credit scoring. Important Asset Products – Home Loans – Eligibility, Purpose, Amounts, Margin, Security, Disbursement, Moratorium, Prepayment issues, Repayments/ Collection. Auto/ Vehicle Loans – Eligibility, Purpose, Amounts, Margin, Security, Disbursement, Moratorium, Prepayment issues, Repayments/ Collection. Personal Loans – Eligibility, Purpose, Amounts, Security, Disbursement, Moratorium, Prepayment issues, Repayments/ Collection, Educational Loans Eligibility, Purpose, Amounts, Security, Disbursement, Moratorium, Prepayment issues, Repayments. Credit/ Debit Cards – Credit Vs Debit Cards, Eligibility, Purpose, Amounts, Margin, Security, Process of using the cards, Billing Cycle, Credit Points, Other Products/ Remittances/ Funds Transfer. ... Read more at: https://www.bankersadda.com/caiib-syllabus-2022/</p>
<p>Unit -5 Selling of Retail Products</p>	<p>Retail Strategies – Tie-up with Institutions for Personal loans/ Credit cards/ Educational loans, with OEMs/ Authorized Dealers for Auto/ Vehicle loans, and with Builders/ Developers for Home loans Delivery Channels – Branch, Extension counters, ATMs, POS, Internet Banking, M-Banking. Selling Process in retail products – Direct Selling Agents. Customer Relationship Management – Role and impact of customer relationship management, Stages in customer relationship management process. Regulations and compliance Technology for Retail Banking – Static information, Account opening, basic loan origination data, etc. The updated information like income details at different frequencies. Transaction information from disbursement till final settlement of the loan amount. Analytics/ Alerts. Accounting entries – Loan process and the relevant accounting including EMI Computation.... Read more at: https://www.bankersadda.com/caiib-syllabus-2022/</p>
<p>Unit -6 Other Issues related to Retail Banking</p>	<p>Securitization, mortgage-based securities. Trends in retailing – New products like Insurance, Demat services, online/ Phone Banking, Property services, Investment advisory/ Wealth management. Reverse Mortgage – Growth of e-banking, Cross-selling opportunities. Recovery of Retail Loans – Defaults, Rescheduling, recovery process. SARAFESI Act, DRT Act, use of Lok Adalat forum. Recovery Agents – RBI guidelines. New products like Insurance – Demat services, online/ Phone Banking, Property services, Investment advisory/ Wealth management. Reverse Mortgage – Growth of e-banking, Cross-selling opportunities. Recovery of Retail Loans – Defaults, Rescheduling, recovery process. SARAFESI Act, DRT Act, use of Lok Adalat forum. Recovery Agents – RBI guidelines.... Read more at: https://www.bankersadda.com/caiib-syllabus-2022/</p>
<p style="text-align: center;">TOTAL SESSIONS 45</p>	

Learning Resources:

Text Books: Latest Edition of-

Practical Banking Advances by Bedi&Hardikar.

Management of Bank Credit by H.B. Suneja.

Law & Practice of Banking by P.N. Varshney and Gopal Swaroop.

Commercial Banking Vol. II by Indian Institute of Bankers.

Financial Analysis for Credit Management in Banks by S.P. Singh and S. Singh.

Human Resource

MBA (FT) MS5A BATCH 2021-23 SEMESTER IV			
SUBJECT NAME	ORGANISATION CHANGE AND DEVELOPMENT	SUBJECT CODE	MS5A-640
		TOTAL CREDITS	03
SUBJECT NATURE: HRM COMPULSORY			
COURSE OBJECTIVE: The objectives of this course are to acquaint the students with the importance of Organization Development, and to offer insights into design, development and delivery of OD Programmes.			
LEARNING OUTCOME:			
EXAMINATION SCHEME: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
COURSE CONTENTS			No. of Sessions
UNIT –1 <u>Introduction</u>	1.1: Definition, History, Assumptions 1.2 Values and Beliefs in O.D 1.3 Organization Development & Transformation		
Unit-2 <u>Theory and Management of OD</u>	2.1. Foundations of OD 2.2 OD Process, Action Research and OD.		
Unit-3 <u>OD interventions</u>	3.1 Overview, Types 3.2 Team interventions, inter- Group interventions 3.3 Comprehensive and Structural interventions 3.4 Choosing the Depth of Organizational Intervention.		
Unit- 4 <u>Issues and Considerations in OD</u>	4.1 Consultant-Client Relationships, System Ramifications, and Power- Politics. 4.2 Emerging Trends in OD with special emphasis on future organizations.		
TOTAL SESSIONS 45			

