Study Scheme and Syllabus of

Master of Business Administration
(Business Analytics)

Batch 2024 onwards

Department of Academics

IK Gujral Punjab Technical University

I.K.G. Punjab Technical University

Program Educational Objectives (PEOs)

PEO1: To inculcate knowledge in students with experiential learning and prepare them for advance study and lifelong learning.

PEO2: To develop strategic understanding of fundamental principles of business and competencies in the area of accounts, marketing, interpersonal skills, human resource management and entrepreneurship.

PEO3: To train the students for dynamic business environment and apply their perspectives through innovation and creativity.

PEO4: To develop competencies in qualitative and quantitative techniques to analyse the business data as well as developing an understanding of economic, legal and social environment of Indian business.

PEO5: To inculcate leadership skills, professionalism, effective communication skills, interpersonal skills and team work in students so as to enable them to manage and collaborate in diverse work environments.

PEO6: To develop responsiveness to social issues and ability to identify business solutions to address the same. Students will also be able to understand the issues of business ethics.

Program Outcomes (POs)

The program outcomes specify the knowledge, skills, values and attitudes students are expected to attain in courses or in a program. The six outcomes of MBA program are as below:

1. **Business Environment and Domain Knowledge**: Economic, legal and social environment of Indian business.. Graduates are able to improve their awareness sand knowledge about functioning of local and global business environment and society. This helps in recognizing the functioning of businesses, identifying potential business opportunities, evolvement of business enterprises and exploring the entrepreneurial opportunities.

2. **Critical thinking, Business Analysis, Problem Solving and Innovative Solutions**: Competencies in quantitative and qualitative techniques. Graduates are expected to develop skills on analyzing the business data, application of relevant analysis, and problem solving in other functional areas such as marketing, business strategy and human resources.

3. **Global Exposure and Cross-Cultural Understanding**: Demonstrate a global outlook with the ability to identify aspects of the global business and Cross Cultural Understanding.

4. **Social Responsiveness and Ethics**: Developing responsiveness to contextual social issues / problems and exploring solutions, understanding business ethics and resolving ethical dilemmas. Graduates are expected to identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethical standards in organizational decision making. Demonstrate awareness of ethical issues and can distinguish ethical and unethical behaviors.

5. **Effective Communication**: Usage of various forms of business communication, supported by effective use of appropriate technology, logical reasoning, articulation of ideas. Graduates are expected to develop effective oral and written communication especially in business applications, with the use of appropriate technology (business presentations, digital communication, social network platforms and so on).
6. **Leadership and Teamwork**: Understanding leadership roles at various levels of the organization and leading teams. Graduates are expected to collaborate and lead teams across organizational boundaries and demonstrate leadership qualities, maximize the usage of diverse skills of team members in the related context.

(Source: Model Curriculum for Management programs (MBA) January, 2018, AICTE, New Delhi. www.aicte.india.org)

Courses & Examination Scheme:

Credit Distribution

Semester	Core Courses			Elective Courses			Total Credits
	No. of Papers	Credits (L+T/P)	Total Credits	No. of Papers	Credits (L+T/P)	Total Credits	
I	7	4	28	-	-	-	28
II	7	4	28	-	-	-	30
	1	2	2	-	-	-	
III	2	4	8	4	4	16	32
	1	3	3	-	-	-	
	1	1	1	-	-	-	
	2	2	4	-	-	-	
IV	2	4	8	4	4	16	26
	1	2	2	-	-	-	
Total Credits for the Course			**84**			**32**	**116**

First Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L	T	P	Internal	External		
MBA 101-18	Core Course	Foundations of Management	4	0	0	40	60	100	4
MBA 102-18	Core Course	Managerial Economics	4	0	0	40	60	100	4
MBA 103-18	Core Course	Quantitative Techniques	4	0	0	40	60	100	4
MBA 104-18	Core Course	Accounting for Management and Reporting	4	0	0	40	60	100	4
MBA 105-18	Core Course	Business Environment and Indian Economy	4	0	0	40	60	100	4
MBA 106-18	Core Course	Business Ethics and CSR	4	0	0	40	60	100	4
MBA 107-18	Core Course	Business Communication for Managerial Effectiveness	4	0	0	40	60	100	4
	TOTAL		**28**	**0**	**0**	**280**	**420**	**700**	**28**

Second Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L	T	P	Internal	External		
MBA 201-26	Core Course	Business Analytics for Decision Making	4	0	0	40	60	100	4

MBA 202-18	Core Course	Legal Environment for Business	4	0	0	40	60	100	4
MBA 203-21	Core Course	Marketing Management	4	0	0	40	60	100	4
MBA 204-18	Core Course	Human Resource Management	4	0	0	40	60	100	4
MBA(BA) 205-26	Core Course	Operations Management	4	0	0	40	60	100	4
MBA 206-21	Core Course	Corporate Finance and Policy	4	0	0	40	60	100	4
MBA(BA) 207-26	Core Course	Analytics for Competitive Advantage	4	0	0	40	60	100	4
MBA(BA) 208-26	Core Course	Data Visualization and Communication	2	0	0	40	60	100	2
		TOTAL	**30**	**0**	**0**	**320**	**480**	**800**	**30**

Note: After second semester every student will be required to undergo summer training of six weeks duration in the corporate sector.

<u>Third Semester</u>

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L	T	P	Internal	External		
MBA 301-18	Core Course	Organizational Behaviour & Design	4	0	0	40	60	100	4
MBA(BA) 302-26	Core Course	Predictive Analytics and Modeling	4	0	0	40	60	100	4
	Elective Course	Major-I	4	0	0	40	60	100	4
	Elective Course	Major-II	4	0	0	40	60	100	4
	Elective Course	Minor-I	4	0	0	40	60	100	4
	Elective Course	Minor-II	4	0	0	40	60	100	4
HVPE101-18	Ability Enhancement Compulsory Course (AECC)	Human Values, De-addiction and Traffic Rules	3	0	0	40	60	100	3
HVPE 102-18	Ability Enhancement Compulsory Course (AECC)	Human Values, De-addiction and Traffic Rules (Lab/ Seminar)	0	0	2	25	--	25	1
MBA 303-18	Core Course	Seminar on Summer Training Report	2			50	-	50	2
MBA 304-18	Core Course	Comprehensive Viva Voce				-	50	50	2
		TOTAL	**27**	**0**	**2**	**355**	**470**	**825**	**32**

Note: Students will opt any two of the following groups (One group as Major and one group as Minor).

