# (PCC 1)INTRODUCTION TO FINANCIAL MANAGEMENT

**Teaching Learning Scheme**                    **Examination Scheme**

Lectures:3hrs /week                    Internal   Assessment:T1   20Marks

Internal Assessment:T2 20Marks

End Semester Assessment:60Marks

**Course Outcomes:**

Students will be able to

**CO1**: Understandthe concepts and techniques of Financial statement analysis and able to perform the analysis

**CO2**: To be able to prepare and analyse Cash Flow Statement

**CO3**: Understand the different types of capital structures and perform related

**CO4**: Understand various techniques of capital budgeting and project appraisal.

## Unit 1: Techniques of Financial Statement Analysis          [8hrs]

Introduction, Objectives of financial statement analysis, various techniques of analysis viz Common Size Statements, Comparative Statements, Trend Analysis, Ratio Analysis,

## Unit 2: Cash Flow Statement                              [8hrs]

Cash Flow Statement: Preparation & analysis

## Unit 3: Capital Structure                              [6hrs]

Meaning and Factors affecting Capital Structure, Different sources of finance. Concept and

measurement of Cost of Capital (measurement of Specific Cost and WACC), Trading on Equity, Concept of Leverages and its types.

**Unit 4: Capital Budgeting**                                        **[8hrs]**

Meaning, Definition of Capital Budgeting, Time value of money.Tools of evaluation of the project based on traditional techniques and modern techniques - ARR, Payback Period, Discounted Payback Period, NPV, PI & IRR

**Textbooks:**
1. Khan, M.Y & Jain, P.K.: Financial Management; Tata McGraw Hill, New Delhi
2. Chandra, Prasanna: Financial Management; Tata McGraw Hill, New Delhi
3. Rustagi R.P; Advanced Financial Management Theory, Concepts and Problems, Taxmann Publication Pvt. Ltd.

**Reference Books:**

1. FundamentalsofCorporateFinancebyBerk,DeMarzo,Harford:PearsonISBN:9780133576863

## [PCC 2] MBA- HUMAN RESOURCE MANAGEMENT

| Teaching Learning Scheme | Examination Scheme |
|---|---|
| Lectures: 3 hrs /week | Internal Assessment: T1 20 Marks |
| | Internal Assessment: T2 20 Marks |
| | End Semester Assessment 60 Marks |

**Course Outcomes-Students will be able to**

1. REMEMBERING- Describe the role of Human Resource Function in an Organization and Enumerate the emerging trends and practices in HRM.

2. UNDERSTANDING- To understand of the basic concepts functions and processes of human resource management and to illustrate the different methods of HR Acquisition and retention.

3. ANALYSING the compensation strategies of an organization

4. EVALUATING To interpret the sample job descriptions and job specifications for contemporary entry level roles in real world organizations.

5. APPLYING -To Demonstrate the use of different appraisal and training methods in an Organization and apply knowledge of human resource management in business

**Unit 1:**                                                                                                                   [**6 hrs**]

Human Resource Management: Concept  - Introduction, Objectives, Scope, Features of HRM, Role of HRM, Importance of HRM, Policies and Practices of HRM, Functions

of HRM ,Challenges of HRM. Importance and nature. HRM Models: Harvard Model, SHRM "matching model. Challenges in HRM, Emerging Trends in HRM

**Unit 2:**                                                                 [**8 hrs**]
.
Human Resource Planning: Definition, Objective, Need and Importance, HRP Process, Barriers to HRP. Job Analysis Process – Contents of Job Description & Job Specification, Job description Vs job specification, Job design, Factors affecting Job design, Job enrichment Vs job enlargement. Recruitment Introduction & Sources of Recruitment, Difference between recruitment and selection-Recruitment, Selection Process, Induction and Orientation. Career Planning-Process of career planning and development Succession Planning Process, Transfer and Promotion

**Unit 3:**                                                                 [**8 hrs**]

Performance Appraisal & Performance Management – Definition, Objective, Importance, Appraisal Process and Appraisal Methods. Why to measure performance and its purpose. Training and Development - Definition – Scope – Conceptual framework of Training and development of Employees, Role of Training in Organizations, Objectives,  Training and Development Process, Training Need Assessment, Types of training, Difference between training and development, E-Learning. Benefits of training, Evaluation of Training Effectiveness: Kirkpatrick model

**Unit 4:**                                                                 [**6 hrs**]

Compensation Management -Concept, Objectives, Importance of Compensation Management, Process, Current Trends in Compensation. Factors in compensation plan. Wage/ Salary differentials, Components of salary. Incentives and Benefits – Financial & Nonfinancial Incentive, Fringe Benefits. Employees Separation - Retirement, Termination, VRS, Golden Handshake, Suspension, Concepts & Methods, Grievance Procedure in Indian Industry.

**Suggested Text Books:**

1. Human Resource Management, C.B.Mamoria , Himalaya Publishing House
2. Human Resource Management: Text and Cases, K Aswathappa , Tata McGraw Hill Publishing Compnay.
3. Human Resource Management, Dr. S.S. Khanka, Sultan Chanda , Delhi
4. Human Resource Management, Deepak Bhattacharya, Sage Publishing Ltd.
5. Human Resource Management, Arun Monppa , Tata McGraw Hill Publishing Company

**Reference Books:**

1. Human Resource Management by Dessler & Varkkey (Twelfth Edition) Pearson
2. Human Resource Management by Decenzo and Robbins
3. Human Resource Planning by John Bramham

## [PCC 3] MBA- OPERATIONS Management

| Teaching Learning Scheme | Examination Scheme |
|---|---|
| Lectures: 3 hrs /week | Internal Assessment: T1 20 Marks |
| | Internal Assessment: T2 20 Marks |
| | End Semester Assessment: 60 Marks |

**Course Outcomes:**

The students will be able to:

1. Identify an operations system and assess the complexity of an operations system
2. Explore resources for production and operation, production planning and learn how to utilize them
3. Understand various components of a supply chain and the need to configure them appropriately
4. Learn how to identify and analyze quality problems using concepts of Quality Gurus and explore solutions
5. Understand and relate the concept of Lean Management to one's own business situation

## Chapter 1: Fundamentals of Operations Management

Introduction to Business Process, Production & Distribution, Operations Management: System Concepts, Types of Operations: Manufacturing and Services, Linkages with other functions of management.

