

ONLINE MBA

**MASTER OF BUSINESS ADMINISTRATION –
FINANCE**

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INTRODUCTION

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

Programme Outcomes

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

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

PROGRAMME SPECIFIC OUTCOMES

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

SALIENT FEATURES

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

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

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

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

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

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

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

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

PROGRAMMECODE: OL3521

DURATION OF THE PROGRAMME:

Minimum Duration 2 years

Maximum Duration 4 years

MEDIUM OF INSTRUCTION/EXAMINATION:

Medium of instruction and Examination shall be English.

PROGRAMME STRUCTURE

ONLINE MBA – FINANCE

| Term | Core Courses (CRI, CRII, CRIIIA, CRIIIB) CRI+II – (8+3) 11x4 Credits CRIIIA - 1x4 Credits CRIIIB - 1x6 Credits | Discipline Specific Electives (DSE) 6x6 Credits | Ability Enhancement Courses (AECC) 1x4 Credits | Generic Electives (GE) 2x4 Credits | Credits |
|-------|---|---|---|---|---------|
| I | Discipline Specific Core - I Discipline Specific Core - II Discipline Specific Core - III Discipline Specific Core - IV Discipline Specific Core - V | | | | 20 |
| II | Discipline Specific Core - VI Discipline Specific Core - VII Discipline Specific Core - VIII Discipline Specific Core - IX Discipline Specific Core - X | | AECC-I Communication for Leaders | | 24 |
| III | Discipline Specific Core - XI CRIIIA - Seminar on Summer Training OR 1 Course from the GE Basket 1 which is not chosen as Generic Elective (GE) | DSE-I DSE-II DSE-III | | GE-I (Professional Enhancement, English, Political Science, Sociology) | 30 |
| IV | CRIIIB - Capstone Project | DSE- IV DSE-V DSE-VI | | GE-II (Professional Enhancement, English, Political Science, Sociology) | 28 |
| Total | 54 Credits | 36 Credits | 4 Credits | 8 Credits | 102 |

| PROGRAMME SCHEME | | | | | | |
|------------------|---------------|---|-----|----|-----------|-----------|
| COURSE TYPE | COURSE CODE | COURSE TITLE | Cr. | CA | ETE (Th.) | ETE (Pr.) |
| | TERM 1 | | | | | |
| DSC-I | EACC506 | FINANCIAL REPORTING, STATEMENTS AND ANALYSIS | 4 | 30 | 70 | 0 |
| DSC-II | EECO515 | MANAGERIAL ECONOMICS | 4 | 30 | 70 | 0 |
| DSC-III | EMGN578 | INTERNATIONAL BUSINESS ENVIRONMENT | 4 | 30 | 70 | 0 |
| DSC-IV | EMKT503 | MARKETING MANAGEMENT | 4 | 30 | 70 | 0 |
| DSC-V | EMGN581 | ORGANISATIONAL BEHAVIOUR AND HUMAN RESOURCE DYNAMICS | 4 | 30 | 70 | 0 |
| | TERM 2 | | | | | |
| DSC-VI | EFIN542 | CORPORATE FINANCE | 4 | 30 | 70 | 0 |
| DSC-VII | EOPR639 | OPERATIONS MANAGEMENT AND RESEARCH | 4 | 30 | 70 | 0 |
| DSC-VIII | EMGN801 | BUSINESS ANALYTICS | 4 | 30 | 70 | 0 |
| DSC-IX | EMGN832 | RESEARCH METHODOLOGY | 4 | 30 | 70 | 0 |
| DSC-X | EBSL605 | LEGAL ASPECTS OF BUSINESS | 4 | 30 | 70 | 0 |
| AECC-I | EPEL537 | COMMUNICATION FOR LEADERS | 4 | 30 | 70 | 0 |
| | TERM 3 | | | | | |
| DSE-I | EFIN568 | INTERNATIONAL FINANCIAL MANAGEMENT | 6 | 30 | 70 | 0 |
| DSE-II | EFIN566 | INTERNATIONAL BANKING AND FOREX MANAGEMENT | 6 | 30 | 70 | 0 |
| DSE-III | EFIN564 | SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT | 6 | 30 | 70 | 0 |
| DSC-XI | EMGN571 | CORPORATE STRATEGY AND ENTREPRENEURSHIP | 4 | 30 | 70 | 0 |
| GE-I | | GENERIC ELECTIVE I | 4 | 30 | 70 | 0 |
| CR-IIIA | EMGN583 | SEMINAR ON SUMMER TRAINING | 4 | 0 | 0 | 100 |
| | | OR Course from the GE basket 1 which is not chosen as Generic Elective (GE). | 4 | 30 | 70 | 0 |
| | TERM4 | | | | | |
| DSE-IV | EFIN546 | FINANCIAL RISK MANAGEMENT | 6 | 30 | 70 | 0 |
| DSE-V | EFIN509 | INVESTMENT BANKING | 6 | 30 | 70 | 0 |
| DSE-VI | ECOM616 | FINANCIAL DERIVATIVES | 6 | 30 | 70 | 0 |
| GE-II | | GENERIC ELECTIVE II | 4 | 30 | 70 | 0 |
| CR-IIIB | EMGN696 | CAPSTONE PROJECT | 6 | 0 | 0 | 100 |
| | TOTAL CREDITS | | 102 | | | |

| GENERIC ELECTIVE (GE) BASKET (PICK ANY ONE AREA) | | | | | | | | |
|--|-------------|---|--------------------------|-----|----|-----------|-----------|------|
| S. No. | Course Code | Course Title | Area | Cr. | CA | ETE (Th.) | ETP (Pr.) | Term |
| 1 | EPEA515 | ANALYTICAL SKILLS-I | Professional Enhancement | 4 | 30 | 70 | 0 | 3 |
| 2 | EPEA516 | ANALYTICAL SKILLS-II | Professional Enhancement | 4 | 30 | 70 | 0 | 4 |
| 3 | EENG539 | ACADEMIC ENGLISH | English Language | 4 | 30 | 70 | 0 | 3 |
| 4 | EENG514 | INTRODUCTION TO THE STUDY OF LANGUAGE | English Language | 4 | 30 | 70 | 0 | 4 |
| 5 | EENG519 | POST-INDEPENDENCE INDIAN LITERATURE | English Literature | 4 | 30 | 70 | 0 | 3 |
| 6 | EENG527 | POSTCOLONIAL LITERATURES AND CULTURAL STUDIES | English Literature | 4 | 30 | 70 | 0 | 4 |
| 7 | EPOL525 | POLITICAL INSTITUTIONS IN INDIA | Political Science | 4 | 30 | 70 | 0 | 3 |
| 8 | EPOL527 | PUBLIC POLICY AND GOVERNANCE IN INDIA | Political Science | 4 | 30 | 70 | 0 | 4 |
| 9 | ESOC515 | FUNDAMENTALS OF SOCIOLOGY | Sociology | 4 | 30 | 70 | 0 | 3 |
| 10 | ESOC506 | GLOBALIZATION AND SOCIETY | Sociology | 4 | 30 | 70 | 0 | 4 |

Note:

1. Students can adopt only one area from Generic Elective basket that will be applicable for the Generic Electives I and II.
2. In case of Seminar on Summer Training, student may choose one course against Seminar on Summer Training from the Generic Basket 1 which is not chosen as GE.

