



## Syllabus of Master of Business Administration (MBA) III SEM for the academic year 2022-24

Course No.  
Course Title: Marketing of Services  
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs  
Credit: 04  
Maximum Marks: 100

### Course Objective(s)

The course brings out the emerging service environment in context of business. It emphasizes the distinctive aspects of Services Marketing. It aims at equipping students with concepts and techniques that help in taking decisions relating to various services marketing situations.

### Learning Outcome

At the end of this course, students would be able to:

- Developing an understanding of the challenges involved in marketing and managing services;
- Identifying the differences between the marketing of services and the marketing of manufactured goods;
- Examine the characteristics of the services industry and the modus operandi
- Identifying and analysing the various components of the services marketing mix;
- Understanding key issues concerning the management and measurement of service quality and customer satisfaction;
- Visualise future changes in the Services Industry

### Unit I : Introduction to Services

The services concept- Service Industry –Nature of Services, Characteristics of Services, Classification of Services – Importance of Services Marketing - The Growth in Services – Global & Indian Scenarios, Service Dominant Logic of Marketing– Services Marketing Mix

### Unit II : Service Quality

Service Quality – GAPS Model of Service Quality – Customer Expectations of Services – Customer Perception of Services – Concept of Service Encounters – Moments of Truth –Relationship Marketing and Services -

### Unit III Service Innovation and Design

New Service Development Process – Service Blue Print – Service Innovation and Development – Customer Defined Service Standards – Concept of Servicescape – Importance of Physical Evidence in Service

### UNIT IV Delivering Quality Service

Role of Employees in Service Delivery – Customer Oriented Service Delivery – Role of Customers in Service Delivery – Self Serving Technologies in Service Sector – Role of Distribution Channels in Service Delivery – Various types of Intermediaries for Service Delivery

### Unit V Managing Service Promises

Managing Demand and Capacity in Services – Service failure and Service Recovery – Service Guarantees – Marketing Communication in Services – Pricing Strategies in Services - Service Profit Chain – Service Quality and Profitability.

### Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-learning Process will involve input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

## Syllabus of Master of Business Administration

Course No.  
Course Title: Rural marketing  
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs  
Credit: 04  
Maximum Marks: 100

### Course Outcomes:

Upon successful completion of this course, students will be able to:

1. Understand the concept, salient features of Rural markets and Illustrate its evolution
2. Develop familiarity with rural consumers, product planning and market segmentation of rural markets
3. Describe the marketing communication process and pricing strategies in rural markets
4. Gain insights on various distribution and sales management strategies in rural markets
5. Elaborate the concept of Agricultural marketing, Cooperative marketing and government initiatives in rural markets.

### Unit 1

Rural Market concept; nature; salient features of rural markets; challenges; Evolution of rural markets and Marketing in India

### Unit 2

Rural market consumers, Products for Rural markets, Product planning; Market Research process in rural marketing and Rural market segmentation.

### Unit 3

Pricing in rural markets; Communication strategies; Advertising and promotion in rural markets.

### Unit 4

Selling and distribution process in rural markets, sales force management in rural markets; Logistics and support system for rural markets.

### Unit 5

Special aspects of rural markets; Agriculture marketing; Cooperative marketing, Government initiatives in rural markets.

### Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

### Referencing books and suggested readings

- Rural marketing book by Pradeep Kashyap
- Rural marketing : text and cases by Krishnamacharyulu
- Rural market unleashed by Sarabjit Singh Puri

## Syllabus of Master of Business Administration

Course No.  
Course Title: Investment Management  
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs  
Credit: 04  
Maximum Marks: 100

### Course Outcomes:

Upon successful completion of this course, students will be able to:

1. Explain investment environment.
2. Understand the rapport between risk and return for taking efficient investment decisions.
3. Gain insight on different types of theories in the field of investment and finance.
4. Identify various techniques relevant to portfolio analysis.
5. Evaluate the expected risk and return associated with the given investment portfolio.

### **Unit I: The Investment Environment**

Introduction to investment, the investment process; financial instruments; security markets

### **Unit II: Portfolio Theory**

Return and risk; fundamentals of portfolio analysis, mean-variance analysis; portfolio diversification

### **Unit III: Capital Market in equilibrium**

The Capital Asset pricing model; the Arbitrage pricing theory; efficient market theory and behavioural finance; stock valuation and selection

### **Unit IV: Security Analysis**

Bond valuation and management; financial statements analysis; Macroeconomic and industry analysis; Technical analysis

### **Unit V: Portfolio Evaluation**

Derivative securities and valuation; portfolio performance evaluation; international portfolio diversification; The theory of active portfolio management.