*[Class Discussion & Case Studies on Operations from different industries: FMCG, White Goods, Chemical & Pharma, IT & Consulting, Healthcare, Travel & Tourism.]*

Forecasting Practices: Importance and role in Operations, Qualitative Forecasting: Types & its applications, Quantitative Forecasting: Types, applications & Numerical Examples.

Production Planning & Control, Planning, Routing, Loading, Dispatching, Productions Targets and its Management,

## Chapter 2: Resources Management

Material & Technology resources, Plant & Machinery, Value and Value Creation, Value Chain.

Inventory Management: Basic Concepts, Types of Inventory, Inventory Valuation & Depreciation, Purchasing, Economic Order Quantity (EOQ) Model: Numerical Examples, Inventory Control Techniques, Inventory Turnover ratio, Stores Management.

Product Design, Process Management, Different Types of Layouts: Product, Process, Cellular, Scheduling Techniques, Johnson's Method, Critical ratio, Numerical Examples.

## Chapter 3: Quality Management & Services

Perspectives in Quality from producer's and customer's angles, Concepts of Quality Gurus, Deming's 14 points in quality, Continuous & Disruptive improvement, Total Quality Management , Six Sigma.

*[Class Discussion & Case Studies on Quality management in Indian Companies: ITC Ltd, Britannia, Taj Hotels, Infosys, Apollo Hospitals etc.]*

Services Management: Role of Human Resources, Front Office & Back Office, Service Encounters, Experience & Expectation Management, Queuing Theory Concepts: Numerical Examples

Supply Chain Management: Inward & Outward Logistics, Push-Pull Concept, Multi Modal Transportation (Road, Air & Sea), Warehousing, Cold Chain, Reverse Logistics. SCOR model

## Chapter 4: Strategic Operations & Project Management

Introduction to Strategic Operation, Benchmarking & World class Operations, Balanced Scorecard, Investment Decision making, Technology Management, International Operations: Off shoring & Outsourcing, Lean Concept fundamentals, Application in Indian Industries and its Challenges

Production Environment,  Safety, Training & Productivity, Green Operations and Environmental Management.

### Textbooks:

1. Monks, J. G., Operations Management: Theory and Problems, McGraw Hill, New York (1987).

**Reference Books:**

1.   Krajewski, L. J., Ritzman, L. P. and Malhotra, M. K., Operations Management, Prentice Hall, New Delhi (2009).
2.  Ebert, J and Adams, D.J., Production/Operations Management, Prentice Hall of India, New Delhi (2007)
3.  Chase, R. B., Aquilano, N. J. and Jacob, F. R., Production and Operations Management: manufacturing and services, Tata McGraw Hill, New Delhi (1999)

# [PCC 4] MBA- Legal Aspects of Business

| Teaching Learning Scheme | Examination Scheme |
|---|---|
| Lectures: 3 hrs /week | Internal Assessment: T1 20 Marks |
| | Internal Assessment:  T2  20 Marks each |
| | End Semester Assessment: 60 Marks |

Course Outcomes: On successful completion of the course the learner will be able to
CO# COGNITIVE ABILITIES COURSE OUTCOMES

CO111.1    REMEMBERING    DESCRIBE the key terms involved in each Act.

CO111.2    UNDERSTANDING SUMMARIZE the key legal provisions of each Act.

CO111.3    APPLYING ILLUSTRATE the use of the Acts in common business situations.

CO111.4   ANALYSING OUTLINE the various facets of basic case laws of each Act from a legal and managerial perspective.

CO111.5   EVALUATING  DEVELOP critical thinking by making judgments related to use of various provisions of the Acts in business situations

1. The Contract Act, 1872: Essential Elements of Valid Contract, Essential elements of Valid Contracts, Contracts of Indemnity & Guarantee, Contingent Contract, Quasi Contract, Discharge of contract, Breach of contract-Meaning & remedies, Agency - Creation of Agency – Agent and Principal ,E contracts        (6 Sessions)

2. Sale of Goods Act, 1930: Contract of sale of goods, Conditions & warranties, Transfer of property or ownership, Performance of the Contract of Sale, Rights of unpaid seller, Sale by Auction. (5+1)

3. The Negotiable Instrument Act, 1881: Negotiable Instruments – Meaning, Characteristics, Types. Parties, Holder and holder in due course, Negotiation and Types of Endorsements, Dishonor of Negotiable Instrument – Noting and Protest. (5+1)

4. The Companies (Amendment) Act, 2015: Company – Definition, Meaning, Features and Types, One Person Company, Incorporation of Company – Memorandum of Association (MOA), Articles of Association (AOA), Share capital & Debentures, Acceptance of deposits, Appointment of director including woman Director. (5+1)

5. The Consumer Protection Act, 2019, Unfair & Restrictive Trade Practices, Dispute Redressal Forums – District, State & National Forum, Composition, Jurisdiction, Powers, Appellate Authority.

Suggested Text books:
1. Business Legislations for Management, M.C. Kuchhal
2. Elements of Mercantile Law, N.D.Kapoor
3. Business and Corporate Laws, Dr. P.C. Tulsian
Suggested Reference Books:
1. Legal Aspects of Business, Ravinder Kumar
2. Business Laws, S. D. Geet
3. Business Laws, S.S. Gulshan
4. Legal Aspects of Business, Akhileshwar Pathak

# [PCC 5] MBA- Management Information Systems

**Teaching Learning Scheme**          **Examination Scheme:**

Lectures: 3 hrs /week                Internal Assessment:T1-20 Marks

Internal Assessment:T2 20Marks

End Semester Assessment:60Marks

**Course Outcomes:**

Students will be able to

- Remembering - Understand principles and practices of MIS and its implication in the real world
- Interpret new approaches to improve efficiency and efficacy of business models.
- Understanding - Understand the role, advantages and components of an Information System.
- Applying- Interpret new approaches to improve efficiency and efficacy of business models.
- Analyzing -Integrate their learning from functional areas, decision making process in an organization and role of Information Systems to have a vintage point in this competitive world.