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List of Electives:

Group A: Marketing

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L	T	P	Internal	External		
MBA(BA) 921-26	Elective Course	Consumer Behaviour	4	0	0	40	60	100	4
MBA(BA) 922-26	Elective Course	Services Marketing	4	0	0	40	60	100	4

Group B: Finance

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L	T	P	Internal	External		
MBA(BA) 911-26	Elective Course	Investment Analysis and Portfolio Management	4	0	0	40	60	100	4
MBA(BA) 912-26	Elective Course	Management of Financial Services	4	0	0	40	60	100	4

Group C: Human Resource Management

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L	T	P	Internal	External		
MBA(BA) 931-26	Elective Course	Organizational Change and Development	4	0	0	40	60	100	4
MBA 932-18	Elective Course	Employee Relations	4	0	0	40	60	100	4

Fourth Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L	T	P	Internal	External		
MBA 401-18	Core Course	Corporate Strategy	4	0	0	40	60	100	4
	Elective Course	Major-III	4	0	0	40	60	100	4
	Elective Course	Major-IV	4	0	0	40	60	100	4
	Elective Course	Major-V	4	0	0	40	60	100	4
	Elective Course	Major-VI	4	0	0	40	60	100	4

MBA 402-18	Core Course	Project / Dissertation	4			--	100	100	4
MBA 403-18	Core Course	Workshop on Indian Ethos	2	0	0	40	60	100	2
	TOTAL		**22**	**0**	**0**	**240**	**460**	**700**	**26**

Note: Four papers of any one group chosen in the 3rd Semester will be studied as electives of Major in the 4th semester.

List of Electives:

Group A: Marketing

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L	T	P	Internal	External		
MBA(BA) 923-26	Elective Course	Integrated Marketing Communication and Sales Management	4	0	0	40	60	100	4
MBA(BA) 924-26	Elective Course	Marketing Analytics	4	0	0	40	60	100	4
MBA(BA) 925-26	Elective Course	International and Social Media Marketing	4	0	0	40	60	100	4
MBA(BA) 926-26	Elective Course	Digital Marketing Analytics	4	0	0	40	60	100	4

Group B: Finance

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L	T	P	Internal	External		
MBA(BA) 913-26	Elective Course	Behavioural Finance	4	0	0	40	60	100	4
MBA 965-26	Elective Course	Financial Analytics	4	0	0	40	60	100	4
MBA(BA) 915-26	Elective Course	Financial Engineering	4	0	0	40	60	100	4
MBA(BA) 916-26	Elective Course	Personal Financial Planning	4	0	0	40	60	100	4

Group C: Human Resource Management

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L	T	P	Internal	External		
MBA 933-18	Elective Course	International Human Resource Management	4	0	0	40	60	100	4

MBA 966-26	Elective Course	HR Analytics	4	0	0	40	60	100	4
MBA(BA) 935-26	Elective Course	Leadership and Team Dynamics	4	0	0	40	60	100	4
MBA(BA) 936-26	Elective Course	Performance and Compensation Management	4	0	0	40	60	100	4

I.K.G. Punjab Technical University
MBA 101-18
Foundations of Management

Course Objective: This course presents a thorough and systematic coverage of management theory and practice. The course aims at providing fundamental knowledge and exposure of the concepts, theories and practices in the field of management. It focuses on the basic roles, skills and functions of management, with special attention to managerial responsibility for effective and efficient achievement of goals.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: Describe fundamental concepts and principles and conventions of accounting.
CO2: Explain the role and responsibilities of managers and adapt to the various styles of management across organizations.
CO3: Develop analytical abilities to face the business situations.
CO4: Apply various tools that would facilitate the decision making process in the business.
CO5: Develop peer based learning and working in groups and teams.
CO6: To comprehend the application of various controlling techniques in management.

Unit I
Introduction: Definition, nature, scope, importance, Functions of management and manager, Managerial roles and skills.
Evolution of management thought and Management thinkers: Classical Approach, Neo Classical Approach, Quantitative approach, Behavioral approach, Systems approach, Contingency approach. Contributions of F. W. Taylor, Henry Fayol, Mary Parker Follet, Chester Bernard, Max Weber, Peter, F. Drucker, Gilbreths, Henry Gantt, Abraham Maslow, Herzberg and McGregor.

Unit II
Planning: Importance, types of plans, and process of planning, business forecasting, MBO: Concept, importance, process, benefits and limitations.
Strategic management: Nature, importance, purpose, types, process and major kinds of strategies, McKinsey's 7-S Approach.
Decision-Making: Importance, types, steps and approaches, Decision Making in various conditions, Decision tree.

Unit III
Organizing: Concept and process of organizing, Formal Vs Informal organization, Organizational structure: Types of Organizational structure, Bases of Departmentalization**. Line &Staff:** concept, line-staff conflict.
Authority & Power: concept, responsibility and accountability. **Delegation**: concept, importance, factors affecting delegation, effective delegation, Span of Management, Decentralization and centralization, **Staffing**, importance and process. **Coordination:** Concept, importance, difficulties and techniques to ensure effective coordination.

Unit IV
Control: Concept, importance, characteristics, process of control, types and techniques of control.
Comparative study: Japanese Management and Z-culture of American Companies, Chinese Style Management,

Modern management techniques: an overview of various latest techniques: Business process Re-engineering, Business outsourcing, knowledge management, E-Business Management.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- Harold Koontz, and Heinz Weihrich, *Essentials of Management: An International Perspective,* New Delhi, McGraw-Hill, 2010.
- Richard L Daft, *The New Era of Management*, New Delhi, Thomson, 2007.
- Stephen P Robbins, Mary Coulter, and Neharika Vohra, *Management,* New Delhi, Pearson, 2011.
- V. S. P. Rao, V. H. Krishna, *Management: Text and Cases*, Excel Books, New Delhi, 2009.
- P. Subba Rao, *Principles of Management*, Himalaya Publishing House, Mumbai, 2009.
- Andrew J. DuBrin, *Management: Concepts and Cases*, Cengage Learning, New Delhi, 2009.
- O.C. Ferrell, Geoffrey A. Hirt, and Linda Ferrel, *Business: A Changing World*, Tata McGraw Hill, New Delhi, 2015.
- Kumkum Mukherjee, *Principles of Management and Organisational Behaviour*, Tata McGraw Hill, New Delhi, 2009.
- Bateman, T. S., Snell, S. A., *Management*, Tata McGraw Hill, New Delhi, 2008.