Learning Resources:

1. Wendell L. French and Cecil N. Bell Jr., “**Organization Development**” New Delhi, Prentice Hall, 5th Ed., 1999.

Suggested Readings

2. Don Harvey and Donald R. Brown, “**An Experiential Approach to Organizational Development**”, New Jersey, Prentice Hall Inc., 1996.
3. Wendell L. French Cecil H Bell, Jr., Robert A. Zawaski. (Eds.), “**Organizational Development and Transformation: Managing Effective Change**”, Illinois: Irwin Inc., 1994.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A. (FULL-TIME) MS5A			
Semester IV			
Subject Name	HRIS	Subject Code	MS5A-642
		Total Credits	03
Subject Nature: HRM Compulsory			
Course Objective:			
<ul style="list-style-type: none"> To impart knowledge to students regarding various Social Legislative Norms related to welfare, protection and betterment of labour force. To develop an understanding about different obligations towards society. 			
Learning Outcome:			
At the end of the course students will become more informed and responsible future HR managers, as they have complete knowledge about the legislative compliances prevailing in our country related to labour.			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			
UNIT –1 Introduction	1.1Data and Information needs for HR Manager 1.2 Sources of Data 1.3Role of ITES in HRM 1.4IT for HR Managers; Concept, Structure, and Mechanics of HRIS 1.5 Programming Dimensions and HR Manager with no technology background 1.6Survey of Software Packages for Human Resource Information System including ERP Software such as SAP		

<p>Unit-2 Data Management for HRIS</p>	<p>2.1 Data Formats, Entry Procedure and Process 2.2 Data Storage and Retrieval 2.3 Transaction Processing 2.4 Introduction to RDBMS 2.5 HR-XML 2.6 Office Automation and information Processing and Control Functions 2.7 Design of HRIS: Relevance of Decision Making Concepts for Information System</p>
<p>Unit-3 Design; HRM Needs Analysis</p>	<p>3.1 Concept and Mechanics 3.2 Standard Software and Customized Software 3.3 HRIS - An Investment, Cost Benefit Analysis</p>
<p>Unit- 4 HR Management Process and HRIS</p>	<p>4.1 Modules on MPP 4.2 Recruitment 4.3 Selection, Placement 4.4 Module on PA System 4.5 T and D Module 4.6 Module on Pay A and Related Dimensions 4.7 Planning and Control; 4.8 Information System's support for Planning and Control</p>
<p>Unit-5 HR Management Process II and HRIS</p>	<p>5.1 Organization Structure & Related Management Processes including authority and Responsibility Flows 5.2 Communication Process</p>
<p>Unit-6 Organization Culture and Power</p>	<p>6.1 Data Capturing for Monitoring and Review 6.2 Behavioural Patterns of HR and Other Managers and Their Place in Information Processing for Decision Making.</p>
<p>Unit—7 HRIS</p>	<p>7.1 Security of Data and Operations of HRIS Modules 7.2 Common Problems during IT adoption efforts and Processes to overcome 7.3 Orientation and Training Modules for HR & Other Functionaries 7.4 Detailed Analytical Framework 7.5 Opportunities for combination of HRM & ITES Personnel 7.6 HRIS and Employee Legislation 7.7 An Integrated View of HRIS 7.8 Why and How of Winners and Losers of HRIS Orientation.</p>
<p>TOTAL CLASSROOM CONTACT SESSIONS 45</p>	

Learning Resources:**Text Readings:**

.Handbook of Human Resource Information Systems, Basics, Applications and Future Directions, Michael J.Kavangarh, Mohan Tithe, Richard D Johnson, Sage Publications India Pvt ltd.