## Unit:1- Basic Concepts of Management Information System
                                                                    **[8Hrs]**

Basic Concepts of Management Information System
Role of data and information,
Organization structures, &Systems Approach in Business Processes,
Introduction& categorization to Information Systems, Strategic Information System
Changing Environment and its impact on Business

## Unit:2- Types of Information systems – I                     **[8Hrs]**

Meaning, Components, Functions and Applications of MIS
Transaction Processing Systems - Management Information Systems - Decision Support Systems, Digital Dashboards, Artificial Intelligence and Machine Learning System.

**Unit: 3 - Types of Information systems - II**          **[8 hrs]**

Meaning, functions and applications of Functional system in Financial, Human Resource, Marketing, Production and Operations - Enterprise Systems: Business Process integration - ERP, Supply chain management systems, CRM & Business Intelligence.


**Unit: 4**          **[8 hrs]**

Ethical and Social Issues in Information Systems/ Securing Information System

Digital Technology Trends Transforming businesses- : Data Management & Analytics, and Business Intelligence


**Textbook:**

1. Kenneth Laudon, Jane Laudon Essentials of Management Information Systems PHI 10th
2. Stephen Haag, Amy Philips Business Driven Technology McGraw Hill
3. W.S. Jawadekar Management Information systems TMH
4. Raymond McLeod and George P. Schell Management Information systems Pearson.

# [PCC 6] MBA- Introduction to Business Analytics

**Teaching Learning Scheme**                **Examination Scheme**

Lectures: 3 hrs /week                Internal Assessment: T1 20 Marks

Internal Assessment:  T2  20 Marks each

End Semester Assessment: 60 Marks

**Course Outcomes:**

| CO1 | - Understand the fundamental concepts and definitions of business analytics.<br>- Recognize the significance of business analytics in modern business decision-making.<br>- Comprehend the lifecycle of business analytics from data collection to decision implementation. |
|---|---|
| CO2 | - Demonstrate proficiency in handling different types of data for analytics<br>- Utilize descriptive statistics and visualization techniques to extract meaningful insights |
| CO3 | - Understand the Process of Knowledge Discovery and Mining of Data<br>- Understand various Analytics Techniques |
| CO4 | - Understand the impact of big data on business analytics.<br>- Apply machine learning techniques to analyze and derive insights from big data. |
| CO5 | - Recognize ethical considerations and governance frameworks in business analytics.<br>- Understand compliance and privacy issues in the context of business analytics |
| CO6 | - Explore industry applications of business analytics in various domains.<br>- Analyze challenges and opportunities associated with implementing business analytics in real-world scenarios. |

| Unit # | Contents | Hours | | |
|---|---|---|---|---|
| | | L | T | P |

| UNIT 1:<br>Foundations of Business Analytics | - Definition and Scope of Business Analytics<br>- Evolution and Significance of Business Analytics<br>- Business Analytics Lifecycle<br>- Key Terminologies in Business Analytics | 3 | | 0 |
|---|---|---|---|---|
| UNIT 2:<br>Descriptive Analytics | - Data Types and Sources<br>- Data Exploration Techniques<br>- Data Visualization for Business Insights | 4 | | 4 |
| UNIT 3:<br>Data Modeling Techniques & Analytics | - Knowledge Discovery Process<br>- Data mining Models & techniques<br>- Data Analytics Techniques (Descriptive, Prescriptive & Predictive) | 4 | | |
| UNIT 4:<br>Big Data Analytics in Business | - Introduction to Big Data<br>- Hadoop and MapReduce for Business Analytics<br>- NoSQL Databases in Business<br>- Challenges and Opportunities in Big Data Analytics | 4 | | 2 |
| UNIT 5:<br>Ethics & Governance in Business Analytics | - Ethical Considerations in Data Analytics<br>- Data Governance Frameworks<br>- Compliance and Privacy Issues<br>- Case Studies on Ethical Challenges in Business Analytics | 3 | | |
| UNIT 6:<br>Capstone Project [Industry Applications and Case Studies] | - Application of Business Analytics to a Real-world Business Problem<br>- Project Planning and Execution<br>- Presentation and Documentation<br>- Peer Evaluation and Feedback | 2 | 4 | |

**Reference Books:**

1. "Business Analytics: The Science of Data-Driven Decision Making" by Thomas H. Davenport
2. "Data Science for Business" by Foster Provost and Tom Fawcett
3. "Business Analytics: A Practitioner's Guide" by S. N. Balakrishnan

**Textbooks:**

1. "Business Analytics: A Data-Driven Decision Making Approach" by Albright, Winston, and Zappe
2. "Analytics in a Big Data World: The Essential Guide to Data Science and its Applications" by Bart Baesens
3. "Python for Data Analysis" by Wes McKinney

# [PEC1] MBA- Presentation Skills

| Teaching Learning Scheme | Examination Scheme |
|---|---|
| Lectures: 2 hrs /week | Internal Assessment: T1 20 Marks |
| | Internal Assessment:  T2 20 Marks each |
| | End Semester Assessment: 40 Marks |

**Topics & Hours**

**Skill 1**   how to improve your presentation skills                    (2 hours)

**Skill 2**    why are good presentation skills important                (1hour)

**Skill 3** what skills do you need for a presentation & how to create an engaging introduction for your presentation                    (2 hours)

**Skill 4**   presentation in business communication                  (2 hours)

**Skill 5**    role of communication in presentation and speech       (2 hours)

**Skill 6**    storytelling                                        (1hour)

**Skill 7**   visual aids & body language                        (2 hours)

**Skill 8**    wow your audience                                (3 hours)

**Skill 9**    handling question & feedback                    (1 hour)

**Skill 10**    global managerial competency in presentation        (2 hours)

**Skill 11**    organizing a group presentation & team presentation    (2 hours)

**Skill 12**    facing an unresponsive group & dealing with hostility   (1 hour )

**Skill 13**   cultural differences                                         (1 hour)

**Skill 14**   presentation skills assessment test                     (2 hours)

**Pedagogy**

Classroom lectures

Interactive discussions

Case lets

Presentation practice

Audio & video sessions

**Pre-learning**

Basic comprehension of English language

**Learning Outcomes**

- the basics of effective presentations
- the contents of an introduction, well developed main text and emphatic conclusion that catches the attention
- to influence important decisions
- to attract media and public attention
- to present findings before a committee
- To explain the importance of organizational change