| | | | |
|-------------|---------|--------------|--|
| Course code | EACC506 | Course Title | FINANCIAL REPORTING, STATEMENTS AND ANALYSIS |
|-------------|---------|--------------|--|

| WEIGHTAGES | |
|------------|----------|
| CA | ETE(Th.) |
| 30 | 70 |

Course Outcomes:

CO1: associate accounting information for decision making in organizations

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

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

CO4: identify the accounting terminology and purpose of accounting framework

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

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

| Unit No. | Content |
|----------------|--|
| Unit 1 | Introduction to Accounting: Introduction, Accounting Equation, Rules of Accounting, Objectives, Advantages and Limitations of Accounting, Accounting Concepts and Conventions, Accounting Terminology, Concept of IFRS and its relevance, Qualitative features of IFRS, Elements of financial statements, Difference between IFRS and GAAP. |
| Unit 2 | Corporate Financial Statements: Features and Importance, Vertical Format of Corporate Financial Statements, Conceptual framework of depreciation and amortization |
| Unit 3 | Ratio Analysis: Liquidity Ratios, Solvency Ratios, Profitability Ratios, Turnover Ratios, Du-Pont Analysis, Importance and Objectives. |
| Unit 4 | Financial Statement Analysis: Objectives of Analysis, Various Stakeholders and their Interests, Techniques of Financial Statement Analysis-Horizontal Analysis, Common Size Analysis |
| Unit 5 | Artificial Intelligence and Analytics: Finance and Accounting transformation by AI |
| Unit 6 | Cash Flow Statement: Meaning and Significance, Construction of Cash Flow Statement, Analysis of Cash Flow Statement |
| Unit 7 | Basic Aspects of Cost Accounting: Preparation of Cost Sheet and Estimated Cost Sheet, Meaning, Cost Concepts and Cost Classification |
| Unit 8 | Budgetary Control: Need and Steps involved in Budgetary Control, Meaning and Types of Budgets, Preparation of Cash Budget, Preparation of Flexible Budget |
| Unit 9 | Inventory Valuation: Methods of pricing material issues, FIFO, LIFO |
| Unit 10 | Marginal Costing and Profit Planning: Meaning and Objectives, CVP Analysis, Break Even Point and Break Even Analysis |
| Unit 11 | Decision involving Alternative Choices: Concept and Steps involved in Decision Making, Profit Planning, Key factor, Determination of Sales Mix, Make or Buy decision, Exploration of New Markets, Continue or Discontinue a Product Line. |
| Unit 12 | Transfer Pricing: Meaning and Importance, Advantages and Limitations, Methods of Calculating Transfer Price |
| Unit 13 | Activity Based Costing: Concept and Pre-requisites, Activity Based Costing versus Traditional Costing, Steps Involved in Activity Based Costing, Cost Drivers, Determination of Cost under ABC, Benefits and Limitations |
| Unit 14 | Responsibility Accounting: Concept and Significance, Elements, Responsibility Centers. |

READINGS:

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

| | | | |
|--------------------|----------------|---------------------|-----------------------------|
| Course code | EECO515 | Course Title | MANAGERIAL ECONOMICS |
|--------------------|----------------|---------------------|-----------------------------|

| WEIGHTAGES | |
|-------------------|--------------|
| CA | ETE(T |
| 30 | 70 |

Course Outcomes:

CO1: apply economic principles to management decisions.

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

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

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

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

READINGS:

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

| | | | |
|--------------------|----------------|---------------------|---|
| Course code | EMGN578 | Course Title | INTERNATIONAL BUSINESS ENVIRONMENT |
|--------------------|----------------|---------------------|---|

| WEIGHTAGES | |
|-------------------|-----------------|
| CA | ETE(Th.) |
| 30 | 70 |

Course Outcomes:

- C01: analyze business environment and trends to take decisions with respect to international business operations
C02: interpret and apply international trade theories in international business operations
C03: identify and critically analyse the role of foreign exchange market and usage of fundamental instruments for currency exchange
C04: develop skills on analysing the business data, and problem solving in other functional areas such as marketing, business strategy and human resources
C05: develop responsiveness to contextual social issues/ problems and exploring solutions, understanding business ethics and resolving ethical dilemmas
C06: identify aspects of the global business and cross-cultural understanding

| Unit No. | Content |
|-----------------|---|
| Unit 1 | Overview of international business environment: Globalization and international Business; introduction to international business, types of international business |
| Unit 2 | Components of international Business environment: social environment, political and legal environment, economic environment, technological environment |
| Unit 3 | The external environment and challenges: assessing risk in international business, Recent world trade and foreign Investment trends, environment Influence on Trade and investment patterns |
| Unit 4 | International Trade theories: theory of absolute advantage, theory of comparative advantage, factor proportion theory, the diamond model of national competitive advantage, factor mobility theory |
| Unit 5 | Protectionism and trading environment: Globalization trends and challenges; environment for foreign trade and investment, governmental influence on trade and investments; tariff and non-tariff barriers |
| Unit 6 | Economic Integration and Co-operation: cross national cooperation and agreements, Role of international organizations: WTO, IMF, Regional Economic Integrations |
| Unit 7 | International financial markets: foreign exchange market mechanism, exchange rate arrangement, determinants of exchange Rates, exchange rate movements and their impact |
| Unit 8 | Global Debt and Equity Markets: Euro Currency market, offshore financial centres, International Banks, Non-Banking Financial service firms; stock markets |
| Unit 9 | Global Competitiveness: Export Management, Technology and global Competition, world economic growth and the environment |
| Unit 10 | Internationalization strategies: Theories of internationalization, Modes of operations in International Business, export and import strategy |
| Unit 11 | Forms and Ownership of Foreign Production: Types of collaborative arrangements; Licensing, joint ventures & consortium approaches, Managing International Collaborations |
| Unit 12 | International business diplomacy: Negotiating an International business, issues in asset protection, Multilateral sentiments |

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| Unit 13 | Country evaluation and selection: Opportunity and risk matrix, analysis of Macro and micro indicators, country comparison tools |
| Unit 14 | Globalization and society: globalization with social responsibility, Ethical Dimensions of Labor Conditions, Ethics and the Environment, legislation for anti-competitive and unfair trade practices |

READINGS:

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

| | | | |
|--------------------|----------------|---------------------|-----------------------------|
| Course code | EMKT503 | Course Title | MARKETING MANAGEMENT |
|--------------------|----------------|---------------------|-----------------------------|

| WEIGHTAGES | |
|-------------------|-----------------|
| CA | ETE(Th.) |
| 30 | 70 |

Course Outcomes

C01: analyze and respond to environmental and competitive changes, their impact on marketing planning, strategies and practices

C02: apply the conceptual frameworks, theory and techniques to various marketing contexts

C03: prepare marketing and sales plan appropriate to the needs of customers and contexts