2. A Handbook of Human Resource Management Practice, "Michael Armstrong", Kogan page.

3. Managing and Measuring Employee Performance - Understanding Practice "Elizabeth HOULDSWORTH, Dilum JIRASINGHE", Kogan Page.

4. Accountability in Human Resource Management, "Jack J Phillips", Gulf Professional Publishing.

5. Hcas M. Awad, W.f. Casico, Human Resource Management, An Information Systems Approach, Reston Publishing Company.

6. Tony Ivey, Personnel Computer System, Mc Graw Hill International.

7. The Brave New world of e HR: Human resources Management in digital age, Guetual Stone editors, Wiley India Edition

M.B.A. Full Time			
Batch (2021 - 2023)			
Semester IV			
Subject Name	HR ANALYTICS	Subject Code	MS5A - 650
		Total Credits	03
Subject Nature: Eleictives			
Course Objective:			
<input type="checkbox"/> To familiarize participants with concepts and applications of data analytics. <input type="checkbox"/> To acquaint participants with the challenges of data preparation and implementation. <input type="checkbox"/> To understand and design data driven models for business decision making.			
Learning Outcome:			
At the end of the course students should be able to; <ul style="list-style-type: none"> ● To understand the role of data analytics, data mining and business analytics within an organization. ● Compute and analyze data using statistical and data mining techniques ● Design and develop process of improving the decision making (relevance and quality). 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			
Unit - 1 Introduction to Data & HR Analytics	Understanding need of data analytics for business organization, application of data analytics at different levels of business organization, concept of data, information, knowledge discovery, data quality issues, analytics, data mining, data analytics, applications of data analytics, business analytics and business intelligence.		
Unit - 2 Examining Data – Exploration and Transformation	Creating MS- Excel sheet and performing operations on MS- Excel Sheet - Formatting cells, inserting functions (min, max, average, sum, count, countif, etc.), copying functions and text, analysis using if – else, performing descriptive statistics & summary statistics on the data set, data analysis using Pivot charts & graphs, VLOOKUP, What-if Analysis, sorting, filtering.		
Unit 3 Overview of statistical perspective	Understanding mean, median, mode, correlation analysis, normal distribution, standard deviation, and variance, histogram, testing of normality, Kurtosis, correlation and regression.		
Unit - 4 Data Modeling	Data Modeling Concepts, Data Modeling types, Database explanation from Data modeling concept, how to create a logical model and physical model.		
Unit – 5 Introduction to Latest Trends	Introduction to the latest trends in Data Analytics for business organizations - Introduction to association rule, Discovering association rules in traditional Datasets, text mining, social network analysis.		
		TOTAL CLASSROOM CONTACT SESSIONS	

Learning Resources:

1. Galit Shmueli, Nitin R. Patel and Peter C. Bruce, “Data Mining for Business Intelligence – Concepts, Techniques and Applications”, Wiley India, 2016 (reprint).
2. Anil Maheshwari, “Data Analytics”, McGraw Hill Education, 2017
3. Software used - MS- Excel and Frontline Solvers XLMiner (Cloud based or student version)

Reference Books:

4. Michael J. Berry and Gordon S. Linoff, Data Mining Techniques: For Marketing, Sales and Customer Relationship Management, Wiley & Sons, 3rd Edition.
5. Joseph F. Hair, William C. Black, Barry J. Babin , Rolph E. Anderson, Multivariate Data Analysis , Pearson Education, 7th Edition, 2010.