### **Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

### **Reference Books and Suggested Readings**

- ❖ Bodie, Zvi Alex Kane, Alan J. Marcus and P. Mohanty, Investments, sixth edition, Tata McGraw Hill, 2006.
- ❖ Levy, Haim and Thierry Post, Investments, Prentice-Hall, 2005
- ❖ Sharpe, William, Gordon Alexander and Jeffery V. Bailey, Investments, Fifth edition, For a highly readable and interesting history of the development of modern investment theory: Bernstein, P., The improbable origins of modern Wall Street, New York, Free Press, 1992  
For understanding the myths behind the world's most touted investment strategies:
- ❖ Aswath Damodaran, Investment Fables, Pearson Education 2004



## Syllabus of Master of Business Administration

Course No.  
Course Title: Strategic Financial Management  
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs  
Credit: 04  
Maximum Marks: 100

### Course Outcomes:

Upon successful completion of this course, students will be able to:

1. Familiarize themselves with fundamentals of accounting and finance.
2. Understand financial management from strategic perspective.
3. Evaluate different types of investment strategies for making effective decisions.
4. Gain insights on different sources of procuring funds and efficiently utilizing them.
5. Understand the concept of international financial management and growth strategies of organizations.

### **Unit I**

Accounting and Finance fundamentals and Valuation analysis Financial statement and cash flows, time and value, interest rate and fixed return securities valuation, return and equity valuation .

### **Unit II**

Financial analysis, Planning and control Financial performance metrics, working capital management, strategic financial planning

### **Unit III:**

Investment strategies and decisions Capital expenditure management, capital investment decision and strategic valuation, strategic valuation issues

### **Unit IV**

Financial Policy Financing structure and cost of capital, financing sources and strategies, leases, dividend policy and share repurchases

### **Unit V**

Growth strategies for increasing value Mergers and acquisition, strategic risk management, international financial management

### **Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

### **Reference Books and Suggested Readings**

- ❖ Weaver, Samuel, C., and J Fred Weston, strategic Financial Management: Application of Corporate Finance, 1st edition, south-Western Publishing, 2007
- ❖ Grinblatt, Mark and Sheridan Titman, Financial Markets and Corporate Strategy, 2nd edition, Tata McGraw-Hill
- ❖ Kester, Carl W., Richard Ruback and Peter Tufano, Case Problems in Finance, 12th edition ,Tata-McGarw Hill, 2007
- ❖ Brealy, Richard , Stewart Myers and Franklin Allen, Principles of Corporate Finance, 8th edition, Tata-McGraw Hill



## Syllabus of MBA

Course Name: Financial Services  
Credits: 04

Course Code:-  
Semester:- III

### Learning Outcomes:

1. Understanding the nature and role of financial services in the development of financial markets.
2. Have familiarity about the concept of Leasing, Securitisation, Credit financing & factoring and their significance.
3. Understand concept of Mutual Funds and their management.
4. Elaborate the concept of Valuation Analysis
5. Understand various financial strategies for growth of organisation.

### Unit I:

Introduction Evolution and Role of Financial Services Companies in India, Regulatory Environment of Financial Service, Trends & Developments in the area of financial services, Virtual Delivery of financial Services ,Management of Capital Issues Pre-Issue Activities, Management of Capital Issues - Post Issue Activities, Pricing and Marketing of Public Issues

### Unit II:

Leasing and Securitisation Legal & Tax aspects leasing, Lease evaluation, International leasing, Hire Purchase and Instalment sale. Securitisation, Concept of Credit Financing and Factoring, Bill Discounting, Forfeiting, Venture Capital, Issues in Venture Capital Financing.