C04: determine strategies for developing new products and services that are consistent with evolving market needs

| Unit No. | Content |
|-----------------|---|
| Unit 1 | Introduction: market and marketing, definition, nature and scope of marketing, exchange process, functions of marketing, core marketing concepts |
| Unit 2 | Marketing orientations: evolution of modern marketing concept, holistic marketing concepts, new marketing orientations selling vs. marketing |
| Unit 3 | Marketing mix: 7 P's & 7 C's of Marketing, 4 A's of Marketing, customer quality, value and satisfaction, Michael E. Porters chain analysis model |
| Unit 4 | Marketing environment: Significance of scanning marketing environment; Analysis of macro environment of marketing – economic, demographic, socio-cultural, technological, political legal and ecological; Impact of micro and macro environment on marketing decisions |
| Unit 5 | Consumer behaviour: buyer behaviour, different consumer roles, need for studying buyer behaviour, different buying motives, consumer buying decision process and influences, consumer vs. business buying behaviour, industrial buying process |
| Unit 6 | Segmentation decisions: market segmentation, characteristics of a segment, bases for segmenting a consumer market, levels of market segmentation, factors influencing selection of market segments |
| Unit 7 | Targeting and positioning: Benefits of market segmentation; Criteria for effective market segmentation; Target market selection and strategies; Positioning – concept, bases and process |
| Unit 8 | Product decisions: concept and classification, layers of products, major product decisions, product-mix, new product development stages, packaging and labelling, product life cycle (PLC) – concept and appropriate strategies adopted at different stages |
| Unit 9 | Pricing decisions: pricing – objectives, price sensitivity, factors affecting price of a product, pricing methods and strategies, ethical issues in product and pricing decisions |
| Unit 10 | Distribution planning: channels of distribution – concept and importance, different types of distribution middlemen and their functions, selection, motivation and performance appraisal of distribution middlemen |
| Unit 11 | Distribution decisions: decisions involved in setting up the channel, channel management strategies, distribution logistics – concept, importance and major logistics decisions, channel integration and systems, ethical issues in distribution decisions |
| Unit 12 | Distribution decisions: retailing and wholesaling, types of retail formats, retail theories, retailing strategies, non-Store retailing, wholesaling – nature and importance, types of wholesalers, developments in retailing and wholesaling in indian perspective |

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| Unit 13 | Promotion decisions: role of promotion in marketing, promotion mix, integrated marketing communication, concept, communication process and promotion, determining promotion mix, factors influencing promotion mix, developing promotion campaigns, sales promotion, direct marketing, public relations, digital and social media |
| Unit 14 | Trends in marketing: service Marketing, e-marketing, green marketing, customer relationship management, rural marketing, other emerging trends, ethical issues in marketing |

READINGS:

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

| | | | |
|--------------------|----------------|---------------------|---|
| Course Code | EMGN581 | Course Title | ORGANISATIONAL BEHAVIOUR AND HUMAN RESOURCE DYNAMICS |
|--------------------|----------------|---------------------|---|

| WEIGHTAGES | |
|-------------------|-----------------|
| CA | ETE(Th.) |
| 30 | 70 |

Course Outcomes:

C01: enumerate the concept of management practices and organizational behavior

C02: develop and sharpen acumen of how different management thoughts can be used to improve organization functioning

C03: analyze the importance of management practices and important organizational behavior dimensions at different levels of organization

C04: appraise the dynamics of industrial relations and to manage them as per statutory regulations

C05: apply human resource management functions to handle emerging issues

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

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|----------------|---|
| Unit-11 | Performance management system: performance management, performance planning, performance appraisal, potential appraisal, feedback and counselling |
| Unit-12 | Compensation management: types and theories of compensation, concept of wages, factors influencing compensation management, incentives and fringe benefits, employee engagement and retention. |
| Unit-13 | Managing industrial relations: major actors and their roles in IR, factors influencing IR, approaches to IR, grievance handling procedure |
| Unit-14 | Industrial Disputes: industrial disputes, methods of settlement of industrial disputes, trade unions and their challenges in India |

READINGS:

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

| | | | |
|--------------------|----------------|---------------------|--------------------------|
| Course Code | EFIN542 | Course Title | CORPORATE FINANCE |
|--------------------|----------------|---------------------|--------------------------|

| WEIGHTAGES | |
|-------------------|-----------------|
| CA | ETE(Th.) |
| 30 | 70 |

Course Outcomes:

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

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

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

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

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

READINGS:

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

| | | | |
|--------------------|----------------|---------------------|---|
| Course Code | EOPR639 | Course Title | OPERATIONS MANAGEMENT AND RESEARCH |
|--------------------|----------------|---------------------|---|

| WEIGHTAGES | |
|-------------------|-----------------|
| CA | ETE(Th.) |
| 30 | 70 |

Course Outcomes:

C01: analyze how to optimally utilize the resources.

C02: apply the concepts in solving real life problems.

C03: adapt different opinions and make correct judgment.

C04: apply mathematical models to a given problem.

C05: analyze the various decision-making environments and the tools applicable to them

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

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| Unit- 14 | Decision Theory: basics including decision making environments, decision making under risk, expected value of perfect information, decision making under uncertainty, concept of decision trees, decision tree analysis |
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READINGS:

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

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|--------------------|----------------|---------------------|---------------------------|
| Course code | EMGN801 | Course Title | BUSINESS ANALYTICS |
|--------------------|----------------|---------------------|---------------------------|

| WEIGHTAGES | |
|-------------------|-----------------|
| CA | ETE(Th.) |
| 30 | 70 |

Course Outcomes:

CO1: apply quantitative modelling and data analysis techniques to problems of real world.

CO2: employ best practices in data visualization to develop charts, maps, tables, and other visual representations techniques to communicate findings to diverse audiences.

CO3: identify and describe complex business problems in terms of analytical models

CO4: apply appropriate analytical methods to find solutions to business problems that achieve stated objective

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

READINGS:

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

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|--------------------|----------------|---------------------|-----------------------------|
| Course code | EMGN832 | Course Title | RESEARCH METHODOLOGY |
|--------------------|----------------|---------------------|-----------------------------|

| WEIGHTAGES | |
|-------------------|-----------------|
| CA | ETE(Th.) |
| 30 | 70 |

Course Outcomes:

CO1: identify critical thinking and scientific approaches to formulate research problems

CO2: describe research design approaches, methods and conceptual differences to apply across different research contexts

CO3: generalize familiarity with a phenomenon or to achieve new insights into it.

CO4: interpret results generated from data analysis and report the findings.

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

READINGS

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

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|--------------------|----------------|---------------------|----------------------------------|
| Course code | EBSL605 | Course Title | LEGAL ASPECTS OF BUSINESS |
|--------------------|----------------|---------------------|----------------------------------|

| WEIGHTAGES | |
|-------------------|-----------------|
| CA | ETE(Th.) |
| 30 | 70 |

Course Outcomes:

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

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

CO3: analyze the legal issues related to Negotiable Instruments

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

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

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

READINGS:

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

References:

1. A TEXTBOOK OF COMPANY LAW by P P S GOGNA, S Chand Publishing
2. A HANDBOOK ON CORPORATE AND OTHER LAWS by CA CS MUNISH BHANDARI, Bestword Publications Pvt. Ltd.
3. LEGAL ASPECTS OF BUSINESS: CONCEPTS AND APPLICATIONS by PARUL GUPTA, VIKASPUBLISHING HOUSE

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|--------------------|----------------|---------------------|----------------------------------|
| Course code | EPEL537 | Course Title | Communication for Leaders |
|--------------------|----------------|---------------------|----------------------------------|

| WEIGHTAGES | |
|-------------------|-----------------|
| CA | ETE(Th.) |
| 30 | 70 |

Course Outcomes:

- CO1: develop critical thinking skills employed in small groups and public speaking
CO2: compose business communication documents with structural precision and verbal accuracy
CO3: formulate business queries and respond to any reason related to business situation
CO4: use semantic and syntactic structure as per the advanced level of Common European Framework
CO5: employ their reading speed and comprehension of business articles
CO6: demonstrate consistent and appropriate language use in extended conversations and discussions

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

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| Unit 13 | Writing: summarizing, explanation of points, paragraph writing, précis writing, essay writing |
| Unit 14 | Business Correspondence: formats of business correspondence, writing and replying to memo, notice, note, letter, report, and proposal |

Readings:

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

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|--------------------|----------------|---------------------|---|
| Course code | EFIN568 | Course Title | INTERNATIONAL FINANCIAL MANAGEMENT |
|--------------------|----------------|---------------------|---|

| WEIGHTAGES | |
|-------------------|-----------------|
| CA | ETE(Th.) |
| 30 | 70 |

Course Outcomes

- CO1: understand the critical financial issues of international firms and international investors in present scenario.
- CO2: Analyze the framework of exchange rates and foreign exchange exposures and forces affecting exchange rates.
- CO3: Evaluate the international capital structure and international capital budgeting mechanism of multinational corporations.
- CO4: Analyze the different modes of raising finance in international market and significance of international finance in MNCs.