I.K.G. Punjab Technical University
MBA 102-18
Managerial Economics

Course Objective: The objective of the paper is to acquaint the students with the economic concepts and principles and to enable them to use them to address business problems in a globalized economic environment.

Course Outcomes: After completing this course, students shall be able to:

CO1: Understand the basic concepts of economics and relate it with other disciplines and identify the importance of economics in managerial decision making.
CO2: Measure price elasticity of demand, understand the determinants of elasticity and apply the concepts of price, cross and income elasticity of demand.
CO3: Analyze the demand and supply conditions and assess the position of a company and explain the concepts of factors of production, collective bargaining and the underlying theories of factors of production.
CO4: Recognize the relationship between short-run and long-run costs and will also be able to establish the linkage between production function and cost function
CO5: Compare and contrast four basic types of market i.e. perfect, monopoly, monopolistic and oligopoly and can determine price and output under different market types.
CO6: Understand basic concepts of macroeconomics and shall be able to measure national income using different approaches.

Unit-I
Introduction to Managerial Economics: Managerial Economics: Meaning, Nature, Scope & Relationship with other disciplines, Role of managerial economics in decision Making, Opportunity Cost Principle, Production Possibility Curve, Incremental Concept, Scarcity Concept.
Demand: Demand and its Determination: Demand function; Determinants of demand; Demand elasticity – Price, Income and cross elasticity, Use of elasticity for analyzing demand, Demand estimation. **Demand forecasting,** Demand forecasting of new product.
Indifference Curve Analysis: Meaning, Assumptions, Properties, Consumer Equilibrium, Importance of Indifference Analysis, Limitations of Indifference Theory.

Unit-II
Production Function: Production function Meaning, Concept of productivity and technology, Short Run and long run production function, Isoquants; Least cost combination of inputs, Producer's equilibrium; Returns to scale; Estimation of production function. **Theory of Cost:** Cost Concepts and Determinants of cost, short run and long run cost theory, Modern Theory of Cost, Relationship between cost and production function. **Revenue Curve:** Concept of Revenue, Different Types of Revenues, concept and shapes of Total Revenue, Average revenue and marginal revenue, Relationship between Total Revenue, Average revenue and marginal revenue, Elasticity of Demand and Revenue relation.

Unit-III
Market Structure: Market Structure: Meaning, Assumptions and Equilibrium of Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly: Price and output determination under collusive oligopoly, Price and output determination under non-collusive oligopoly, Price leadership model. **Supply:** Introduction to supply and supply curves. **Pricing:** Pricing practices**;** Commodity Pricing: Economics of advertisement

costs; Types of pricing practices. **Factor Pricing:** Demand and supply of factors of production; Collective bargaining, Concept of rent, profit, interest- Rate of return and interest rates; Real vs. Nominal interest rates. Basic capital theory–Interest rate and return on capital, Measurement of profit.

Unit-IV

Product market: Saving and Investment function, Consumption function, Aggregate supply and Aggregate demand, Investment multiplier, Foreign trade and budget multiplier. **Money market:** Motive for holding money; Liquidity preference, Money demand, Money market equilibrium. IS-LM Analysis: Derivation of nominal IS-LM and equilibrium. **National Income:** Conceptual Framework, Measures of National Income, Methods of Measurement, Limitations of National Income. **Consumption Function:** Meaning, and Nature, Determinants and Measures to Raise Propensity to Consume. Keynes Psychological Law of Consumption - Meaning, Properties and Implications, **Inflation:** Meaning, Types, Theories, Causes, Effects and Control, Unemployment Trade off, **Trade Cycles:** Concept and Theories of trade cycles.

Note: Relevant Case Studies will be discussed in class.

Suggested Readings/ Books:

- D. M. Mithani, *Managerial Economics: Theory and Applications*, Himalaya Publishing House, 2025.
- H. Craig Peterson, and W. Cris Lewis, *Managerial Economics*, Prentice Hall of India Pvt. Ltd., 2006.
- G. S. Gupta, *Managerial Economics*, Tata McGraw Hill, New Delhi, 2011.
- Geetika, Piyali Ghosh, and Purba Roy Choudhury, *Managerial Economics*, Tata McGraw Hill Education, 2018.
- Luke M. Froeb, Brian T. McCann, and Michael R. Ward, and Michael Shor, *Managerial Economics: A Problem Solving Approach*, Cengage Learning, New Delhi, 2018.
- A. Koutsoyiannis, *Modern Microeconomics*, Palgrave Macmillan, New Delhi, 2005.
- Christopher R. Thomas, and S. Charles Maurice, *Managerial Economics: Concepts and Applications*, McGraw Hill Education, 2020.
- Edward Shapiro, *Macroeconomic Analysis*, Galgotia Publications, 2013.
- H. L. Ahuja, *Advanced Economic Theory: Microeconomic Analysis*, S. Chand Publishing, 2017.
- Joel Dean, Managerial Economics, Prentice Hall of India, Pvt. Ltd., New Delhi, 1951
- K. K. Dewett, and M.H. Navalur, *Modern Economic Theory*, S. Chand Publishing, New Delhi, 2010.

I.K.G. Punjab Technical University
MBA 103-18
Quantitative Techniques

Course Objective: The objective of this paper is to acquaint the students with quantitative and operations research techniques that play an important role in managerial decision-making.

Course Outcomes: After completing this course, students shall be able to:

CO1: To have a deeper and rigorous understanding of fundamental concepts in business decision making under subjective conditions.
CO2: To apply the concepts of central tendency and variation in managerial decision making.
CO3: To enhance knowledge in probability theory and normality and its distribution concepts.
CO4: To understand the concept of correlation regression analysis and their applications.
CO5: To apply the learnt techniques to build the best fit route of transportation for carrying schedule of activities.
CO6: To apply the operations techniques in reality to market scenario.

Unit I
Introduction to Statistics: Meaning,Definition in singular and plural sense, Features of statistics,Importance , Functions, Scope and Limitations of Statistics.
Measures of Central Tendency: Mathematical averages including arithmetic mean, geometric mean and harmonic mean, properties and applications. Positional Averages: Mode and median (and other partition values including quartiles, deciles and percentile. Graphic presentation of measures of central tendency.
Measures of Variation: Absolute and relative measures. Range, quartile deviation, mean deviation, standard deviation and their coefficients. Properties of Standard Deviation and Variance. Moments Concept, calculation and Significance. Skewness: Meaning, Measurement using Karl Pearson and Bowley Measures. Concept of Kurtosis.