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# [PEC 2] MBA- Company Analysis

| Teaching Learning Scheme | Examination Scheme |
|---|---|
| Lectures: 2hrs /week | Internal Assessment: T1 20 Marks |
| | Internal Assessment: T2 20 Marks each |
| | End Semester Assessment: 40 Marks |

## A) Course Outcomes (Cos)

After studying this course in Company Analysis, students will be able to

$CO_1$: Understand how a company works in day-to-day business life (Blooms Taxonomy: Comprehension, Lower Order Level)

$CO_2$: Analyze Company's financial documents (Blooms Taxonomy: Analysis, Higher Order Level)

$CO_3$: Apply important business and economic concepts in analyzing company's business progress (Blooms Taxonomy: Application, Lower Order Level)

$CO_4$: Evaluate company's business progress over a long period of time by comparing different periods of time (Blooms Taxonomy: Evaluation, Higher Order Level)

$CO_5$: Create company reports for comparative analysis of company's progress (Blooms Taxonomy: Evaluation, Higher Order Level)

$CO_6$: Comprehend how the ESG local and global frameworks of norms are important in understanding the priority goals of companies (Blooms Taxonomy: Comprehension, Lower Order Level)

$CO_7$: Know how the contents of this course and methodology adopted would help them groom themselves for industry placements and lucrative employment (Blooms Taxonomy: Knowledge, Lower Order Level)

$CO_8$: Solve real life business problems to enhance their overall productivity and efficiency (Blooms Taxonomy: Apply, Lower Order Level

| Unit | Unit Description | Mode of Teaching and Assessment | Teaching Hours /Sessions | L | T | P |
|---|---|---|---|---|---|---|
| 1 | Meaning and Scope/Components/Purpose of Company Analysis/EIC Approach to Company Analysis/Difference between Company and Business Analysis/Steps in Company analysis Process | Lecture and Class Discussion Desk Research | 2 Sessions | 2 | 0 | 0 |
| 2 | Factors to consider in Company Analysis/ Methods of Company Analysis/Evaluation and Case Study | Lecture/Group Discussion/ Home Assignment for Practice | 2 | 2 | 0 | 0 |
| 3 | Tools and Techniques for Company Analysis/ Financial Statements Analysis/ Company Performance Analysis : A Broad Perspective | Lecture / Group Presentations (T2) | 3 | 1 | 2 | 0 |
| 4 | Business Strategy and Company Analysis/Nature, Corporate Level Business Strategy/ Strategy Formulation and Implementation/ Tools and Techniques of Organization Analysis/Company Risk Analysis | Case Study Approach and Analysis/Teaching | 3 | 3 | 0 | 0 |

| | | | | | | |
|---|---|---|---|---|---|---|
| | | | | | | |
| 5 | Company Analysis Report/ Components to Analyze Business Opportunities/How to Write It? Steps in Company Analysis Report Writing/ Components of Company Analysis Report/Importance of Company Analysis Report/The ESG Framework of Company Analysis | Case Study Approach and Analysis/Teaching/ | 3 | 3 | 0 | 0 |
| 6 | Tech Industry Analysis: Nature and Meaning/Its Importance for Companies/Technology Trends and Company Performance/Technology and Data Analysis: Role of Data analysis in Decision Making | Class Lecture/ Class Discussion | 2 | 2 | 0 | 0 |
| Total | | | 15 Sessions (Hours) | 15 | 0 | 0 |

## C) Recommended Readings

1) Daum, Callie (2020) Business Strategy Essentials, Vibrant Publishers

2) Hampton (2019)150 ESG Cases, Relx India Pvt. Ltd, ISBN-13 : 0702074592-978

3) Jones, P. Charles (2007) Investments Analysis and Management, Wiley (Ninth Edition).

4) Kumar, Ravindar(2011) Legal Aspects of Business, Cengage Learning, ISBN 13:978-81-315-1405-4

5) Kumar, U.Dinesh(2021) Business Analytics: The Science of Data Driven Decision Making, Wiley, ISBN-13 : 9354246197-978

6) Narasimhan (2016) Financial Statements and Analysis, Cengage India, ISBN 9788131531907

7) Netzley and Snow(2013) Guide to Report Writing, Pearson India, ISBN : 9788131756195

8) Revankar, Sunny(2023), ESG and Sustainable Development,Jec Publication,ISBN-13 : 978 -9357494724

9) Sandhu, J.S. (2021) Business Analysis A-Z,  Notion Press, ISBN-13 : 1684946877-978


10) Winston and Albright (2015) Business Analytics: Data Analysis and Decision Making, Cengage, **ISBN:** 9788131526613

 **Reference Readings**

  1) Billion Dollar Valuation (2020), Basic Fundamental Analysis of Companies in India, Parts 1 to 7.BDV Publications, ASIN  : 2BT1V1B08B

 2) Piramal, Gita (2011), Business Maharajas, Penguin Random House India.

3) Schmidlin, Nicolas (2014), The Art of Company Valuation and Financial Statement Analysis, Case Studies, John Wiley and Sons.

**Note:**

**There is no single and specific book on "Company Analysis". Students are supposed to gather information from various books and websites which will be communicated to students as and when curriculum progresses.**

**Dr. Deshpande Atul(2023) has prepared handouts on Company analysis which students are supposed to refer to.**

## [PEC 3] MBA- Internship Project

The detailed note about internship Project will be provided later.

# [PEC 4] MBA- People Management

| Teaching Learning Scheme | Examination Scheme |
|---|---|
| Lectures: 2 hrs /week | Internal Assessment: T1 20 Marks |
| | Internal Assessment:  T2  20 Marks each |
| | End Semester Assessment: 40 Marks |

Pedagogy: Classroom's lecture, tutorials, Group discussion, Seminar, Case studies.

**Course outcome**: On successful completion of the course, student will demonstrate:

1. Remembering different terms like emotional Intelligence, Assertiveness, Communication
2. Understanding  the Leadership Styles, Conflict Management
3. Applying Ability to explain the need for and importance of People Management.
4. Analyzing Strategies of Conflict Management
5. Evaluating how to manage peer Network and how to manage team.
6. Creating awareness about how to work in a team

**Syllabus:**

Unit 1: Introduction to People Management & Managing Self

Difference between People Management and Human Resource Management; impact of individual and organizational factors on people management.