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

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| | Management – International Cash Management – Decentralized Vs. Centralized Cash Management – Bilateral Vs Multilateral Netting – Central Cash Pool |
| Unit 11 | Option Contracts American and European Currency Options, call and Put option, Option and risk management strategies. Introduction to currency swap, Foreign exchange risk management strategies through Forward contracts, future contracts, money market hedges, and options contracts. |
| Unit 12 | Managing Foreign Operations: ADRs; benefits and costs of ADR holdings for investors; benefits and costs of ADR issuance for corporations, External Commercial Borrowing and International refinancing, issues and challenges before multinational subsidiaries |
| Unit 13 | Multinational Cash management: Centralized perspective of Cash Flow Analysis, Techniques to Optimize Cash Flow- Leading and Lagging, Netting, Matching. |
| Unit 14 | Country Risk Analysis- Nature of Country Risk Assessment, Techniques to assess Country Risk, Raters of Country Risk, Multinational Capital Budgeting: Problems and issues in Foreign Investment Analysis, Techniques of Multinational Capital Budgeting - NPV, IRR, APV |
| Unit 15 | International Banking: Reasons for International Banking, Types of International Banking Offices, Challenges in international banking, Global trends and developments in international banking |
| Unit 16 | International Money Market: Meaning and features of International money market, Instruments in money market, Euro currency market, Euro credits and Forward rate agreements |
| Unit 17 | Market Efficiency and Behavioral Finance: Market efficiency, Random Walk Theory, Weak-form market efficiency, Semi-strong market efficiency, Strong market efficiency, Tests of various forms of efficiency |
| Unit 18 | Investment Risk and Project Analysis: Advantages and disadvantages of different measures of investment risk. Variance, Semi-variance, Value-at-Risk and Tail Value-at-Risk, Calculating investment risk and analyzing project |
| Unit 19 | Option Greeks and Risk Management: Risk management, Analyzing Option Greeks including Delta, Gamma, Theta and Vega |
| Unit 20 | Contemporary issues: Lessons from recent crisis in derivatives market, Crude oil relationship with foreign exchange, Impact of federal policy decision on forex valuations, Financial Technology, New challenges in Global Financial Management |

READINGS:

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

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|-------------|---------|--------------|--|
| Course code | EFIN566 | Course Title | INTERNATIONAL BANKING AND FOREX MANAGEMENT |
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| WEIGHTAGES | |
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| CA | ETE(Th.) |
| 30 | 70 |

Course Outcomes

C01: understand the dimensions of international banking

C02: establish legal and regulatory issues in international banking institutions

C03: demonstrate foreign exchange market operations

C04: analyze and understand the way in which the international financial system operates

| Unit No. | Content |
|----------|---|
| Unit 1 | International banking: Global trends and developments in international banking, international financial centres, offshore banking units, sezs, profitability of international banking operations |
| Unit 2 | Types of banking: correspondent banking and inter -bank banking, investment banking, wholesale banking, retail banking, merchant banking |
| Unit 3 | International Institutions: International financial institutions, legal and regulatory aspects, risk management |
| Unit 4 | International finance: Fundamental principles of lending to mncs, documentation and monitoring |
| Unit 5 | International Agencies: international credit policy agencies and global capital markets, raising resources |
| Unit 6 | Project Finance: project and infrastructure finance, financing of mergers and acquisitions |
| Unit 7 | Foreign Exchange evolution: Meaning, elements, Importance, evolution of exchange rate system, International Monetary system, Gold standard |
| Unit 8 | Foreign exchange business: foreign exchange management act (fema), foreign exchange management philosophy, different types of exchange rates |
| Unit 9 | Regulations : RBI and FEDAI role in regulating foreign exchange, rules regarding rate structure, cover operations, dealing room activities and risk management principles, correspondent bank arrangements |
| Unit 10 | Foreign Banking Products: NRI customers various banking and investment products available under fema, remittance facilities |
| Unit 11 | International trade: Regulations covering international trade, various aspects of international trade, government policies, |
| Unit 12 | International regulating agencies: DGFT and their schemes, customs procedures, banks' role in implementing these policies and schemes, wto-its impact |
| Unit 13 | Banking Documents: Balance of payment, balance of trade, current account and capital account convertibility, documents used in trade, role of banks in foreign trade, letters of credit |
| Unit 14 | Foreign Exchange: exchange control relating to foreign trade, import and export finance, laws governing trade finance, role of EXIM bank, risks involved in foreign trade finance |
| Unit 15 | International Capital Markets: Meaning and definition, Types of international capital markets, |

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

Text Books:

1. INTERNATIONAL BANKING by P. SUBRAMANIAN, MACMILLAN

References:

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

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|--------------------|----------------|---------------------|---|
| Course code | EFIN564 | Course Title | SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT |
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| WEIGHTAGES | |
|-------------------|-----------------|
| CA | ETE(Th.) |
| 30 | 70 |

Course Outcomes:

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

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

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

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

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

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| | rupee plan, constant ratio plan, variable ratio plan |
| Unit 18 | International Portfolio Investments: Investment avenues for foreign portfolio investors, risks and returns associated with such investment. |
| Unit 19 | Regulatory Framework in Investment: purpose, objectives and functions of securities exchange board of India, association of mutual fund of India, pension fund regulatory authority of India, reserve bank of India |
| Unit 20 | Contemporary Issues in Investment: fintech scope and challenges, algo trading issues and development, robo advisors, high frequency trade |

READINGS:

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

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|--------------------|----------------|---------------------|--|
| Course code | EMGN571 | Course Title | CORPORATE STRATEGY AND ENTREPRENEURSHIP |
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| WEIGHTAGES | |
|-------------------|-----------------|
| CA | ETE(Th.) |
| 30 | 70 |

Course outcomes:

- C01: integrate understanding of functional aspects of management and explore their contribution to strategic management within organizations
- C02: appraise the importance of environmental and industry analysis in formulating strategy
- C03: analyze the role of marketing, accounting, finance, operations management and human resource management in strategy formulation
- C04: evaluate the role of leadership, organizational structure and organizational culture in strategy-implementation
- C05: analyse the business environment and identify the opportunities for starting up a venture.
- C06: develop marketing plan, operations plan, HR plan and financial plan for new business ventures