Unit II
Simple Correlation Analysis: Meaning of Correlation:Simple ,multiple and partial,linear and non linear correlation, correlation and causation ,scatter diagram,pearson's correlation coefficient,calculation and properties of coefficient,Rark Correlation.
Simple Regression Analysis: Meaning of Regression,Principle of least square and regression analysis,Calculation of regression coefficient,properties of regression coefficient,Relationship between correlation and regression cpoefficientg.
Theory of Probability: Meaning of Probility, Approaches to the calculation of probabability.calculation of event probabbilities,Addition and Multiplication Laws of Probabbility (Proof not required),Conditional Probability and Bayes' Theorem (Proof not required).

Unit III
Probabability Distribution: Binomial Distribution, Poission Distribution and Normal Distribution with threir properties ad applications.
Linear Programming; Formulation of linear programming problems. Solution by Graphic method and by using Simplex method algorithm including Big-M method. Business applications of LP. Degeneracy. Duality. Post-optimality analysis.

Game Theory: Two-person zero-sum games. Games of pure strategies and Games of mixed strategies. Rule of dominance. Graphic solution to games. Business applications.

Unit IV

Transportation: Transportation problem: Initial feasible solution using North-west Corner Rule; Least Cost Method; and Vogel's Approximation Method. Testing optimality using MODI method.

Assignment Problems: Assignment problem: Solution using Hungarian Assignment Method.

Project Scheduling: PERT/CPM: Project networks. Scheduling of projects with known activity times – Critical path and scheduling of activities.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- Richard I. Levin, David S. Rubin, *Statistics for Management*, Prentice Hall of India, New Delhi, 2008
- Barry Render, Ralph M. Stair, Michael E. Hanna, Trevor S. Hale and T.N. Badri, *Quantitative Analysis for Management*, Prentice Hall of India, New Delhi, 2016.
- Andrew F. Siegel, *Practical Business Statistics*, 5th Edition, McGraw Hill Irwin, New York, 2001.
- David M. Levine, Timothy C. Krehbiel, and Mark L. Berenson, *Business Statistics: A First Course*, 4th Edition, Pearson Education, 2013.
- David R. Anderson, Dennis J. Sweeney, Thomas A. Williams, Jeffrey D. Camm, and R. Kipp Martin, *An Introduction to Management Science: Quantitative Approaches to Decision Making*, South Western Cengage Learning, 2011.
- Hamdy A. Taha, *Operations Research: An Introduction*, Pearson, New Delhi, 2017.
- Frederick S. Hillier, Gerald J. Lieberman, Bodhibrata Nag, and Preetam Basu, *Introduction to Operations Research*, 9th Edition, McGraw Hill Education, New Delhi, 2017.
- N. D. Vohra, and Hitesh Arora, *Quantitative Techniques in Management*, McGraw Hill Education, 2026.
- J. K. Sharma, *Operations Research: Theory and Applications*, 5th Edition, Macmillan India Ltd., 2012.
- Wayne L. Winston, S. Christian Albright, Mark Broadie, *Practical Management Science*, Duxbury Thomson Learning, 2016.
- C. B. Gupta, V. Gupta, *An Introduction to Statistical Methods*, Vikas Publishing House, 2009.

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MBA 104-18

Accounting for Management and Reporting

Course Objective: This course aims to familiarize the students with various accounting concepts, tools and techniques and its application in managerial decision making. It also acquaints the students with the latest accounting practices and reporting standards.

Course Outcomes: After completing this course, students shall be able to:

CO1 – To familiarize the students about the basic concepts, principles and process of accounting and to make them aware about the formats of financial statements of public limited, banking and insurance companies.
CO2 – To explain the students about the concepts of cost and various intricacies for preparing the cost sheet.
CO3 – To acquaint students about the decision making techniques using the concepts of marginal costing, standard costing and budgetary control.
CO4 – To enable the students to analyse financial statements using various tools for financial analyse and interpret the financial position of a business organization.
CO5 – To familiarize the students about the contemporary developments in the accounting.
CO6 – To make students aware about the recent developments in financial reporting and regulations so that they may understand and appreciate the concept and process of harmonization of financial reporting practices.

Unit I
Introduction to Accounting: Accounting as an information system, Accounting Process, concepts, convention and principles of Accounting, Role of accountant in an organization. Branches of accounting: Financial, Cost and Management Accounting and their inter-relationships, Exposure to format of schedule VI of Public Limited, Banking and Insurance Companies.

Unit II
Cost Accounting: Meaning, Objectives, Scope and Classification of costs, Preparation of Cost Sheet. **Marginal Costing –**Concept of Marginal Cost; Marginal Costing Vs Absorption Costing; **Cost-Volume-Profit Analysis**; Break-Even Analysis; Assumptions and its practical applications for managerial Decision making with special reference to pricing, make or buy decisions, selection of Sales-Mix.
Standard Costing: Introduction, Variance Analysis, types of Variances- Materials and Labour Variances. **Budgetary Control-** Types of Budgets Master budget Zero base budgeting, Fixed Budget and Flexible Budgets, Zero Base Budget, Participative Budget and Performance Budget.

Unit III
Financial Statement Analysis: Concepts and objectives, **Tools of Financial Analysis**: trend analysis, common size statements, comparative statements, Ratio analysis- Liquidity, solvency, profitability, turnover ratios, Cash flow statements and funds flow statements.

Unit IV
Recent Developments in Accounting: Introduction to concept of Price Level Accounting, Human Resource Accounting, Transfer Pricing. Target Costing, Kaizen costing, Activity based costing, Life Cycle Costing.