Emotional Intelligence, Assertiveness, Executive Presence, Communication .

Unit 2: Managing Peer Networks  & Team

Building Peer Networks: Understanding the importance of peer networks in an organization; being able to influence those on whom you have no authority; challenges Peer networking and different types of people networking in the workplace.

Unit 3: Assessment & Evaluation, Getting things done

Challenges of getting work done; significance of prioritization and assigning work to team members.

Key Result Area(KRA) Key Performers indicators(KPI), Objectives and Key Results(OKR), Competency Management, Potential assessment

Unit 4: Leading Diverse Team

Group leadership: Leadership Styles-Autocratic, Democratic, and Laissez-faire leadership styles; Characteristics of various types of group leaders, Conflict Management

**Skill Developments Activities:**

1. Analyse two cases on any of the above content indicated above.

2. Case studies, Extempore on Communication

3. Role plays

4. Industry Interaction and Observations

Text Books:

1. McShane, Steven L. and Mary Ann Von Glinow, Organizational Behavior: Emerging Knowledge and Practice for the Real World. McGraw-Hill, latest edition, ISBN: 0-07-115113-3.

2. Bernardin, H. John and Joyce E. A. Russell. Human Resource Management: An Experiential

Approach. McGraw-Hill, 6/e. ISBN: 0078029163

3. Argyris, C. (1974). Personality vs. Organization. Organizational Dynamics. Vol. 3. No. 2, Autumn.

4. Blume, B. Baldwin, T. and Ryan, K. (2013). Communication Apprehension. A barrier to students leadership, adaptability and multicultural appreciation. Academy of Management Learning & Education, Jun, Vol. 12 Issue 2, p158-172.

5. Colquitt, J.A., LePine, J.A., & Wesson, M.J. (2009) Organizational Behavior: Improving Performance and Commitment in the Workplace (International edition). New York: McGraw- Hill.

6. Goleman, D. (1998). Working with Emotional Intelligence. Bantam Books,

7. Greenberg, J. & Baron, R., "Behavior in Organizations," 10th Ed, Pearson-Prentice Hall. (2009)

8. Baron R. A. and Byrne D., "Social Psychology", 10th Ed., Pearson Education, Inc. (2004)

9. Luthans F., "Organizational Behavior",10th Ed., McGraw-Hill Companies. (2004)

10. Cameron, K.S., Dutton, J.E.& Quinn, R.E., "Positive Organizational Scholarship," Berrett-Koehler Publishers, Inc, San Francisco. (2003

# BA Spealisation

# [SEC1 ] MBA- Data Science & Machine Learning

**Teaching Learning Scheme**                    **Examination Scheme**

Lectures: 3 hrs /week                    Internal Assessment: T1 20 Marks

Internal Assessment:  T2  20 Marks each

End Semester Assessment: 60 Marks

**Objective:**This syllabus provides MBA students with a foundational understanding of data science and machine learning concepts, emphasizing their practical application in business analytics.

**Course Outcomes:**

| CO1 | - Understand the role of data science and machine learning in business analytics. <br> - Recognize the significance of leveraging data for making informed business decisions. |
|-----|---------------------------------------------------------------------------------------------------------------|
| CO2 | - Demonstrate proficiency in collecting and preparing data for business analytics. <br> - Apply techniques for cleaning and transforming raw data for effective analysis. |
| CO3 | - Understand predictive analytics and apply regression models for business prediction. <br> - Implement classification techniques for making informed business decisions |
| CO4 | - Understand prescriptive analytics and decision support systems |
| CO5 | - Understand the impact of big data on business analytics. <br> - Apply machine learning techniques to analyze and derive insights from big data. |
| CO6 | - Explore industry applications of business analytics in various domains. <br> - Analyze challenges and opportunities associated with implementing business analytics in real-world scenarios. |

| Unit # | Contents | Hours | | |
|---|---|---|---|---|
| | | L | T | P |
| **UNIT 1:** Introduction to Data Science and Business Analytics | - Overview of Data Science and Business Analytics<br>- Role of Data in Business Decision Making<br>- Introduction to Machine Learning for Business | 2 | | 0 |
| **UNIT 2:** Data Collection and Preprocessing | - Types of Data: Structured and Unstructured<br>- Data Collection Strategies<br>- Data Cleaning and Transformation Techniques<br>- Handling Missing Data in Business Analytics | 2 | | 2 |
| **UNIT 3:** Predictive Analytics for Business Decision Making | - Introduction to Predictive Modeling<br>- Introduction to supervised & unsupervised Learning<br>- Regression Analysis for Business Prediction<br>- Classification Techniques for Business Applications<br>- Model Evaluation Metrics in Business Analytics | 5 | | 3 |
| **Unit 4:** Prescriptive Analytics and Decision Support Systems | - Decision Trees and Decision Support Systems<br>- Simulation and Scenario Analysis for Business Decision Making | 3 | | 3 |
| **UNIT 5:** Big Data Analytics in Business | - Introduction to Big Data<br>- Hadoop and MapReduce for Business Analytics<br>- NoSQL Databases in Business<br>- Machine Learning on Big Data | 4 | | 3 |
| **UNIT 6:** Industry Applications and Case Studies | - Business Analytics in Marketing, Finance, Operations, and HR<br>- Real-world Applications and Success Stories<br>- Challenges and Opportunities in Industry Applications | 1 | 2 | |

**Reference Books:**

1. "Data Science and Big Data Analytics: Making Data-Driven Decisions in Indian Business" by EMC Education Services
2. "Business Analytics: A Practitioner's Guide" by S. N. Balakrishnan
3. Data Science for Business" by Foster Provost and Tom Fawcett
4. "Business Analytics: Data Analysis & Decision Making" by S. Christian Albright and Wayne L. Winston
5. "Python for Data Analysis" by Wes McKinney