### Unit III:

Introduction for mutual funds, Mutual Funds and Venture Capital Types & classification of Mutual Fund schemes, Operations and Management of Mutual Funds in India Process of Credit Rating and its importance, Contemporary financial services: Consumer Finance, Credit Cards. Insurance Services, Bancassurance and Reinsurance

### Unit IV

Fundamentals of valuation analysis, equity valuation. Financial analysis, Planning and control, Financial performance metrics, working capital management, strategic financial planning, Investment strategies and decisions Capital expenditure management, capital investment decision and strategic valuation, strategic valuation issues

### Unit V:

Financial Policy, Importance of capital structure decisions, financing sources and strategies, dividend policy and share repurchases Growth strategies for increasing value. Mergers and acquisition, risk management strategies, concept of international finance

### Suggested Readings

1. Brealy, Richard , Stewart Myers and Franklin Allen, Principles of Corporate Finance, 8th edition, Tata-McGraw Hill
2. Grinblatt, Mark and Sheridan Titman, Financial Markets and Corporate Strategy, 2nd edition, Tata McGraw-Hill.
3. Kester, Carl W., Richard Ruback and Peter Tufano, Case Problems in Finance, 12th edition ,Tata-McGarw Hill, 2007.
4. M.Y. Khan: Financial Services, Tata Mc Graw Hill

5. Peter S. Rose & Sylvia C. Hudgins: Bank Management & Financial Services, Mc Graw Hill International Edition
6. Weaver, Samuel, C., and J Fred Weston, strategic Financial Management: Application of Corporate Finance, 1st edition, south-Western Publishing, 2007

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# Syllabus of MBA

**Course Title: Strategic Management**

**Course Code:**

**Credit: 04**

**Course Objective:**

**Maximum Marks :100**

This course aims to nurture an advanced understanding of strategic management principles, decision-making processes, and implementation methodologies, fostering the ability to link strategic actions to business objectives effectively at an executive level.

## **Course Outcomes:**

CO1: Upon completion of this course, students will

CO2: Be adept in applying strategic management principles in real-world business scenarios.

CO3: Perform thorough environmental and organizational analyses.

CO4: Formulate and assess corporate and business-level strategies considering associated conditions, risks, and benefits.

CO5: Utilize strategic analysis tools for informed decision-making.

CO6: Implement strategies effectively through optimal resource allocation and procedural, structural, and behavioral approaches.

CO7: Engage meaningfully with contemporary strategic management theories and emerging trends.

## **Unit 1: Overview of Strategic Management**

- Introduction to Strategic Management: Concepts and Importance
- Strategic Decision Making: Data-Driven Approaches and AI in Decision Making
- Roles of a Strategist: Including Digital Transformation and Change Management
- Strategic Intent, Vision, Mission, Goals, and Objectives: Crafting and Communicating
- Competitive Advantage: Sustainable and Transient Competitive Advantage

## **Unit 2: Environmental and Organizational Appraisal**

- Environment Components and Scanning Techniques: ETOP, SWOT, PESTEL Analysis
- Internal Environment Appraisal: Resource-Based View (RBV)
- Strategic Advantage Profile: Including Digital Capabilities
- Industry and Value Chain Analysis: Including Digital Value Chains
- Competition and Competitive Dynamics: Game Theory and Network Effects
- Core Competence: Dynamic Capabilities and Knowledge Management

## **Unit 3: Corporate and Business-Level Strategies**

- Stability, Expansion, Retrenchment, and Combination Strategies: Including Digital Business Models



- Conditions, Risks, and Benefits of Cost Leadership, Differentiation, and Focus Strategies Including Platform Strategies
- Porter's Framework of Competitive Strategies: Revisited in the Digital Era
- Identification of Critical Success Factors for Competitive Positioning: Including Digital Marketing Strategies

#### **Unit 4: Strategic Analysis, Choice, and Implementation**

- Process of Strategic Choice: Including AI and Machine Learning in Strategic Choice
- Strategic Analysis Techniques: BCG Matrix, GE Nine Cell, Product Market Evolution, Directional Policy Matrix, VRIO Framework
- Resource Allocation: Including Data Analytics in Resource Allocation
- Procedural, Structural, and Behavioral Implementation: Including Agile Methodologies

#### **Unit 5: Strategic Evaluation and Contemporary Issues in Strategic Management**

- Organizational Systems and Techniques of Strategic Evaluation: Including Big Data and Analytics
- Strategic Control and Operational Control: Including Cybersecurity Risks
- Contemporary Issues in Strategic Management: Blue Ocean Strategy, Balanced Score Card, Judo Strategy, Disruptive Innovation, Corporate Social Responsibility (CSR) and Sustainability, Strategic Management in the Era of Globalization and Digitalization.