Financial Reporting and Regulations: Meaning, objectives, principles and environment of financial reporting; Introduction to Accounting Standards issued by ICAI, US GAAPs, International Accounting Standards, IFRS, Applicability of various accounting standards, comparison and the process of harmonization.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- N. L. Ahuja, and Varun Dawar, *Financial Accounting and Analysis*, Taxmann Publications, 2023.
- M. Y. Khan, and P. K. Jain, *Management Accounting*, Tata McGraw Hill, 2021.
- J. Madegowda, *Accounting for Managers*, Himalaya Publishing House, 2024.
- Charles T. Horngren, Gary L. Sundem, David Burgstahler, William O. Stratton, and Jeff Schatzberg, *Introduction to Management Accounting*, Pearson Education Asia, 2013.
- N. Ramachandran, and R. Kakani, *Financial Accounting for Management*, Tata McGraw Hill, 2017.
- Jawahar Lal, *Accounting for Management*, Himalaya Publishing House, 2020
- I. M. Pandey, *Essentials of Management Accounting*, Vikas Publishing House, 2018.
- A. Sehgal, and D. Sehgal, *Advanced Accounting: Financial Accounting I*, Taxmann Publications, 2008.
- M. C. Shukla, T. S. Grewal, and S.C. Gupta, *Advanced Accounts, Vol. I and Vol. II*, S. Chand and Company Ltd., 2016.
- Barry Elliott, and Jamie Elliott, *Financial Accounting and Reporting*, Pearson Education, 2019.
- Charles H. Gibson, *Financial Reporting and Analysis: Using Financial Accounting Information*, South Western Cengage Learning, 2012.
- Noel Christopher, and Robert Parker, *Comparative International Accounting*, Prentice Hall, 2020.
- S. K. Bhattacharyya, and John Dearden, *Accounting for Management: Text and Cases*, Vikas Publishing House, 2009.
- M.N. Arora, *Cost Accounting: Principles and Practice (14th edition)*, Vikas Publishing House, 2024.

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MBA 105-18

Business Environment and Indian Economy

Course Objective: This course aims at providing knowledge of the environment in which businesses operate, the economic, political, legal and social framework with a basic idea of the Indian Economy.

Course Outcomes: At the end of the course, student should be able to:

CO 1: Outline how an entity operates in a complex business environment.
CO 2: To systematically learn impact of legal & regulatory, macroeconomic, cultural, political, technological, global and natural environment on Business enterprise.
CO 3: To examine the critical opportunities and threats that arise from an analysis of external business conditions by applying scenario planning to synthesize trends prevailing in the external environment.
CO 4: To describe how various types of economic systems play a significant role in the success of a business.
CO 5: To understand the nature of Indian Economy and various issues relating to Indian Economy having a direct or indirect impact on business environment.
CO6: To discuss various development strategies in India.

UNIT I

Business Environment: Meaning, Types: Internal Environment; External Environment; Micro and Macro Environment, Components of Business Environment. **Political Environment**: Three political institutions: Legislature, Executive and Judiciary, Fundamental rights, Directive Principles, Rationale and extent of state intervention.
Economic Environment: Concept, features of various economic systems**,** New Industrial policy and industrial licensing, new economic policies, aspects of economic reforms and their effects on business and emerging economies. Effect of recession on Business and remedies for that, Economic Planning in India: Objectives, Strategies and Evaluation of current five year plan, Monetary and Fiscal Policy.

UNIT II

Legal Environment: Company Regulatory Legislations in India, FEMA, EXIM policy, Competition Law, Right to Information Act 2005.
Public Sector in India: Concepts, Philosophy and Objectives, Performance, Problems and Constraints. Disinvestment and Privatisation, Joint sector and Cooperative sector in India, Deficit Financing and its implications for the Indian Economy; Analysis of current year Annual Budget.
Consumerism: Role of Consumer Groups with Special Reference to India; Consumer Protection Act, 1986 with Latest Amendments.
Ecological Environment: Concepts of Green Management, Global Warming, Carbon Foot Printing, The Environment Protection Act 1986.

UNIT III

Technological Environment: Impact of Technology on Business, Technological Policy, Intellectual Property Rights, Import of Technology, Appropriate Technology, Problems in Technology Transfer.
International Environment: Emergence of Globalisation, Control of Foreign Direct Investment, Benefits and Problems from MNCs. WTO, its role and functions, Implications for India. Trading Blocks, Foreign Trade: SEZ (Special Economic Zones),

EPZ (Export processing zone), EOU (*Export Oriented Units*), Dumping and Anti-Dumping measures.
Introduction to Indian Economy: Colonialism and Development of Indian Economy, Framework of Indian Economy, Demographic Features and Indicators of Economic Growth and Development, Rural-Urban Migration and issues related to Urbanization, Poverty debate and Inequality, Nature, Policy and Implications.

Unit IV
Unemployment-Nature, Central and State Government's policies, policy implications, Employment trends in Organized and Unorganized Sector
Development Strategies in India: Agricultural- Pricing, Marketing and Financing of Primary Sector, Changing structure of India's Foreign Trade. The Economic Policy and Infrastructure Development: Energy and Transport, Social Infrastructure- Education, Health and Gender related issues, Social Inclusion, Issues and policies in Financing Infrastructure Development.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- Paul Justin, *Business Environment*, McGraw Hill Education, 2018.
- V. K. Puri, S. K. Misra, *Economic Environment of Business*, Himalaya Publishing House, 2022.
- A.C. Fernando. *Business Environment*, Latest Edition, Pearson Education India, New Delhi. 2011
- Francis Cherunilam. *Business Environment: Text and Cases*, Himalaya Publishing House, Mumbai, 2025.
- K. Aswathappa, and Lalitha Raman, *Essentials of Business Environment*, Latest Edition, Himalaya Publishing House, Mumbai, 2025.
- Government of India, *Five Year Plan Documents*, Planning Commission.

I.K.G. Punjab Technical University
MBA 106-18
Business Ethics and Corporate Social Responsibility

Course Objective: This Paper introduces students to the relationship between business and ethics, and tries them to understand how ethical principles could influence management decisions. It also signifies the concept of CSR and its implications on business.

Course Outcomes: At the end of the course, the student will be able to:

CO1: To integrate and apply contemporary Ethics & Governance issues in a business context
CO2: To analyse and apply ethics to contemporary business practices.
CO3: To analyse key perspectives on corporate social responsibility and their application.
CO4: To evaluate different corporate ownership structures and their key governance features.
CO5: To understand the ethical decision making, ethical reasoning, the dilemma resolution process.
CO6: To analyse and apply corporate governance perspectives to contemporary business practices.

Unit I
Business Ethics: Characteristics, Principles, Types, Importance, Factors highlighting the importance of Business Ethics, Myths about Business Ethics. Ethical Values, Theories of Ethics, Absolutism verses Relativism, Teleological approach, the Deontological approach, Kohlberg's six stages of moral development (CMD), Code of Ethics.
Business Ethics and Social Responsibilities of the firm - relationship of the firms with customers, competitors, stockholders, dealers and suppliers. Ethics v/s Ethos, Indian v/s Western Management, Globalisation and Business Ethics. Emerging issues of Business Ethics.

Unit II
Ethical Dilemma; Characteristics, ethical decision making, ethical reasoning, the dilemma resolution process.
Ethical Considerations in Marketing, Ethics in Accounting and Finance, Ethical Implications at Top Level. Ethical considerations in Human Resource Management, Environmental Ethics.
Note: Relevant Case Studies regarding ethical issues in Marketing, HRM, Accounting and Finance and Environment Management should be discussed in the class.