**Textbooks:**

1. "Hands-On Machine Learning with Scikit-Learn and TensorFlow" by AurélienGéron
2. "An Introduction to Statistical Learning" by Gareth James, Daniela Witten, Trevor Hastie, and Robert Tibshirani
3. "Machine Learning Yearning" by Andrew Ng (Available online)
4. "Big Data: A Revolution That Will Transform How We Live, Work, and Think" by Viktor Mayer-Schönberger and Kenneth Cukier

**(SEC 2) MBA- APPLIED STATISTICS FOR DECISION MAKING**

Teaching Scheme                                    Examination Scheme

Lectures: 3 hrs/week                               Internal Test 1: T1-20 marks

                                                   Internal Test 2: T2-20 marks

                                                   End    Semester    Exam:
60marks

Course Outcomes: The students will be able

• Understand and Produce appropriate graphical and numerical descriptive statistics for different types of data

• Apply statistical rules and concepts relating to discrete and continuous random variables to answer questions within a business context with use of spreadsheets

• Evaluate Conduct and interpret a variety of hypothesis tests to aid decision making in a business context

• Analyse Use simple/multiple regression models to analyse the underlying relationships between the variables

Unit                                                                    1
(5 hrs)

Descriptive statistics, Types of statistics, Data types, Scalar measures, Graphical displays with use of spreadsheets

Unit                                                                    2
( 5 hrs)

Foundations of inferential statistics, Random variable, Univariate distribution functions, Population measures, Random sample

Unit 3   (7 hrs)

Estimation and confidence intervals, Point Estimation, Binominal, Poisson, and normal distribution and use of spreadsheets.

Unit 4    (7 hrs)

Testing statistical hypotheses, Statistical hypothesis, Test of hypotheses, testing for population mean, The P-value in hypothesis testing, Sample hypothesis testing

Unit 5    (6 hrs)

Regression analysis, Correlation, Simple linear regression, multiple regressions, and use of spreadsheets

Reference Books:

• Gupta SC: "Fundamental of Statistics" 6thEd, Himalaya Publishers House, 2004.

 • Sharma JK: "Business Statistics" 2ndEdition Pearson Education, 2007.

 • Arora, PN, Arora, Sumeet and Arora, Amit: "Managerial Statistics", S. Chand, 1stEd., 2009.

• Bharadwaj, RS: "Business Statistics" , Excel books, 2ndEd, 2008

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**(SEEC 3)  MBA - Modern Data Management Systems (MDMS)**

**Teaching-Learning Scheme: Examination Scheme:**

Lectures - 3 Hrs./ week

Internal Assessment T1 – 20 Marks

Internal Assessment T2 – 20 Marks

Project Presentation – 20 Marks

Semester End Assessment – 40 Marks

**Course Outcome (CO):**

By the end of this course, students will be able to:

| CO No. | Cognitive Ability | Course Outcome (CO) |
|---|---|---|
| 1 | Remembering | Describe the basic concepts and principles of data management, data modelling, data warehousing, data integration, data analytics, and cloud computing. |
| 2 | Understanding | Explain the significance of data management in today's digital world and describe the role of data modelling, data warehousing, data integration, data analytics, and cloud computing in managing data effectively. |
| 3 | Applying | Apply the principles of data management to design |

| | | |
|---|---|---|
| | | effective data models, implement data warehouses, integrate data from various sources, perform data analytics, and utilize cloud computing services. |
| 4 | Analyzing | Analyze the effectiveness of different data management strategies and techniques and identify areas for improvement. |
| 5 | Evaluating | Evaluate the impact of data management on business performance and decision-making and assess the benefits and drawbacks of different data management technologies and approaches. |
| 6 | Creating | Create a comprehensive data management plan that incorporates data modelling, data warehousing, data integration, data analytics, and cloud computing to address specific business needs or challenges. |

**Unit 1 Introduction to Data Management:**                         **(2 Hrs.)**

Data, information, and knowledge; Data management definition and scope; Data management trends and challenges; Data management frameworks and standards

**Unit 2 Data Modeling and Relational Databases:**                 **(6 Hrs.)**

Data modeling concepts and techniques; Entity-relationship model; Relational database concepts and principles.

**Unit 3 Data Warehousing and Data Integration:**                  **(8 Hrs.)**

Data warehousing concepts and principles; Data warehousing architecture and

components; Data warehousing design and implementation; Data warehousing operations and maintenance; Data integration concepts and principles; Data integration techniques and methods; Data integration challenges and issues

## Unit 4 Data Analytics:                                          (8 Hrs.)

Data analytics concepts and principles; Data analytics techniques and methods; Data analytics tools and platforms.

## Unit 5 Cloud Computing:                                         (6 Hrs.)

Cloud computing concepts and principles; Cloud computing service models and deployment models; Cloud computing advantages and disadvantages; Cloud computing examples and applications.

## Textbooks / Reference books:

1. Data Management and Analysis by Richard T. Watson.
2. Master Data Management and Data Governance by Alex Berson and Larry Dubov.
3. DAMA-DMBoK, 2nd Edition, by DAMA International.

**(SEC 4) MBA- Business Analytics with Python and R Programming**

Teaching Scheme                                      Examination Scheme

Lectures: 3 hrs/week                           Internal Test 1: T1-20 marks

                                            Internal Test 2: T2-20 marks

                                            End         Semester       Exam:
60marks

Pedagogy: Classroom lectures, tutorials, Group discussions, seminars, Case studies.

**Course outcome**: On successful completion of the course, the student will demonstrate:

4. Ability to install and execute Python & R Programming code.

5. Ability to develop problem-solving skills and their implementation through Python.

6. Ability to explain the Use of Numpy and Pandas for data analysis.

7. Ability to combine various tools and functions of Python and R programming languages and use them in analytical projects in multiple business domains and scenarios.

8. Ability to analyzethe data graphically by creating a variety of plots using the appropriate
Visualization tools of Python and R programming languages.

**Syllabus:**

Module No. 1: Fundamentals of Python:

Introduction to Python, Downloading and Installing Python, Variables and Types-mutable and Immutable, Operators and Operands in Python. Expressions and Statements, Taking input (using raw input () and input ()) and displaying output - print statement, Comments in Python. Conditional Construct: if - else statement and nested

if – else and Looping Construct: while, for, use of range function in for, Nested loops, break, continue, pass statement.