#### **EXECUTION/PRACTICAL WORK**

- Case based Teaching, article reading and group assignments
- Use of business simulations for real time analysis and understanding trade-off between Different strategies.
- Newspaper article reviews relevant to the strategic management

#### **READINGS/MATERIALS**

- Pearce, Robinson & Mittal, Strategic Management: Formulation, Implementation and Control, TATA McGraw Hill Special Indian Edition, 10th Edition.
- Kazmi Azhar, Strategic Management & Business Policy, TATA McGrawHill, 3rd Edition, 2008.
- Fred David, Strategic Management: Concepts and Cases, Prentice Hall India, 12th Edition.
- Hill & Jones, Strategic Management: an Integrated Approach, Publisher Biztantara or Cengage, Sixth Edition.

## Syllabus of MBA

**Course Title: Security Analysis And Portfolio Management**  
**Credits 4**

**Course Code:**  
**Semester: III**

### **Learning Outcomes:**

1. Understand the concept of working of Security Markets.
2. Illustrate the role of Risk and Return trade off in portfolio management.
3. Elaborate various theories of efficient market and process of valuation of financial securities.
4. Have familiarity about conducting qualitative and quantitative analysis of a company.
5. Explain process of creation, management and evaluation of Security Portfolios.

**Unit I: Introduction to Security Analysis:** Securities Market, Securities Analysis, Portfolio Analysis, Portfolio Selection, Portfolio revision, Portfolio evaluation, Evolution of Portfolio Management, Role of Portfolio management, Financial Derivatives, Risk/Return Analysis-- required rate of return, Measures of Risk, relationship between Risk and Return-- security market line (SML), efficient frontier, capital assets pricing model (CAPM) .

### **Unit II: Efficient Market Theory & Technical Analysis**

Need of efficient markets, alternative market hypotheses, forms of markets, implications of efficient markets. Top--down model, valuation process: Economic analysis-- economic cycles, leading and trailing economic indicators, economic variables and stock prices. Dow Theory, Price charts, Trend and trend reversals, Chart patterns, Elliot Wave Theory, Market Indicators

### **Unit III: Fundamental, Industry and Company Analysis**

Industry life cycle, competition analysis, impact of structural economic changes on industry Security Valuation (Company Analysis): Competitive strategies, focusing a strategy, growth company and growth stocks, cyclical, counter--cyclical, and defensive stocks, speculative stocks, value vs. growth investing.

### **Unit IV: Portfolio Management**

Portfolio theory, risk and risk aversion, Markowitz portfolio theory. Measures of Portfolio Risk-- expected return of a portfolio variance and standard deviation of a two--asset portfolio, correlation and risk--return trade off of a two--asset portfolio, Efficient Frontier-- efficient frontier and investor utility, combining risk--free and risky assets, market portfolio as the optimal risky portfolio.

### **Unit V: Portfolio Evaluation**

Composite Portfolio Performance Measures, Treynor measure, Sharpe measure, Jensen measure, information ratio measure, time--weighted and rupec--weighted returns

### **Suggested Readings**

1. Bodie, Z., Kane, A., Marcus, A. J., & Mohanty, P. (2009). Investment (6th ed.). New Delhi: Tata McGraw Hill.

2. Elton, E. J., Gruber, M. J., Brown, S. J., & Goetzmann, W. N. (2009). Modern portfolio investment analysis (8th ed.). New York: Wiley.

3. Fabozzi, F. J., & Markowitz, H. M. (Eds.). (2002). The theory and practice of investment management. New Jersey: John Wiley.

4. Grinold, R. C., & Kahn, R. N. (2007). Active portfolio management: A quantitative approach for providing superior returns and controlling risk (2nd ed.). New Delhi: McGraw Hill.

5. Kevin, S. (2006). Portfolio management (2nd ed.). New Delhi: PHI Learning.



**Syllabus of Master of Business Administration (MBA) III SEM for the academic year 2022-24**

**Course No.**

**Course Title:** Retail Management

**Duration of Examination:** 3 Hrs.

**Contact Hrs./Week:** 4 Hrs.

**Credit:** 04

**Maximum Marks:** 100

**Course Objective(s)**

This course aims to familiarize the students with retail management concepts and operations and to acquaint the students about contemporary areas of retailing.. This course focuses on creating awareness about emerging trends in retail management among the students. .