Unit III
Corporate Social Responsibility: Concept, Definition, Need, Arguments in favour of and against CSR. Historical Phases of Corporate Social Responsibility, Perspectives of CSR. Models of CSR, Drivers of CSR, Corporate Governance, Business Ethics and CSR.
Corporate Social Responsibility and Corporate Sustainability: Meaning, Need and importance of Sustainability, Sustainability Case Studies-Triple Bottom Line (TBL).
Corporate Sustainability Reporting Frameworks- Global Reporting Initiative Guidelines, National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business.

Unit IV

Corporate Social Responsibility within the organisation, CSR and Society, Strategic Planning and CSR, Environmental Aspects of CSR, CSR under the Companies Act, 2013, CSR Practices in India, Case Studies of Major CSR Initiatives.
Corporate Governance: Introduction, Need, Models.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- A. C. Fernando, *Business Ethics and Corporate Governance*, Pearson Education, 2019.
- Manuel G. Velasquez, *Business Ethics: Concepts and Cases*, PHI Learning, 2011.
- B. N. Ghosh, *Business Ethics and Corporate Governance*, Tata McGraw Hill, 2017.
- Thomas M. Garrett, *Business Ethics*, The Times of India, Bombay Press, 1966.
- Peter Pratley, *The Essence of Business Ethics*, Prentice Hall of India, 1995.
- S. K. Chakraborty, *Ethics in Management: Vedantic Perspectives*, Oxford University Press, 1995.
- Keith Davis, *Business and Society*, McGraw Hill, 1975.

I.K.G. Punjab Technical University
MBA 107-18
Business Communication for Managerial Effectiveness

Course Objective: This course presents communication as integral to management and as a critical component for success in the workplace. The students will develop a foundation for designing effective messages, both written and oral, from concept to delivery. They will use various communication models to identify objectives, analyze audiences, choose information, and create the most effective arrangement and channel for that message. Particularly, the course emphasizes elements of persuasive communication: how to design messages for diverse and possibly resistant audiences and how to present that information in a credible and convincing way.

Specifically, students will practice drafting and editing clear, precise, and readable written business documents as well as learn to design documents to make information easily accessible to a busy, executive-level reader. In addition, they will develop and deliver an individual presentation, using appropriate and effective visual support, in which they will present a persuasive argument that demonstrates relevance and benefits to an audience at different levels of expertise or interest and will learn and practice group communication.

Course Outcomes: At the end of the course, the student will be able to:

CO1 - To understand the basics of communication and its process, and the various barriers in the communication.
CO2 – To learn the listening skills and comprehend the value of business etiquettes
CO3 – To comprehend Non – Verbal communication skills and its application for effective Communication.
CO4 – To learn the skills of writing effective business messages, letters and reports
CO5 – To develop the presentation skills and learning to organize and structure a Presentation using visual aids
CO6 – To prepare the students for interview, employment messages and resume writing skills

UNIT - 1

Understanding the Foundations of Business Communication: Business Communication concept, Communication Models, Communication Process, Characteristics of effective business communication, Barriers in communication environment, Communication and Ethics, Cross Cultural Communication;
Guidelines for successful collaborative writing, Social networking technologies in business communication, Importance of listening, business etiquette & nonverbal Communication

UNIT - II

The Three-Step Writing Process: Importance of analyzing the situation before writing a message, Information-gathering options, Information organization, Writing Business Communication: Adapting to your audience, Crafting brief messages, Crafting messages for electronic media, Writing routine and positive messages, Writing negative messages; Planning, Writing, and Completing Reports and Proposal and Emails.

UNIT – III

Designing and Delivering Oral and Online Presentations: Developing oral and online presentations, Enhancing presentations with slides and other visual aids, Just-A-Minute

Presentation, Individual/Group Presentations, Feedback and overcoming Glossophobia, Group discussion.

UNIT - IV

Writing Employment Messages and Interviewing for Jobs: Employment strategy, Planning, writing and completing your resume, Applying and Interviewing for Employment: Understanding, preparing and follow-up, Role Play and Simulation games – Employer - employee and Interviewer – interviewee relationship.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- John M. Penrose, Robert W. Rasberry, and Robert J. Myers, *Business Communication for Managers: An Advanced Approach (5th edition)*, Cengage Learning, 2007.
- Courtland L. Bovee, John V. Thill, and Roshan Lal Raina, *Business Communication Today (13th edition),* Pearson, 2016.
- Ashraf M. Rizvi and Priyadarshi Patnaik, *Effective Technical Communication*, Tata Mcgraw Hills, 2024.
- Raymond Lesikar, Marie Flatley, Kathryn Rentz, and Neerja Pandey, *Business Communication*, Tata Mcgraw Hills, 2014.

I.K.G. Punjab Technical University
MBA 201-26
Business Analytics for Decision Making

Course Objective: This course aims to develop an understanding of statistical and analytical techniques for data-driven business decision-making. It focuses on data preparation, exploratory analysis and the application of descriptive and predictive models. The course also emphasizes forecasting, model evaluation and the use of analytics tools to generate meaningful business insights.

Course Outcomes: At the end of the course, the student will be able to:

CO1: Apply statistical and data preparation techniques to organize, analyze and interpret business data.
CO2: Use hypothesis testing and descriptive analytics methods to draw inferences and support decision-making.
CO3: Develop and evaluate predictive models using regression and basic machine learning techniques.
CO4: Apply time series analysis and forecasting methods to solve real-world business problems and enhance decision-making.
CO5: Use SPSS and analytical reporting techniques to interpret business data and communicate actionable managerial insights.

Unit I
Introduction to Statistics and Data: Meaning, importance and applications of statistics in business decision-making, types of data, primary and secondary data sources.
Data Preparation and Quality: Data preprocessing, data cleaning, handling missing values, data quality issues and feature creation. **Data Organization:** Classification, tabulation and construction of frequency distributions. Introduction to SPSS and basic data preprocessing using SPSS.
Sampling Techniques: Census vs sampling, probability and non-probability sampling methods, sampling errors and their relevance in analytics.
Exploratory Data Analysis (EDA): Measures of similarity and dissimilarity, dimension reduction and feature selection techniques using SPSS.