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A.(Full -Time) MS5A Semester IV			
Subject Name	Managerial Counselling	Subject Code	MS5A-648
		Total Credits	03
Subject Nature: HRM Open Electives(Select any 2)			
Course Objective:			
<ul style="list-style-type: none"> ● To promote understanding of the concept and schools of counselling ● To Select the key areas and situations where management can and should help employees in performance planning and career advancement ● To develop alternative approach to dealing with problem situations in organizations. 			
Learning Outcome:			
At the end of the course students should be able to;			
<ol style="list-style-type: none"> 1. Understand that various approaches to counseling 2. conduct counseling intervention in the organization 3. Outline the counselling process used in organizations 			
Examination scheme:			
The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.			
Course Contents			
Unit –I Introduction	1.1 Introduction to counselling and characteristics of a counsellor 1.2 Process of counselling 1.3 Development of Counselling Skill 1.4 Role of Counsellor in guidance & counselling.		
Unit-2 Psychological Testing and types of counselling	2.1 Need and Uses of Tests 2.2 Different Types of Test: Intelligence Tests, Achievement and Aptitude Tests 2.3 Different Types of Test: Personality Inventories, Interest Inventories, Projective Techniques and their limitations 2.4 Individual & Group technique in counselling 2.5 e-Counselling		
Unit-3 Introduction to the Important Schools of Counselling	3.1 Psychoanalytic Foundations 3.2 Transactional Analysis 3.3 Gestalt Therapy 3.4 Rational Emotive Therapy 3.5 Person-Centred Approach to Counselling 3.6 Counselling setting		

<p>Unit -4 Counselling Interventions in Organizations:</p>	<p>4.1 Empathy, Listening and Responding, Effective Feedback 4.2 Performance Counselling, Interpersonal Conflict 4.3 Counselling & guidance for career planning & Decision Making.</p>
<p>Unit-5 Stress Management And Employee Well-Being</p>	<p>6.1: Stress and Performance 6.2 Work-Life Balance 6.3 Stress Reduction Techniques 6.4 Employee Wellbeing: Concept, Importance, Factors influencing well-being.</p>
<p>TOTAL CLASSROOM CONTACT SESSIONS 45</p>	
<p>Text Reading: Latest Editions Introduction to Counseling and Guidance, Seventh Edition (Pearson), Robert L Gibson, Indiana University, Mariann Mitchell, Indiana University.</p>	

INSTITUTE OF MANAGEMENT STUDIES			
M.B.A (Full Time) 2021 - 2023			
Semester III			
Subject	Social and Industrial Psychology	Subject Code	MS5A - 646
		Total Credits	03
Subject Nature: CORE			
Course Objective: The students will help students to : <ul style="list-style-type: none"> • Understand person's behaviour in groups • Industrial safety psychology • About self concept 			
Learning Outcome: At the end of the course student will learn Communication effectively in both oral and written formats. Career planning and development emerge from the major with realistic ideas about how to use psychological knowledge, skill and values.			
Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems			
Course Contents			
UNIT –1 Social Psychology	<ul style="list-style-type: none"> • Definition, • Nature and Background • Social psychology Principles in Everyday Life • Factors Influence Social Interaction- Methods of Social Psychology • Theories in Social Psychology • Social Psychology and Human Values • Social Psychology and Sustainable Future <li style="padding-left: 40px;">Applications of Social Psychology at Workplace 		
UNIT – 2 Social Cognition: Understanding the Social World.	<ul style="list-style-type: none"> • Social Perception • Attitudes - Social Behaviour Link Attitudes, Attitudes and Beliefs, Attitude Consistency. • Theories Of Attribution - • Social Communication -Verbal and Non-Verbal Communication • Impression Formation and Impression Management • Cognitive Approach to Impression Formation • Errors and Biases 		