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

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| | size, location decision, inventory management |
| Unit 13 | Strategic Human resources plan: manpower planning, organization structure, recruitment, selection, training and development, motivational techniques, performance appraisal |
| Unit 14 | Strategic Financial plan: capital requirement, sources of funds, break even analysis, balance sheet, cash flows, payback period, ROI (return on investment) |

READINGS:

1. STRATEGIC MANAGEMENT by JOHN PEARCE II, RICHARD B ROBINSON, AMITA MITAL, MCGRAW HILL EDUCATION
2. STRATEGIC MANAGEMENT by HITT, IRELAND, HOSKISSON, MANIKUTTY, CENGAGE LEARNING

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|--------------------|----------------|---------------------|----------------------------------|
| Course code | EFIN546 | Course Title | FINANCIAL RISK MANAGEMENT |
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| WEIGHTAGES | |
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| CA | ETE(Th.) |
| 30 | 70 |

Course Outcomes:

- CO1: assess the risks involved in business activities and their impact on financials in case of unforeseen events
- CO2: analyze risk through various techniques of risk assessment and performance evaluation in investment management
- CO3: explore the drivers of credit risk to mitigate the impact of lending
- CO4: estimate risk sensitive capital requirement of banks against operational and liquidity risks
- CO5: compute risk adjusted performance using applicable techniques and analyzing the impact of different factors on the portfolio performance
- CO6: examine liquidity risk in business enterprises to take corrective steps to maintain sufficient liquidity in the system

| Unit No. | Content |
|-----------------|---|
| Unit 1 | Risk measurement: Definition, Identification of Potential Risks, Assessment of Likelihood and its Impact. |
| Unit 2 | Portfolio Construction: Scope of Portfolio Investments, Asset Allocation & Diversification, Return Optimization. |
| Unit 3 | Risk Adjusted Performance Measurement: Understanding the Risk Adjusted Performance Measurement, Types of Risk Adjusted Returns Methods. |
| Unit 4 | Types of financial risk: Credit, Liquidity & Operational Risks. |
| Unit 5 | Value at Risk (VAR): Understanding VAR, Advantages and Limitations of VAR, Methods for calculating VAR. |
| Unit 6 | Risk Interactions: Understanding Risk Interactions, Correlation analysis, Importance of risk interactions in risk management and decision making. |
| Unit 7 | Risk Aggregation: Meaning, Data Integration, Scenario Analysis, Aggregation Models, Continuous Monitoring. |
| Unit 8 | Concept of economic capital: Definition & Purpose, Basel Accords, Risk Appetite & Tolerance, Capital Optimization. |
| Unit 9 | Credit risk: Credit Analysis, Credit Scoring Models, Credit Risk Measurement, Credit Portfolio Management. |
| Unit 10 | Drivers of Credit Risk: Industry & Sectoral Trends, Company Specific factors, Market Dynamics, Credit Cycle, ESG factors. |
| Unit 11 | Measurement of Credit Risk: Scope of measuring Credit Risk, Probability of Default, Loss Given Default (LGD), Exposure at Default (EAD), Credit Risk Models. |
| Unit 12 | Risk measurement of Portfolio: Volatility Measurement, Beta & Systematic Risk, Conditional Value at Risk, Concentration Risks. |
| Unit 13 | Returns based and position based Performance Attribution: Understanding the difference between returns based and position based performance attributes, identifying strengths and weakness of each approach, investment outcome. |
| Unit 14 | Operational Risk Identification: Identify and assess operational risks, implement appropriate controls and mitigation measures. |

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| Unit 15 | Operational Risk Management: Understanding Operational Risk Management, Risk Measurement and Reporting, Risk Mitigation and Controls, Training and Awareness, Third-Party Risk Management. |
| Unit 16 | Implications of Operational Risk: manage and mitigate these risks, safeguarding the reputation, financial stability, and long-term success. |
| Unit 17 | Assessing Asset Liquidity Risk: Need and Scope of assessing ALR, Asset Classification, Market Depth and Trading Volume, Asset Concentration Risk, Marketability and Salability. |
| Unit 18 | Managing Liquidity Risk: Meaning, Objectives, Strategies to manage Asset liquidity Risks. |
| Unit 19 | Indicators of Liquidity Risk: Different liquidity risk indicators, liquidity indicator approach to liquidity management, implications |
| Unit 20 | Sources and Funding Liquidity Risk: Selling of assets and securities, syndicated loans, secondary market mortgages, capital markets, inter-bank market, and capital by borrowing from a central bank |

Text Books:

1. FINANCIAL RISK MANAGEMENT by RK ARORA, WILEY

References:

1. FINANCIAL RISK MANAGEMENT: A SIMPLE INTRODUCTION by KH ERICSON, MC GRAWHILL

| | | | |
|--------------------|----------------|---------------------|---------------------------|
| Course Code | EFIN509 | Course Title | INVESTMENT BANKING |
|--------------------|----------------|---------------------|---------------------------|

| WEIGHTAGES | |
|-------------------|-----------------|
| CA | ETE(Th.) |
| 30 | 70 |

Course Outcomes:

CO1: assess the role and structure of investment banks in offering different financial services

CO2: analyze the process of raising funds from primary market and alternative sources of finance

CO3: appraise the different strategies adopted by investment bankers in mergers and acquisitions

CO4: devise investment metrics to measure the positive influence of sustainability objectives on corporations

| Unit No. | Content |
|-----------------|---|
| Unit 1 | Introduction to Investment Banking: An Introduction to Investment Banking, overview of the Indian Financial System |
| Unit 2 | Investment Bank and Merchant Bank: Meaning of Investment Bank, Role of investment banker, Difference between Investment Bank and Merchant Bank, Allied Activities of investment Bank |
| Unit 3 | Business Ethics and the Financial Crisis: Understanding Business Ethics and the Financial Crisis, financial Analysis and the Art of Valuation |
| Unit 4 | Introduction to the Securities Markets: Introduction to Primary Markets and Securities Issuance, Primary Market Intermediaries |
| Unit 5 | Issuance of Stocks: Concept of Issue Management, Benefits of IPO, IPO Price Discovery Mechanism, IPO Grading |
| Unit 6 | Underwriting: Introduction about Underwriting, Meaning of Underwriting, Role of Underwriting |
| Unit 7 | Buyback: Understanding the Concept of Buyback, Reasons for Buyback, Buyback by Listed and Unlisted Company |
| Unit 8 | Delisting: Meaning of Delisting, Types of Delisting, procedure for delisting of a Listed Company |
| Unit 9 | Venture Capital: Introduction to Venture Capital, Key Features of Venture Capital |
| Unit 10 | Venture Capital and Private Equity: Introduction to Private Equity, Comparing Private Equity with Alternative Sources of Finance |
| Unit 11 | Alternative Investment Classes: Introduction about to Alternative Investment Classes, Exploring Various Types of Investment Management Operations |
| Unit 12 | Loan Syndication: Concept of Loan Syndication, The Loan Syndication Process, Issues Involved in Loan Syndication |
| Unit 13 | Hedge Funds: Introduction to Hedge Funds, Hedging Strategies, Regulation of Hedge Funds |
| Unit 14 | ETFs and REITs: Understanding Exchange Traded Funds (ETFs), Real Estate Investment Trusts (REITs) |
| Unit 15 | Corporate Restructuring: Introduction to Corporate Restructuring, Understanding the Basics of Corporate Restructuring, Overview of Merger and Acquisition (M&A) |
| Unit 16 | Merger and Acquisition (M&A): Meaning of Mergers and Acquisitions, Types of Mergers and Acquisitions, Differentiating Between Various Types of M&A |
| Unit 17 | Valuation Methods in M&A: Meaning of Valuation Methods Used in M&A, Valuation in |

| | |
|----------------|---|
| | Merger and Acquisition |
| Unit 18 | Investment Banking: Understanding Investment Banking Perspective in Mergers and Acquisitions, Examining the Role of Investment Banks in M&A Transactions |
| Unit 19 | Financing of Mergers: Understanding the Financial Mechanisms Involved in M&A Transactions |
| Unit 20 | Emerging Trends and Considerations: Introduction to Exploring Open Banking and AI Integration, Utilizing Artificial Intelligence in Investment Decision Making, Embracing Sustainable Finance and ESG Investing, Assessing the Role of Investment Banks in Carbon Finance and Green Investment |