Unit II
Sampling Distributions and Hypothesis Testing: Concept of sampling distributions and standard error formulation and testing of hypotheses, errors in hypothesis testing, application of Z-test, t-test, F-test, Chi-square test, ANOVA and goodness of fit. Practical interpretation of statistical outputs generated through SPSS.
Association of Attributes: Techniques to analyze relationships among qualitative variables.
Descriptive Analytics: Data visualization techniques and interpretation.
Descriptive Modeling: Introduction to clustering and principal component analysis (PCA); interpretation of descriptive models for business insights.

Unit III
Business Forecasting and Regression: Role and methods of forecasting; correlation (partial and multiple) and regression analysis, testing assumptions such as multicollinearity, heteroscedasticity and autocorrelation.
Predictive Modeling Techniques: Introduction to linear regression, logistic regression, k-nearest neighbors and decision trees.

Model Evaluation: Techniques for assessing predictive models and their effectiveness in decision-making. Regression analysis and predictive modeling using SPSS.

Unit IV

Time Series Analysis: Components and methods of time series, trend analysis using least squares (linear and non-linear models).

Advanced Analytics Applications: Use of predictive and descriptive models in business decision-making, integration of analytics for forecasting and performance measurement. Preparation and presentation of analytical reports, interpretation of findings and managerial recommendations.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- David M. Levine, Mark L. Berenson, and Timothy C. Krehbiel, *Business Statistics: A First Course*, 8th Edition, Pearson Education, 2020.
- Richard I. Levin, David S. Rubin, Masood Husain Siddiqui, and Sanjay Rastogi, *Statistics for Management*, Pearson India, 2017.
- S. P. Gupta, *Statistical Methods*, Sultan Chand and Sons, 2021.
- G. Beri, *Business Statistics*, McGraw Hill Education, 2017.
- J. S. Croucher and D. Cronn-Mills, *Statistics for Business: Decision Making and Analysis*, 2nd Edition, McGraw Hill, 2018.
- C. R. Reddy, *Quantitative Techniques for Managerial Decisions*, Revised Edition, Himalaya Publishing House, 2019.
- David R. Anderson, Dennis J. Sweeney, Thomas A. Williams, Jeffrey D. Camm, James J. Cochran, Michael J. Fry, and Jeffrey W. Ohimann, *Statistics for Business and Economics*, Cengage Learning, 2023.
- Barry Render, Ralph M. Stair Jr., Michael E. Hanna, and Trevor S. Hale, *Quantitative Analysis for Management*, Pearson Education, 2017.
- Andrew F. Siegel, *Practical Business Statistics*, Academic Press, 2016.
- Foster Provost, and Tom Fawcett, *Data Science for Business*, O'Reilly Media, 2013.
- Dean Abbott, *Applied Predictive Analytics: Principles and Techniques for the Professional Data Analyst*, Wiley, 2014.
- Pang Ning Tan, Michael Steinbach, and Vipin Kumar, *Introduction to Data Mining*, 2nd Edition, Pearson Education, 2016.
- Manas Pradhan, and U. Dinesh Kumar, *Machine Learning Using Python*, Wiley, 2021.

I.K.G. Punjab Technical University
MBA 202-18
Legal Environment for Business

Course Objective: The objective of this paper is to give an exposure to students about important commercial, corporate and taxation laws, so that they are able to relate the impact of these legal enactments on business in an integrated manner.

Course Outcomes: Following are the expected outcomes of the course:

CO1 - Students shall be able to understand the legal and regulatory framework of business environment.
CO2 - Students shall be able to identify the fundamental legal principles behind contractual agreements.
CO3 - Students shall be able to understand the legal provisions of sales of goods.
CO4 - Students shall be able to understand the concept of negotiable instruments as well as rules pertaining to crossing, transferring and dishonouring of negotiable instruments.
CO5 -Students shall have understanding of legal rules governing admission, retirement and death of partner and dissolution of partnership firm.
CO6 - Students shall be able to understand the legal framework relating to the process of incorporation of Joint Stock Company

UNIT-I

Introduction to Business Laws:- Business Management and Jurisprudence; Structure of the Indian Legal Systems: sources of Law. **Law of Contract**: Definition, features of a valid contract, offer and Acceptance, Consideration, Capacity of parties, Free consent, Legality of Object, Performance and Discharge of Contract, breach of a contract and its remedies. Meaning and types of agents. Special Contracts-Laws of Agency; Principal-Agent Problem-Bailment, Pledge, Guarantee and Indemnity.

UNIT-II
Sales of Goods Act- Principles of Sales of Goods- Transfer of Ownership& Property–Performance of contract.

Unit III

Partnership Act: Introduction to Partnership Act, admission of partner, retirement and death of partner, dissolution of partnership firm.

Negotiable Instrument: Bills of Exchange, Promissory Note, Cheque and Rules Regarding the Crossing of Cheques, Dishonour of cheques and liability of banker and drawer.

UNIT-IV
Company law: Definition and features of company; concept of corporate veil; distinction between company and partnership firm; type of companies, Process of formation and incorporation of Company, Memorandum of Association and Articles of Association, Definition, qualification, rights, duties and position of Directors, Constitution of Board of Directors, Chairman of Board, independent and executive directors, Introduction to meetings and resolution.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- C. L. Bansal, *Business Laws*, Taxmann Publications, 2011.
- M. C. Kuchhal, and Vivek Kuchhal, *Business Legislations for Management*, Vikas Publishing House, 2014.
- S. N. Maheshwari, and S. K. Maheshwari, *A Manual of Business Laws*, Himalaya Publishing House, 2024
- Vinod K. Singhania, Kapil Singhania, and Monica Singhania, *Direct Taxes: Law and Practice*, Taxmann Publications, 2025.
- Anil Kumar Swain, and Gopal Prasad Agrawal, *GST: Concepts and Applications*, Himalaya Publishing House, 2026.
- P. C. Tulsian, and Bharat Tulsian, *Business Laws*, McGraw Hill, 2014.

I.K.G. Punjab Technical University
MBA 203-21
Marketing Management

Course Objective: The course aims at making students understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm in turbulent business environment. This course will provide better understanding of the complexities associated with marketing functions, strategies and provides students with the opportunity to apply the key concepts to practical business situations.

Course Outcomes: At the end of the course, the student will be able to:

CO1 - To learn the basics of marketing, selling, marketing mix and its core concepts.
CO2 – To understand the intricacies of the marketing environment and marketing information systems for effective marketing planning and strategies.
CO3 – To equip the students with necessary skills for effective market segmentation, targeting and positioning.
CO4 – To prepare the students for understanding the various components of product mix, product life cycle and comprehend the new product development process.
CO5 – To develop an understanding of promotion mix and strategies for successful promotion.
CO6 – To gain knowledge about the emerging trends in marketing and pyramid marketing.