**Learning Outcome**

At the end of this course, students would be able to:

- Explain concepts of retail management and its operations.
- Cognize about the understanding of retail management and types of retailers.
- Procure an understanding of retail management terminology including merchandize management, store management and retail strategy.
- Acquire information related to legal and ethical aspects of retail management
- Develop and sustain a competitive advantage in retail sector
- Define the practical tools and techniques of retail strategy
- Explain and apply the latest trends in retail industry.

**Unit I : Introduction to Retail Management**

Meaning and Concept of retail management; Importance of retailing; Evolution of retailing; Functions of retailers; Classification of retail outlets; Drivers of retail change in India; Challenges in Retailing; Major retailers in India; Market research for understanding retail consumers; Retail strategy; issues and challenges in online retailing .

**Unit II : Retail Image : layout and visual merchandising**

Retail Communication Mix; Retail Image; Issues in Store Management; Store Design and Layout; Visual Merchandising; Role of Atmospherics; Customer Service and Relationship Management in Retail.

**Unit III Retail Location and Design**

Retail Locations - Types; Retail Site Evaluation - Site Characteristics; Trade Area Characteristics; Trading Area Analysis - Reilly's Law of Retail Gravitation Huff's Model; Retail Organization and Human Resource Management; Supply Chain Management in Retail

**UNIT IV Retail Mix**

Merchandise Management; Merchandise Mix; Merchandise Planning Process; Buying/Sourcing Merchandise; Concept of Private Labels; Retail Pricing - Considerations and Approaches in Setting Prices; Price Adjustment - Markdowns and Variable Pricing; Pricing Strategies.

**Unit V Contemporary areas of retail management**

Retailing and CRM; Green retailing; Buyer-supplier relationship; Reasons for growth of retail malls in India; Recent trends in retail sector; Application of technology in retailing; Information system in retailing; tools and techniques; HR practices in Retail - Concept, significance; key elements of human resource function.

**Note:**

- ❖ Teaching Pedagogy besides classroom teaching will essentially include industrial visits, case studies, role plays and games.
- ❖ Teaching-learning Process will involve input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

**Reference Books and Suggested reading**

- ❖ Retail Management by Michael Levy, Batron A Weitz, Ajay Pandit, McGraw Hill, 8th Edition
- ❖ Retail Management - A Strategic Approach by Barry Berman and Joel R Evans, Prentice Hall India, 12th Edition (2012)
- ❖ Retailing by Patrick M. Dunne, Robert F. Lusch, David A, Griffith, Thomson SouthWestern, 8th Edition (2010)
- ❖ Retail Management, Swapna Pradhan, McGraw Hill, 2nd Edition (2007)

**Suggestive reading**

- ❖ Chetan, B. Tulip, R., Srivastava, N. V. Retail Management. Oxford University Press, New Delhi.
- ❖ Berman, B. Evans, J. R. Retail Management. Prentice Hall of India, New Delhi.



**Syllabus of Master of Business Administration**  
**Course Title : Consumer Behavior**  
**Credit: 4**

**Course Code:**

**Learning Outcomes:**

1. Have familiarity with consumer behaviour as discipline and various models of consumer behaviour.
2. Understand the process of consumer decision making process.
3. Illustrate the various internal factors (psychological) that have influence on consumer behaviour
4. Elaborate influence of various external factors on consumer actions.
5. Explain organisational markets and Marketing Research Process.

**Unit I Introduction to Consumer Behaviour:**

Introduction to Consumer Behaviour, Nature and Scope of Consumer Behaviour, Consumer Behaviour and Marketing, Contributing disciplines like psychology, sociology etc. Diversity of consumers and their behaviors. Consumer Behaviour Models: Howard-Sheth, and Nicosia models of consumer decision-making,

**UNIT II: Consumer Decision-Making**

Profiling the consumer and understanding their needs, Segmentation, Targeting & Positioning Consumer decision-making process: Reutilized response, limited and extensive problem solving behavior. Are consumers Rational or emotional. Involvement theory and applications. Introduction to internal and external behaviour determinants.