Text Books:

1. INVESTMENT BANKING by PRATAP GIRI, MC GRAW HILL

References:

1. INVESTMENT BANKING TEXT AND CASES by NALINIPRAVA TRIPATHY, HIMALAYA PUBLISHING HOUSE PVT. LTD
2. THE BUSINESS OF INVESTMENT BANKING by K. THOMAS LIAW, JOHN WILEY & SONS

| | | | |
|--------------------|----------------|---------------------|------------------------------|
| Course Code | ECOM616 | Course Title | FINANCIAL DERIVATIVES |
|--------------------|----------------|---------------------|------------------------------|

| WEIGHTAGES | |
|-------------------|-----------------|
| CA | ETE(Th.) |
| 30 | 70 |

Course Outcomes:

CO1: Differentiate various types of financial derivatives.

CO2: assess risk and return in different derivative securities for making sound investment decisions.

CO3: evaluate different trading strategies for making right choice depending on the market situation.

CO4: apply various strategies for hedging risk and optimizing return on the Investment

CO5: evaluate the clearing, settlement as well as margining system related to financial derivatives markets.

CO6: assess derivative regulations, accounting, taxation, and impact of securities transaction tax. on derivatives transactions

| Unit No. | Content |
|-----------------|--|
| Unit 1 | Introduction to Derivatives; an introduction to Financial Derivatives, overview of the Financial Derivatives - Derivatives Defined – Nature, Scope & Significance Factors Driving the Growth of Derivatives - Derivative Products - Participants in the Derivatives Markets |
| Unit 2 | OTC Vs ETC: Meaning of An Economic Function of the Derivative Market - Exchange-Traded vs. OTC Derivatives Markets- NSE's Derivatives Market |
| Unit 3 | Market Index: Understanding the Index Number- Economic Significance of Index Movements - Index Construction Issues |
| Unit 4 | Types of Indices: Meaning of an Index - The S&P CNX NIFTY - Applications of Index |
| Unit 5 | Forward vs Future Contracts: Introduction to Forward Contracts - Forward Contracts Limitations of Forward Markets - Distinction Between Futures and Forwards Contracts |
| Unit 6 | Futures vs Options: Introduction to Futures Terminology - Introduction to Options - Option Terminology Futures and Options - Index Derivatives |
| Unit 7 | Applications of Futures: Meaning of Trading Underlying vs. Trading Single Stock Futures - Futures Payoffs - Pricing Futures- Pricing Stock Futures - Application of Futures |
| Unit 8 | Application of Options: Introduction to Pricing Options- Options Payoffs - The Greeks- Call option Pay off and Put option Pay off – Pay off matrix |
| Unit 9 | Online Trading: Understanding Trading Mechanism -Futures and Options Trading System- The Trader Workstation |
| Unit 10 | Futures and Options Market Instruments: Meaning of Stocks and Index Eligibility for Trading- Transaction Charges |
| Unit 11 | Clearing and Settlement; Role of NSCCL - Clearing Entities - Clearing Mechanism- Settlement Mechanism |
| Unit 12 | Corporate Actions: Introduction to Adjustments for Corporate Actions - Risk Management- Margining System |
| Unit 13 | Option Pricing: Understanding option contracts, option terminologies, option types, variables affecting pricing of futures and options, |
| Unit 14 | Option Pricing Models: Introduction to black Scholes Option Pricing model for option pricing, options Greeks, comparison between future and options Binomial Option Pricing Model |
| Unit 15 | Hedging: Understanding the usage of futures in hedging, long and short hedge, payoff for |

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|----------------|--|
| | long and short hedge, advantage and disadvantage of hedging |
| Unit 16 | Speculation: Concept of bullish and bearish futures, arbitrage with overpriced and underpriced futures, bull and bear spreads |
| Unit 17 | Arbitrageur: Concept of arbitrage with overpriced and underpriced futures, bull and bear spreads |
| Unit 18 | Regulatory Framework: Understanding the Structure of Regulatory Framework - Securities Contracts (Regulation) Act, 1956 - Securities and Exchange Board of India Act, 1992 - Regulation for Derivatives Trading |
| Unit 19 | Swaps: Introduction to Swaps; Classification of swaps; Types of Swaps: Interest Rate Swaps, Currency Swaps, Commodity Swaps |
| Unit 20 | Corporate Actions: Meaning of Adjustments for Corporate Actions – Accounting - Taxation of Derivative Transaction in Securities |

Text Books:

1. OPTIONS, FUTURE & OTHER DERIVATIVES by JOHN C. HULL, PEARSON

References:

1. DERIVATIVES AND RISK MANAGEMENT by RAJIV SRIVASTAVA, OXFORD UNIVERSITY PRESS

| Course code | EPEA515 | Course Title | ANALYTICAL SKILLS-I | |
|-------------|---------|--------------|---------------------|-----------|
| | | | WEIGHTAGE | |
| | | | CA | ETE (Th.) |
| | | | 30 | 70 |

Course Outcomes:

CO1: observe the basic concepts of reasoning and quantitative aptitude

CO2: apply the learned concepts to solve the company specific reasoning and quantitative aptitude tests

CO3: analyze the problem and use logic to interpret and handle different situations

CO4: understand the concepts to solve the problems in given time

CO5: reproduce the concepts and use it to solve the applications

CO6: evaluate the knowledge by cracking online tests

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

READINGS:

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

| Course code | EPEA516 | Course Title | ANALYTICAL SKILLS-II | |
|-------------|---------|--------------|----------------------|-----------|
| | | | WEIGHTAGE | |
| | | | CA | ETE (Th.) |
| | | | 30 | 70 |

Course Outcomes:

CO1: apply logical reasoning to understand, interpret and handle different situations.

CO2: solve efficiently the company specific logical reasoning tests.

CO3: apply logical reasoning to prioritize and manage time.