## Module No. 2: Functions in Python

Built-In Function, invoking built-in functions, Functions from math, random, date& time module, User Define Function: Defining, invoking functions, passing parameters to function, Scope of variables, void functions and functions returning values.

## Module No. 3:Data Types& Data Structures in Python:

Strings: Creating, initializing and accessing the elements, String operators,String built-in functions & methods,Lists: creating, initializing and accessing the elements of a list, List operations, List comprehensions, List functions & methods: len, insert, append, extend,sort, remove, reverse, pop, Tuples: creating, initializing and accessing the elements in a tuple;Tuple functions: cmp(), len(), max(), min(), tuple(),Sets: Concept of Sets, creating, initializing and accessing the elements of sets, Sets operations,Dictionaries: creating, initializing and accessing the elements in a dictionary, Traversing, appending, updating and deleting elements, Dictionary functions & Methods: cmp, len, clear(),get(), has_key(), items(), keys(), update(), values(), File Handling: Reading and Writing Files, Importing data from spreadsheets, text files.

## Module No. 4: Numpy and Pandas:

Introduction to Numpy,Installation of NumPy,creating array, array indexing,array slicing, array join,arraysplit,array search.
Introduction to Pandas, Installation of Pandas,Pandasseries,Dataframes,ReadCSV,Analyze data.

## Module No. 5: Fundamentals of R

R environment, Downloading and Installing R, Using command line in R, Data types in R and its appropriate uses, Program Structure in R, Flow Control: For loop, If condition, While conditions and repeat loop, Debugging tools, File operations in R -Reading from and Writing to a file, Importing data from spreadsheets, text files.

Module No. 6: Data Visualization using Python and R

Concept of Data Visualization, Popular Data Visualization tools, Using graphical functions in R for data visualization, Line Plots, Bar Plots, Bar Plots for Population, Pie chart, histogram, Plotting with base graphics using Python.

Text Books:

1. Business Analytics :The Science of Data-Driven Decision Making, 2ed, U.Dinesh Kumar, Wiley,ISBN : 978-9354246197
2. Programming with python, A users Book, Michael Dawson, Cengage Learning
3. Learning Python By Mark Lutz,O'Reilly Publication
4. R Programming For Beginners,Dr.DheerajMehotra
5. R for Business Analytics,A Ohri

Reference Books:

1. The analytics revolution: how to improve your business by making analytics operational in the big data era, Bill Franks. Hoboken: Wiley
2. Statistical data analysis explained: applied environmental statistics with R, Clemens Reimann. Chichester: John Wiley and Sons
3. Python The Complete Reference by Martin C. Brown, Tata McGraw-Hill Education

# Finance Specialization

# (SEC 1) FINANCIAL MANAGEMENT & INSTITUTION

**Teaching Learning Scheme**                **Examination Scheme**

Lectures: 3 hrs /week               Internal   Assessment:T1   20Marks

                                    Internal Assessment:T2 20Marks

                                    End Semester Assessment:60Marks

**Course Outcomes:**

Students will be able to

**CO1**: Understandthe concepts and structure of Indian Financial system
**CO2**: Understand the operations of Money markets
**CO3**: Understandthe operations of Capital markets
**CO4**: Understand the role performed by Banks and NBFCs in Indian Financial system

## Unit 1: Introduction to Indian financial system                [8hrs]

Financial system in India, Role of financial system in economic development. Introduction to financial Institutions – Banking – Non Banking Institutions. Role and Functions of Banks. Introduction to Financial Markets, Functions and Classification. Money Market, Capital markets, Bond markets, Commodity markets, Money markets, Derivatives markets, Futures markets, Foreign exchange markets, Crypto currency market,

## Unit 2: Money Market                                    [8hrs]

Participants in Indian Money Market, Money MarketInstruments, Structure of Money Market, Role of central bank in money market; Players in the Indian Money Market,The reforms in Indian Money Market.

## Unit 3: Capital Market                                    [6hrs]

Components & Functions of Capital Markets, Primary & Secondary Market Operations, Capital Market Instruments - Preference Shares, Equity Shares, Non-voting Shares, Convertible Cumulative
Debentures (CCD), Fixed Deposits, Debentures and Bonds, Global Depository receipts, American Depository receipts, Global Debt Instruments, Role of SEBI in Capital Market.

**Unit 4: Banks & NBFCs**                                        **[8hrs]**

Types of Banks & NBFCs: Central Bank, Nationalized & Co Operative Banks, Regional Rural
Banks, Scheduled Banks, Private Banks & Foreign Banks, Mudra Bank, Small Finance Banks, Specialized Banks, NBFCs. Types of Banking: Wholesale and Retail Banking, Investment Banking, Corporate Banking, Private Banking, Development Banking.

**Textbooks:**
1.Indian Financial Services, M Y Khan
2.Marketing of Financial Services, Dr D Guruswamy
3.Capital Markets & Financial Services, Anil Agashe

**Reference Books:**

1.  Financial Services In India, Avadhani,V.A.
2.  Risk and Insurance Concepts , P Perriasamy, M Veerasevalam

**Teaching Learning Scheme**                            **Examination Scheme**

Lectures: 3 hrs /week                        Internal Assessment: T1 20 Marks

Internal Assessment: T1 20 Marks
SEnd Semester Assessment: 60 Marks

**Course Outcomes:**

- Students will be able to understand Fundamentals of investments along with the analysis and strategies.
- Deeper know-how of market workings; and stock market fundamental along with risk return tradeoff of an individual investor.
- Illustrate the correct use of tools for financial analysis for investment purposes.
- Evaluate securities using different valuation models.