**UNIT III: Internal Behavioral Determinants**

Motivation and drive: Maslow's Need Hierarchy theory of motivation. Attitude, tri-component model of attitude formation, Attitude change. Theory of reasoned action, theory of planned behaviour. Consumer perception: Absolute and differential threshold, subliminal perception. Perceptual selection, organization and interpretation. Personality and consumer behavior. Self Concept.

**UNIT IV: External Behavioral Determinants**

Influence of reference groups Friendship, Work, Celebrity and family. Family, family life cycle and decision-making. Social Class. Impact of Culture, Values & beliefs. Prestige products and status. Diffusion of Innovation and Opinion Leadership. Post purchase behavior: Complaint Behavior & Brand loyalty.

**UNIT-V: Organisational markets & Marketing Research Concepts**

Meaning, Scope and Characteristics of Organisational markets, Marketing Research - Need and importance - Steps in marketing research, Basic tools used in marketing research including Focus group method, Survey Methods.

**Note:** Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.

Teaching-learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practioner's view will be incorporated.



### **SUGGESTED READINGS:**

1. Leon and Schiffman and Leslie Lazar Knuk: Consumer Behavior, Pearson
2. Blackwell: Consumer Behaviour, Thomson
3. Suja Nair: Consumer Behaviour, Himalaya Publishers.
4. Assael: Consumer Behaviour, 6e Thomson
5. Paul, Donald, Herald: Research for Marketing decisions, Prentice Hall (India)
6. Zikmund: Exploring Marketing Research, 8e, Thomson
7. Naresh K. Malhotra: Marketing Research, An applied Orientation, Pearson Education Asia.
8. Churchill: Marketing Research, Thomson.
6. Schiffman, L G and Kanuk, L L Consumer Behaviour New Delhi, Prentice Hall of India, 1994

# Syllabus of Master of Business Administration

## SEMESTER III

Course No.  
Course Title: **Human Resource Analytics**  
Maximum Marks: 100

Contact Hrs/Week: 4 Hrs  
Credit: 04

### Course Objective(s)

Organizations are increasingly leveraging human resource data for not only managing current human resources more effectively but also use analytics for future decisions, from talent acquisition to competency development and from performance management to employee engagement. The objective of this course is to provide a detailed understanding of various qualitative and quantitative measures (metrics) of human resource activities and processes in organizations, research, and track and use these measures in to data sets, and use statistical tools for analyzing the data. The course will also familiarize participant use of tools to analyze, interpret, and generate reports/ dashboards, for better human resource management decisions

### Course Learning Outcomes

- ❖ Students will be able to understand various qualitative and quantitative measures of human resource management processes and outcomes in an organization; and the importance of using data-based reasoning to support HR decisions;
- ❖ Students will be able to identify and learn about HR functional metrics
- ❖ Students will be able to describe the HRD climate and will be able to develop and align HR Metrics research and analytical tools for measuring, analyzing and developing HR decision support scenarios;
- ❖ Students will be able to apply skills in quantitative and qualitative data analysis using software applications and will be able to do critical analysis of results from HR analytics and communicate (implement) actionable insights.
- ❖ Students will be able to understand HR Dashboards and the synergy between HR decisions and outcomes, and organizational performance.

### Unit I

Measuring HR functions and Processes: Concepts, Approaches and Objectives; Tools for compiling HR Data and HR metrics: Balance Score Card, Employee Surveys, Employment Test Scores,

### Unit II

HR Functional / process related metrics: Workforce planning metrics, HR Deployment metrics, Recruitment metrics; Selection metrics, Performance metrics, Training / Learning metrics, Compensation and Benefits metrics, Employee Relations metrics; Qualitative and Quantitative HR outcome metrics (Attrition, Absenteeism, Job satisfaction, employee engagement, perceptions and attitude,

### Unit III

HRD climate, Safety, wellness, and employee health); Social, Demographic and Occupational metrics (Diversity); Methods of data capture and benchmarking; Aligning HR Metrics and Organizational Performance.

### Unit IV

Analytics: Meaning and scope of analytics in HR; Typical sources of data; Overview of data formats; Quantitative and Qualitative data analysis techniques in HR analytics; Predictive analytics: basic methods and techniques, scenario planning, integration with strategic decisions;

### Unit V

Effectiveness and Efficiency – Outcome and Impact analysis; HR Dashboards; HR Analytics and HR Decisions. Data Integrity and Security Issues.