CO4: decide to build the logic

CO5: examine the problem and handle it

CO6: apply the logics

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

READINGS:

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

| Course code | EENG539 | Course Title | ACADEMIC ENGLISH | |
|-------------|---------|--------------|------------------|-----------|
| | | | WEIGHTAGE | |
| | | | CA | ETE (Th.) |
| | | | 30 | 70 |

Course Outcomes:

- C01: differentiate between a range of authentic academic texts
C02: observe actively to lectures, presentations and interviews to understand key information
C03: construct a variety of essays and other assignments
C04: appraise academic grammar
C05: apply academic English and vocabulary in professional life

| Unit No. | Content |
|----------------|--|
| Unit 1 | Academic writing: introduction, texts and academic texts, ways of writing, balanced versus weighted essays |
| Unit 2 | Academic writing: brainstorming and outlining, gathering information |
| Unit 3 | Writing paragraphs: introduction, types of paragraphs, enumeration |
| Unit 4 | Writing paragraphs: exemplification, complex paragraphs, sequence |
| Unit 5 | Writing paragraphs: comparison of items, cause effect in paragraph writing, visuals in paragraph writing |
| Unit 6 | Basics of reports and research papers: introduction, types of reports, format of a report, assessment reports |
| Unit 7 | Basics of reports and research papers: writing a report, understanding the text, data collection, writing a research paper |
| Unit 8 | Basics of reports and research papers: overview of a research paper, selection of a research paper, plagiarism, citing sources, publication sources |
| Unit 9 | Presenting your ideas: purpose of a presentation, components of a presentation, when to read or speak, preparation |
| Unit 10 | Presenting your ideas: before the talk, on the podium, handling questions, strategic planning |
| Unit 11 | Grammar for editing: basic sentences, verbs, nouns, editing a sentence |
| Unit 12 | Grammar for editing: delayed subjects: it, there and what, the long and winding sentence, short sentences, parallelism |
| Unit 13 | Working with words: misleading words, one word for many, complicated words, avoiding metaphors, redundant words |
| Unit 14 | Working with words: linking words, expressing the degree of certainty, capitalization, sexist language |

READINGS:

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

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|--------------------|----------------|---------------------|--|------------------|
| Course code | EENG514 | Course Title | INTRODUCTION TO THE STUDY OF LANGUAGE | |
| | | | WEIGHTAGE | |
| | | | CA | ETE (Th.) |
| | | | 30 | 70 |

Course Outcomes:

C01: identify vowels and consonants in phonetics

C02: distinguish between different parts of speech organs, place of articulation and manner of articulation

C03: describe syllable and stress patterns in relationship with aspects of connected speech in English language

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

READINGS:

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

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|--------------------|----------------|---------------------|--|------------------|
| Course code | EENG519 | Course Title | POST-INDEPENDENCE INDIAN LITERATURE | |
| | | | WEIGHTAGE | |
| | | | CA | ETE (Th.) |
| | | | 30 | 70 |

Course Outcomes:

CO1: understand the social cultural and political dimensions of Indian Writing in English.

CO2: deduce the historical elements and theoretical orientation of Indian Writing in English.

CO3: analyze the stylistic techniques of Indian Writing in English.

CO4: trace the essential features of Indian Writing in English.

| Unit No. | Content |
|-----------------|---|
| Unit 1 | Literary Terms: feminism, patriarchy, sexism |
| Unit 2 | Literary Terms: misogynoir, misandry, LGBTQ |
| Unit 3 | Literary Terms: gender issues, male gaze, womanism |
| Unit 4 | Rupa Bajwa - The Sari Shop: plot and narrative technique |
| Unit 5 | Rupa Bajwa - The Sari Shop: social and political background, character analysis and thematic analysis |
| Unit 6 | Tagore - Leave this chanting and singing: textual, analysis, thematic analysis, symbols and motifs, stylistic features |
| Unit 7 | Tagore - Kamala Das - My Grandmother's House: textual analysis, thematic analysis |
| Unit 8 | Tagore - Kamala Das - My Grandmother's House: symbols and motifs, stylistic features |
| Unit 9 | Difficult Daughters by Manju Kapur: about the author, plot, character analysis |
| Unit 10 | Difficult Daughters by Manju Kapur: thematic analysis and gender issues, critical analysis |
| Unit 11 | Mahesh Dattani - Final Solution: character analysis and thematic analysis |
| Unit 12 | Mahesh Dattani - Final Solution: plot, narrative technique |
| Unit 13 | Girish Karnad - Nagamandala: thematic analysis, narrative technique |
| Unit 14 | Girish Karnad - Nagamandala: plot summary, character analysis |

READINGS:

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

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|--------------------|----------------|---------------------|--|------------------|
| Course code | EENG527 | Course Title | POSTCOLONIAL LITERATURES AND CULTURAL STUDIES | |
| | | | WEIGHTAGE | |
| | | | CA | ETE (Th.) |
| | | | 30 | 70 |

Course Outcomes:

CO1: identify the impact of colonialism on culture

CO2: estimate the significance of the post-colonial era in the life of its inhabitants

CO3: apply the post-colonial theory of Homi Bhabha and Edward Said in the prescribed texts

CO4: justify new trends in post-colonial discourse through the lens of selected texts

| Unit No. | Content |
|-----------------|---|
| Unit 1 | Salman Rushdie: Midnight's Children: Midnight's Children as a post-colonial epic, technique of magic realism of Rushdie |
| Unit 2 | Salman Rushdie: Midnight's Children: discussion of the plot of the novel, epical features of the novel |
| Unit 3 | Salman Rushdie: Midnight's Children: character of Saleem and his importance, the themes of alienation and cultural dislocation |
| Unit 4 | Chinua Achebe: Things Fall Apart: Struggle for dominance and identity crisis, introduction to the African culture |
| Unit 5 | Chinua Achebe: Things Fall Apart: theme of cultural destruction, hybridity and marginalization |
| Unit 6 | Chinua Achebe: Things Fall Apart: theme of gender discrimination in the novel, conflict between tradition and modernity |
| Unit 7 | Bapsi Sidhwa: The American Brat: the life and achievements of the writer, the theme of male domination in society, Feroza's American experience |
| Unit 8 | Bapsi Sidhwa: The American Brat: cultural assimilation of Feroza and the application of Bhabha's theory of hybridity, loss of identity of Feroza in America, cultural conflicts between Parsee culture and American culture, the character of Zareen |
| Unit 9 | Jean Rhys: Wide Sargasso Sea: introduction to the writer, race, relations and prejudice, the theme of oppression of slavery |
| Unit 10 | Jean Rhys: Wide Sargasso Sea: the episodes of magic and incantation in the novel, male domination and patriarchal power structure, discussion on the characters and themes |
| Unit 11 | Derek Walcott: Dream On Monkey Mountain: the significance of the title of the drama, the post-colonial elements in the drama, the theme of the loss of identity |
| Unit 12 | Derek Walcott: Dream On Monkey Mountain: the theme of marginalization and the application of the theory of Homi Bhabha, Makak and his confrontation with the colonial rulers, the significance of the ending of the drama |
| Unit 13 | Margaret Atwood: Surfacing: the life and achievements of the writer, the significance of the title, the theme of alienation and the application of the theory of hybridity of Homi Bhabha |
| Unit 14 | Margaret Atwood: Surfacing: the postcolonial elements in the novel, the theme of feminism in the novel, the role of nature in the novel, the plot structure of the novel |

READINGS:

1. MIDNIGHT'S CHILDREN by SALMAN RUSHDIE, VINTAGE BOOKS

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

| Course Code | EPOL525 | Course Title | POLITICAL INSTITUTIONS IN INDIA | |
|-------------|---------|--------------|---------------------------------|-----------|
| | | | WEIGHTAGE | |
| | | | CA | ETE (Th.) |
| | | | 30 | 70 |

Course Outcomes:

CO1: understand the leading institutions of the Indian political system and the changing nature of these institutions

CO2: assess the laws pertaining to elections and analyse the electoral system of India

CO3: enumerate the working of the Indian federalism in the constitutional context