	Social Cognition, Mind and Body, Moods, Happiness
UNIT 3 Social Identity	<ul style="list-style-type: none"> Defining The Self – Formation of The Self-Concept, Self-Awareness, Social Factors Influence The Self-Concept, Culture Influence Self, Self And Information Processing Self-Esteem Self-Efficacy Self-Monitoring Self-Focusing <p>Social Identity and Its Functions</p>
Unit- 4 Social Influence	<ul style="list-style-type: none"> Conformity: Group Influence in Action, Definition, Factors affecting Conformity Bases of Conformity Compliance: Obedience: Asch’s Study Milgram’s Obedience Experiments <p>Social psychology applies across cultures and subcultures</p>
Unit -5 Social Relations	<ul style="list-style-type: none"> Pro-Social Behaviour - Cooperation, Forgiveness, Helpful Social Behaviour. attraction and intimacy, close relationship liking and loving for long term, family and friends. Aggression <p>Antisocial Behaviour</p>
Unit 6 Employment Testing	<ul style="list-style-type: none"> Testing abilities Testing personality Testing skills and achievements
Unit 7 Safety Psychology	<ul style="list-style-type: none"> Safety management and safety Psychology <p>Theories of Safety Psychology</p>
TOTAL CLASSROOM CONTACT SESSIONS	
<p>Readings: Baron, R.A., Byrne, D. & Bhardwaj. G (2010).Social Psychology (12th Ed).New Delhi: Pearson. Chadha, N.K. (2012). Social Psychology. MacMillan: New Delhi</p>	

Deaux, K. & Wrightsman, L. (2001). *Social Psychology*. California: Cole Publishing

Kassin, S., Fein, S., & Markus, H.R. (2008). *Social psychology*. New York: Houghton Mifflin.

Misra, G. (2009). *Psychology in India, Volume 4: Theoretical and Methodological Developments (ICSSR survey of advances in research)*. New Delhi: Pearson.

Myers, D.G. (2008). *Social psychology* New Delhi: Tata McGraw-Hill.

Taylor, S.E., Peplau, L.A. & Sears, D.O. (2006). *Social Psychology (12th Ed)*. New Delhi: Pearson.

Blum and Naylor "Industrial Psychology", Harper & Row Publishers

Semester IV			
SUBJECT NAME	CONFLICT AND NEGOTIATION	Subject Code	MS5A - 644
		Total Credits	03
Subject Nature:			
<p>Course Objective: To promote understanding of the concept and theories of conflict, To build awareness of certain important and critical issues in conflict and negotiation. To provide exposure to the required skills in negotiating a contract.</p>			
<p>Learning Outcome: At the end of the course students should be able to;</p> <ul style="list-style-type: none"> <input type="checkbox"/> Understand the logic and applications through tools and techniques of operations management in business and industrial flow of information, goods and services. <input type="checkbox"/> Integrate the business activities and scientific problem solving methodology. <input type="checkbox"/> Set the unique way of doing job/task/work/activities with optimality in business. 			
<p>Examination scheme: The faculty member will award internal marks out of 40 based on three assessments of 20 marks each of which best two will be considered. The end semester examination will be worth 60 marks having theory and cases/practical problems.</p>			
Course Contents			
UNIT –I	Power and Politics: Bases of Power, Power tactics, Power in Groups, Sexual Harassment in workplace: Unequal Power, Politics: power in Action, Implication for Managers		
Unit-2	Conflict: Meaning and Causes of conflict, Transitions in Conflict Thought, Functional versus dysfunctional thought, Conflict process, styles of handling interpersonal conflict, Integrating conflict from Gandhian perspective.		
Unit-3	Negotiation: Negotiating a Contract . Pre-negotiation. Preparing the Charter of Demand(s). Creating the Bargaining Team Submission of COD .Costing of Labour Contracts		
Unit- 4	The Negotiation Process: What is Negotiation? Effective Negotiation. Preparing for Negotiation. Communication Style. Breaking Deadlocks. Strategy and Tactics/Games Negotiators Play. Closing Successfully. Negotiating Integrative Agreements. Reviewing.		
Unit-5	Negotiation and Conflict Approaches and Phases in negotiation and conflict. Post Negotiation. Administration of the Agreement Grievance Management Binding up the Wounds.		

Recommended Book: Latest Edition

1. BB Singh, Managing Conflict and Negotiation, Excel Book Pvt. Ltd
2. Stephen .P. Robbins, Timothy A. Judge, Organizational Behaviour, Pearson

Margie Parikh, Rajen Gupta, Organizational Behaviour ,McGraw Hill