### Reference Books and Suggested Reading:

- ❖ Bassi, L., Carpenter, R., & McMurrer, D. (2012) *HR Analytics Handbook*. New York: McBas & Co.
- ❖ Bucknall, H., & Wei, Z. (2006). *Magic Numbers for Human Resource Management*. New Delhi: Wiley.
- ❖ Edwards, M.R., & Edwards, K. (2016) *Predictive HR Analytics: Mastering the HR Metric*.
- ❖ Fitz-Enz, J., & Mattox-II, J.R. (2014). *Predictive Analytics for Human Resources*. New Jersey: Wiley.
- ❖ Isson, J.P., & Harriott, J.S. (2016). *People Analytics in the Era of Big Data: Changing the way you attract, acquire, develop and retain talent*. New Jersey: Wiley.

- ❖ Marr, B. (2018). *Data-Driven HR: How to Use Analytics and Metrics to Drive Performance*. London: Kogan Page.
- ❖ McBeath, G. (1992). *The Handbook of Human Resource Planning: Practical Manpower Analysis Techniques for HR Professionals*. Oxford: Wiley-Blackwell.
- ❖ Pease, G. (2015). *Optimize Your Greatest Asset - Your People: How to Apply Analytics to Big Data to Improve Your Human Capital Investments*. New Jersey: Wiley.
- ❖ Rao, T.V. (2014). *HRD Audit: Evaluating the Human Resource Function for Business Improvement* (2<sup>nd</sup> ed.). New Delhi: Sage.
- ❖ Smith, T. (2013). *HR Analytics: The What, Why and How ... Create space Independent Pub.*
- ❖ Soundararajan, R. & Singh, K. (2016). *Winning on HR Analytics: Leveraging Data for Competitive Advantage*. New Delhi: Sage.
- ❖ Sundmark, L. (2017). *Doing HR Analytics: A Practitioner's Handbook with R Examples*. Create space Independent Pub.
- ❖ Waters, S.D., Streets, V.N., McFarlane, L., Johnson-Murray, R. (2018). *The Practical Guide to HR Analytics: Using Data to inform, transform, and empower HR Decisions*. Virginia: SHRM Society Pub.



Master of Business Administration  
for the academic year  
SEMESTER III

Course Title: Strategic Human Resource Management  
Maximum Marks: 100

Course No.  
Credit: 4

Course Objective (s)

**Strategic Human Resource Management** course will equip learners to understand HR issues from an operational and a highly strategic perspective. It will enable them to comprehensively understand the fundamental principles of modern business models and facilitate the creation and implementation of future-ready HR strategies that are in sync with HR practices ideal for the future workforce.

Course Learning Outcomes

- This course shall help the learners to understand the evolving role of HR in the context of global workforce landscape and the role as a strategic business partner.
- Gain insight into newer business models and their alignment with HR strategy in context of SHRM.
- Learn about Strategy formulation in SHRM
- Acquire an in-depth understanding of Strategy Implementation by learning how aligning HR strategically with business can be a competitive and sustainable advantage.
- Evaluate Strategies in the context of SHRM

**Unit I: Strategic Human Resource Management (SHRM):** An Overview Definitions, meaning and concept of SHRM. Characteristics of SHRM, Significance and evolution of SHRM, Prerequisites of SHRM, Emerging HR skills and competencies; Models of SHRM: Schools of thought, SHRM themes, The SHRM framework.

**Unit II: The SHRM Context**

The human resource environment: external and internal contextual factors; Impact of technology on HRM and e-HR: changing practices and emerging trends; Investment perspective to HRM.

**Unit III: SHRM- Strategy Formulation**

Importance of HR to strategy; Role of HRM in strategy formulation; HR planning and strategic planning integration: approaches and steps; Strategic HR planning typologies.

**Unit IV: SHRM-Strategy Implementation**

Application of SHRM: strategy driven role behaviours, culture and subsystems; Workforce utilization and employment practices; Strategic staffing, strategic learning, strategic reward and strategic appraisal & development system.

**Unit V: SHRM-Strategy Evaluation**

The performance impact of HR practices; Evaluating strategic contributions of HR practices-dimensions of evaluation, approaches and methods of evaluation, trends in evaluation; Employer branding and HR-Marketing integration; Emerging issues and concerns in SHRM.