CO4: distinguish the powers and functions of various organs of the government

CO5: discuss about various constitutional and statutory bodies of India

CO6: evaluate the functioning of the local government institutions

| Unit No. | Content |
|----------------|---|
| Unit-1 | Making of the Indian Constitution: Indian national movement to the making of the Indian constitution |
| Unit-2 | Constituent Assembly: composition of constituent assembly, ideological moorings, constitutional debates |
| Unit-3 | Philosophy of the Constitution: preamble, fundamental rights, directive principles of state policy |
| Unit-4 | Constitutionalism in India: democracy, social change, national unity, checks and balances, basic structure debates, constitutional amendments |
| Unit-5 | Union executive: president as the head of the state, prime minister and council of ministers |
| Unit-6 | Union Parliament: structure of the union parliament, role and functioning, parliamentary committees |
| Unit-7 | Judiciary part - I: Supreme Court, high court |
| Unit-8 | Judiciary part - II: judicial review, judicial activism, judicial reform |
| Unit-9 | State executive: Governor, Chief Minister and council of ministers |
| Unit-10 | State Legislature: Legislative council and Legislative assembly |
| Unit-11 | Federalism in India: strong centre framework, asymmetrical federal provisions and adaption, role of intergovernmental coordination mechanisms, inter-state council, emerging trends. |
| Unit-12 | Electoral Process and Election Commission of India: conduct of elections, rules, electoral reforms. functioning and reforms of the local government Institutions |
| Unit-13 | Constitutional and Statutory Bodies Part - I: Comptroller and Auditor General, National Commission for Scheduled Castes, National Commission for Scheduled Tribes |
| Unit-14 | Constitutional and Statutory Bodies Part - II: National Commission for Human Rights, National Commission for Women, National Commission for Minorities |

READINGS:

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

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|--------------------|----------------|---------------------|--|------------------|
| Course Code | EPOL527 | Course Title | PUBLIC POLICY AND GOVERNANCE IN INDIA | |
| | | | WEIGHTAGE | |
| | | | CA | ETE (Th.) |
| | | | 30 | 70 |

Course Outcomes:

C01: understand the nature and scope of public policy and administration in India

C02: assess the major problems and complexities in India's governance system

C03: appreciate the methodological pluralism and synthesizing nature of knowledge in public policy and administration

C04: analyse the changing dimensions and patterns in India's public governance and administrative processes.

C05: evaluate the role of non-state actors and civil society in India's public governance system.

| Unit No. | Content |
|-----------------|--|
| Unit-1 | Public policy and Administration in India: meaning and evolution; |
| Unit-2 | Public and private administration Approaches and its replications in India: System Theory, Decision Making, |
| Unit-3 | Ecological Approach Public administration theories and concepts |
| Unit-4 | Scientific Management Theory, Rational Choice theory, New Public Administration, Development Administration |
| Unit-5 | Comparative Public Administration in India |
| Unit-6 | New Public Management |
| Unit-7 | changing nature of Public Administration: Indian public administration in the era of liberalization and Globalisation |
| Unit-8 | Theories and Principles of Organization and its operations in India: Scientific Management Theory, Bureaucratic Theory, Human Relations Theory |
| Unit-9 | Managing the organization: The case of India: Theories of leadership and motivation. |
| Unit-10 | Organizational Communication: Theories and Principles, functioning in India and its impacts |
| Unit-11 | Chester Bernard Principles of Communication, Information Management in the organization Managing |
| Unit-12 | Conflict in the Organization: Mary Parker Follett Management by Objectives- Peter Drucker |
| Unit-13 | Public Policy and Governance in India |
| Unit-14 | Public policy issues and challenges in India. |

READINGS:

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

| Course Code | ESOC515 | Course Title | FUNDAMENTALS OF SOCIOLOGY | |
|-------------|---------|--------------|---------------------------|-----------|
| | | | WEIGHTAGE | |
| | | | CA | ETE (Th.) |
| | | | 30 | 70 |

Course Outcomes:

C01: articulate all the methodical concepts to understand the social system and function

C02: collect information regarding various social units in terms of structural and functional analysis

C03: examine structural and functional significance of social institution

C04: innovate ideas to create pathways for the social problems

C05: apply theoretical understanding in the process of social change and mobilization

C06: analyse the process of social exclusion and inclusion in terms of policy making and development program

| Unit No. | Content |
|----------------|--|
| Unit-1 | Introduction to Sociology: Definition, Nature and Importance, Relation of Sociology with other social sciences-Economics, History, Political Science, Psychology and Social Anthropology |
| Unit-2 | Sociology and other Social Studies: Branches of Sociology-Industrial Sociology, Political Sociology, Sociology of Family, Sociology of Education, Medical Sociology, Urban and Rural Sociology |
| Unit-3 | Sociological Imagination: Development of Sociology as a Social Science and Sociological Prospective |
| Unit-4 | Basic Concepts: Society, Community, Association and Institution –Social Groups, Social Structure and function, Role and Status, Social Stratification and Mobility, Social Control, Social process and Social Change. |
| Unit-5 | Sociology of Culture: Culture and Socialization Definition-Features, Elements, Types, Cultural Relativity, Ethnocentrism, Cultural lag, Cultural System & sub-system, cultural change. |
| Unit-6 | Social Institutions: Marriage, Family, Kinship, Religious Institutions, Economic Institution, Educational Institution and Political Institutions |
| Unit-7 | Indian Social Institutions (I): Caste System, Jajmani System, Major religious practices |
| Unit-8 | Indian Social Institutions (II): Indian Agriculture: farmers movements, Primary education, Mid-day meal, privatization of higher education, Research and development |
| Unit-9 | Social Problems (I): Definition, Nature, Cause, Proposals, Legal and Constitutional measures in controlling social problems. |
| Unit-10 | Social Problems (II): Family Disorganisation, Problem of Child Labour, Problem of Aged, Gender issues and Gender problems, |
| Unit-11 | Social Problems (III): Communal Riots, corruption, terrorism, Alcoholism and Drug Addiction, problem of Unemployment, untouchability, population problem, Rural and Urban Problems, Nepotism |
| Unit-12 | Social Change: Meaning Definition, Nature and Importance, Types of Social Change |
| Unit-13 | Social Movement: Peasant movement, Dalit Movement, Backward Classes movement, Social Reform Movement |
| Unit-14 | Social Inclusion and Exclusion: Meaning-Nature-issues and problems of Social Inclusion/Exclusion among Scheduled Caste and Class-Scheduled Tribes, Neo Buddhist movement, Women empowerment |

READINGS:

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

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| Course Code | ESOC506 | Course Title | GLOBALIZATION AND SOCIETY | |
| | | | WEIGHTAGE | |
| | | | CA | ETE (Th.) |
| | | | 30 | 70 |

Course Outcomes:

C01: identify concept of globalization as academic contested

C02: locate the economic dimension of globalization

C03: consider the political dimension of globalization

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

READINGS:

1. S.K. PRAMANIK, R GANGULY, GLOBALIZATION IN INDIA: NEW FRONTIERS AND EMERGING CHALLENGES, PHI LEARNING PVT LTD
2. BABITA AGARWAL, ANIL AGARWAL, GLOBALIZATION AND INDIAN SOCIETY, AP PUBLISHER
3. MANFRED B. STEGER, GLOBALIZATION: A VERY SHORT INTRODUCTION, OXFORD UNIVERSITY PRESS