**Unit 1: Securities and Security Markets**                            (4 Hours)

1. Meaning of investment,
2. Speculation and Gambling,
3. Types of Securities,
4. Risk and Return – Meaning and definition of return, Types of risk, Beta – Meaning, computation and interpretation

**Unit 2: Security Analysis**                            (8 Hours)

1. Factors affecting Equity and Bond Markets,
2. Fundamental Analysis – Introduction to Economic, Company and Industry analysis, Forecasting Earnings, Efficient Market Hypothesis
3. Technical Analysis – Meaning, Assumption and challenges of technical analysis, Random walk theory, Charting Tools, Demand and Supply zones, Moving Averages, Market Indicators, Dow Theory, Elliot Wave Theory, Chart Patterns, candle sticks.
4. Market Indices
5. Financial Derivatives – Meaning, Definition, Futures and Options, Role in

Portfolio Management

## Unit 3: Security Research and Valuation (8 Hours)

1. Bond Fundamentals – Types of Bonds, Bond Prices and Yields, Bond returns
2. Analysis and Valuation of Bonds – Determinants of Interest rates, Term structure interest rate theories
3. Capital Assets Pricing Model, Overview and Assumptions, Capital Market, Theory, Security Market Line and Capital Market Line
4. Equity Research and Valuation - Sources of financial information, industry analysis, company analysis, valuation of equity shares.

## Unit 4: Portfolio Management (8 Hours)

1. Portfolio Theory - Construction and analysis, portfolio optimization, portfolio performance measurement.
2. Efficient Market Hypothesis
3. Markowitz's Model
4. CAPM theory – Assumptions, CAPM Model, Capital Market Line (CML)
5. Arbitrage Pricing Theory (APT) – Assumptions, APT model, AP equation
6. Factors affecting return – APT and CAPM.

**Textbooks:**

Prasanna Chandra: Security Analysis and Portfolio Management

Donald E Fischer, Roland J Jordan: Security Analysis and Portfolio Management.

**Reference Books:**

Steven Achelis: Technical Analysis.

John Murphy: Technical Analysis of Financial Markets.

V. A. Avadhani, Investment and Securities Market in India,

John C Hull, Introduction to Futures and Options

**[SEC 3] MBA - CORPORATE FINANCE**

**Teaching Learning Scheme**                    **Examination Scheme**

Lectures: 3 hrs /week                    Internal Assessment: T1 20 Marks

Internal Assessment: T2 20 Marks

End Semester Assessment: 60 Marks

**Course Outcomes:**

Students will be able to

| Co203.1 | Remembering | The key terms associated with financial statements of companies. |
|---------|-------------|------------------------------------------------------------------|
| Co203.2 | Understanding | Cost of capital and analyze its relationship with risk and return. |
| Co203.3 | Evaluating | The impact of Financing and Dividend decisions on value of the enterprise. |
| Co203.4 | Creating | Analyze, interpret and strategize the short term financing. |

**Unit 1:**                                                        (5 Hours)

Corporate Finance, The Goal of Financial Management, Role of Financial Management in Strategic Decision Making, The agency problem, and control of the corporation

**Unit 2:**                                                        (8 Hours)

The cost of capital, estimating the cost of equity capital with CAPM, Estimation of Beta, Determinants of Beta, Cost of capital for divisions, projects and fixed income securities, The Weighted Average Cost of Capital (WACC)

**Unit 3:**                                                        (8 Hours)

Capital Structure: Financing decisions and impact on Value, Efficient capital markets, types of efficiency, Financial Leverage and firm value, MM approach, Pecking-Order theory.

Dividend Policy: Dividend pay-outs, Theories on Irrelevance of dividend policy and relevance of dividend policy, the clientele effect.

**Unit 4:**                                                                                                          (7 Hours)

Current Asset Management: Cash Management, Credit Management, Inventory Management, Short-term financing decisions.

**Textbooks:**

Khan, M.Y & Jain, P.K.: Financial Management; Tata McGraw Hill, New Delhi

Chandra, Prasanna: Financial Management; Tata McGraw Hill, New Delhi

Rustagi R.P; Advanced Financial Management Theory, Concepts and Problems, Taxmann Publication Pvt. Ltd.

**Reference Books:**

Kishore Ravi, M: Financial Management; Taxmann Publications.

Ross, Westerfield, Kakani: Corporate Finance; Mc Graw Hill Publications.

## [SEC 4 ] Social banking & Micro Finance

**Teaching Learning Scheme**          **Examination Scheme:**

Lectures: 2hrs /week          Internal Assessment:T1- 20Marks

Internal Assessment:T2 20Marks

End Semester Assessment:60Marks


**Course Outcomes:**

Students will be able to

- REMEMBERING DEFINE the key concepts of Social banking &Microfinance and other terms associated with it.
- Understanding the relevance of social banking, Microfinance and howits work towards rural development & growth
- Analyzing -Integrate their learning from functional areas, of social bankigand role of Micro Finance to have a vintage point in this competitive world.
- APPLYING IDENTIFY Micro Finance Models and their contribution towards, economic growth, poverty elimination, women empowerment and gender equality.


- **Unit:1- Basic Concepts of Social Banking  and Micro finance.**

Background, Concept, Fundamentals of Social Banking Microfinance, Characteristics of Micro
Finance, Microfinance & Banking, The Grameen Bank, Microfinance &Micro Credit, Microfinance,1. NGOs, Channels of Microfinance, Microfinance & Rural Development- Role of MFIs and Rural credit, Types ofrural Credit Poverty Microfinance and Economic Well-being ,Microfinance& Women

**[8Hrs]**


**Unit:2-Micro Finance Models**                                    **[8Hrs]**


2.Microfinance Lending Models and its Financial & other Products: Microfinance Delivery Models and Banks,LinkagesProgramme MFI Group Lending Model, MFI Individual Lending Model, MFI Loan Products & RelatedIssues, MFI Savings& Saving Products, MFI Micro insurance.

**Unit:3–Social banking as an instrument for financial inclusion     [8 hrs]**

Schemes of Social Banking, Approaches in Social Banking, Financial Inclusion & Social Banking, Social Banking Ecosystem

**Unit: 4 -Issues, Trends in Social Banking                      [8 hrs]**

Emerging issues in social Banking, Recent Trends in Social Banking & Sustainable Development, Role of Technology in Microfinance and Social Banking

**Textbook:**

1. Social Banking and Social Finance - by Benedikter, Roland
2. Social Banks and the Future of Sustainable Finance- Olaf Weber.
3. Microfinance in India by K G Karmakar, March 2008Sage Publication Private Ltd.
4. Rural Economy of India – Vikas publishing House Ltd. – New Delhi-110014, 1990
5. Vasant Desai- A Study of Rural Economy
6. . S.K.Mistra&V.K.Puri – Indian Economy- Himalaya Publishing House, Mumbai- 400004, 2008.