Reference Books and Suggested Readings

- ❖ Greer, C. R.; Strategic Human Resource Management; Pearson Education: New Delhi; 2001
- ❖ Chanda, A. and Kabra, S.; HR Strategy; Response Books: New Delhi; 2000
- ❖ Tyson, S.; HR Strategy; Pitman Publishing: London; 1995
- ❖ Recent articles from HBR and other relevant international and Indian publications

## Syllabus of Master of Business Administration

Course No.  
Course Title: Financial Derivatives  
Duration of Examination: 3 Hrs

Contact Hrs/Week: 4 Hrs  
Credit: 04  
Maximum Marks: 100

### Learning Outcomes:

1. Understanding the characteristics of the financial derivatives (futures, options and swaps).
2. Develop familiarity with the different pricing models of financial derivatives.
3. Illustrate the applications of derivatives for risk management.
4. Elaborate the price discovery of Future & Options with reference to spot prices
5. Explain concept of Option Greeks & hedging strategies
6. Understand various pricing models of future & options and other derivatives

### Unit I

Introduction to Financial Derivatives An overview of derivative contracts: Forward, Futures, swaps and options; Importance of derivatives in risk management; Derivative markets in India: exchange-traded and over the counter; Trading mechanism of derivatives in India

### Unit II

Forwards and Futures Quantitative foundations for derivative analysis; Mechanics of futures and forward contract; Hedging strategies using futures and forward; Pricing forward and futures contract

### Unit III

Index Futures and options, futures and options pricing; Stock index futures and pricing; Swaps: mechanics, use and valuation; Concept of Option Greeks.

### Unit IV

Option Pricing Models Binomial options pricing model; The Black and Scholes Model; Options hedging strategies; estimating volatilities

### Unit V

Other Derivatives and derivative disasters Value-at-Risk, Credit derivatives; Exotic options Derivative mishaps

### Note:

- ❖ Teaching Pedagogy besides classroom teaching will essentially include simulation, case studies, role plays and games.
- ❖ Teaching-learning Process will involve 20% input from those who have demonstrated excellence in the area i.e. Practitioner's view will be incorporated.

### Reference Books and Suggested Readings

- ❖ John C. Hull, Options, Futures and other derivatives, Sixth edit., Pearson Education
- ❖ David, A. Dufresne and Thomas W. Miller, Derivatives: valuation and management, Oxford Univ. Press, 2003
- ❖ S.S.S. Kumar, Financial Derivatives, Prentice-Hall of India, 2007
- ❖ Salih, N., Neftci, An Introduction to mathematics of financial derivatives, 2nd edit, Academic Press
- ❖ Rene, M., Stulz, Risk Management and derivatives, 2003, Thomson –South Western

# Syllabus of Master of business Administration (MBA)

Credit: 04

Maximum

Course Code:

Course Title: Business Research Methods

Marks: 100

Course Objective: To acquaint the students with the basic concepts of business research and enable them to develop skills and knowledge needed to analyse data using appropriate methods and techniques.

## Course Content

### Unit 1: Business Research: An Introduction

Business Research: Meaning, Purpose, Process, Types, significance, Scope of Business Research, Ethics in Business Research.

### Unit 2: Research Design, Sampling and Measurement

Research Design, Selection and Formulation of Research problem, Formulation of Hypothesis, Sampling Design, Types of Research Design, Measurement and Scaling Techniques.

### Unit 3: Data Collection and Analysis

Data: Sources of data, Method of collection of Data, Questionnaire Design, Analysis of Data: Simple Statistical Techniques and their uses, Testing of Hypothesis.

### Unit 4: Introduction to SPSS, Report Preparation and Presentation

Introduction to SPSS, Interpretation, Techniques of interpretation, Different steps in Report writing, Types of Reports, Presentation, Citations and Referencing styles.

## Reference Books and Suggested Readings

Kothari, C. (2017). Research methodology methods and techniques by CR Kothari. Published by New Age International (P) Ltd, Publishers, 91.

Blumberg, B., Cooper, D., & Schindler, P. (2014). *EBOOK: Business Research Methods*. McGraw Hill.

Kovalainen, A., & Eriksson, P. (2015). Qualitative methods in business research: A practical guide to social research. *Qualitative Methods in Business Research*, 1-376.

Naresh, K. M. (2008). Satyabhushan Dash. *Marketing Research: An Applied Orientation*. 5th International edition. -US: Pearson Education.