Unit I
Understanding Marketing and Consumers: Introduction to Marketing Management.
Definition, Importance, Scope, Basic Marketing Concepts, Marketing Mix, Marketing vs Selling, Customer Value, techniques and relevance. **Marketing Environment and Competition:** Analyzing Marketing Environment-Micro, Macro, Impact of environment on marketing. **Corporate Strategic Planning:** Defining role of marketing strategies, marketing planning process. **Marketing Information System:** Concept and Components. **Consumer Behaviour:** Consumer buying process, Factors Influencing Consumer Buying Behaviour,

Unit II
Market Segmentation & Targeting: Product differentiation, Positioning for competitive advantage, Product Decisions: Product Mix, Packaging and Labelling Decisions, Branding, Brand value & Brand Equity. **New Product Development**, Consumer Adoption Process, Product Life Cycle and marketing mix strategies. **Services Marketing** and 7Ps framework.

Unit III
Pricing Decisions: Objectives, Factors Affecting Pricing Decisions, Pricing Methods, Price Changes, Pricing Strategies.
Promoting Product : Concept of Personal Selling Personal Selling Process, Managing the Sales Force. **Promotion Mix:** Advertising, Sales Promotion, Public Relations.

Unit IV

Supply Chain Decisions Nature, Types, Channel Design and Channel Management Decisions, Retailing, Wholesaling

Emerging Trends in Marketing: Green Marketing, Event Marketing, Network Marketing, Social Marketing, Buzz Marketing/ Viral Marketing, Customer Relationship Management (CRM), Global Marketing, Rural Marketing, E-Commerce, Understanding Digital Marketing, Understanding **Bottom of Pyramid Marketing.**

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- Philip Kotler, Kevin Lane Keller, Abraham Koshy, and Mithileshwar Jha, *Marketing Management: A South Asian Perspective*, Pearson Education, 2018.
- V. S. Ramaswamy, S. Namakumari, *Marketing Management*, McGraw Hill Education, 2018.
- Michael J. Etzel, Bruce J. Walker, William J. Stanton, and Ajay Pandit, *Marketing*, Tata McGraw Hill, 2017.
- David L. Kurtz, and Louis E. Boone, *Principles of Marketing*, Cengage Learning, 2012.
- Philip Kotler, Gary Armstrong, Sridhar Balasubramanian, and Prafulla Agnihotri, *Principles of Marketing*, Prentice Hall, 2023.
- Biplab S. Bose, *Marketing Management*, Himalaya Publishing House, 2015.
- Subhash C. Jain, *Marketing Management*, Cengage Learning, 2012.
- Rajan Saxena, and Shruti Saxena, *Marketing Management*, Tata McGraw Hill, 2026.

I.K.G. Punjab Technical University
MBA 204-18
Human Resource Management

Course Objective: The objective of the paper is to make student aware of the various functions and importance of HR department in any organization. It is basically concerned with managing the human resources, whereby the underlying objective is to attract retain and motivate the human resources in any organization.

Course Outcomes: At the end of the course, the student will be able to:

CO1- To explain the basics of Human Resource Management and analyse the evolution of HRM.
CO2- To comprehend the environment of HRM.
CO3: To appraise various functions of HRM that facilitate employee hiring viz. human resource planning, job analysis recruitment and selection.
CO4: To understand the role of training, development, career planning and performance appraisal functions in human resource development.
CO5: To examine the provisions of employee health, safety and welfare.
CO6: To analyse the concerns of government, employees and employers in establishing Industrial relations.
CO7: To illustrate mechanisms adopted by the organizations for settlement of disputes and grievances

Unit I
Human Resource Management (HRM): Nature, Scope, Objectives and functions of HRM. Evolution of HRM, HR as a factor of competitive advantage. Organization of HR department, Line ad staff responsibility of HR managers, competencies of HR Manager. Personnel Policies and Principles. **Strategic HRM**: Introduction, Integrating HR strategy with Business Strategy, Difference between SHRM and HRM. HRM Environment and Environment Scanning. **Human Resource Planning**: Meaning, Process and importance, factors affecting Human Resource Planning. **Job Analysis**: Process, methods of Job Description & Job Specification.

Unit II

Recruitment & Selection: Meaning & Concept, Process & Methods Recruitment & Selection, Induction & Placement. **Training & Development**: Meaning & Concept of Training & Development, Methods of Training & Development, Evaluating training effectiveness. HRM vs. HRD. **Career Planning & Development**: concept of career, career planning, career development, process of career planning and development, factors affecting career choices, responsibilities of Employers / managers, organization and employees in career planning and development, career counseling. **Internal Mobility**: Promotion, Transfer, Demotion, Separation, downsizing and outplacement.

Unit III

Performance Appraisal: Meaning & Concept of Performance Appraisal, Methods & Process of Performance Appraisal, Issues in Performance Appraisal, Potential Appraisal. **Compensation Management**- Concept and elements of compensation, Job evaluation, Wage / Salary fixation, Incentives Plans & Fringe Benefits. **Quality of work life (QWL)**: Meaning, Concept, Techniques to improve QWL. Health, Safety & Employee Welfare, Social Security. **Quality Circles**: Concept, Structure, Role of Management, QCs in India.

Unit IV

Industrial Relations: Government's concerns, Union's concerns, Management concerns; Approaches of IR; Dispute Resolution Machinery. **Collective Bargaining:** Meaning, Scope, Objectives, Issues and Strategies, steps of collective bargaining, negotiation skills. Participative Management, Grievance Handling, Disciplining and Counseling of employees, HRIS, HR Audit. Ethical Issues in HRM. Human Resource Management practices in India.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- Gary Dessler, *Human Resource Management*, Pearson, 2020.
- K. Aswathappa, *Human Resource Management: Text and Cases*, McGraw Hill Education, 2023.
- Edwin B. Flippo, *Personnel Management*, 5th Edition, McGraw Hill, 1984.
- John M. Ivancevich, *Human Resource Management*, 12th Edition, Tata McGraw Hill, 2013.
- Luis R. Gomez Mejia, David B. Balkin, and Robert L. Cardy, *Managing Human Resources*, 8th Edition, Pearson Education, 2016.
- John Bratton, and Jeff Gold, *Human Resource Management: Theory and Practice*, 6th Edition, Palgrave Macmillan, 2017.
- Mirza S. Saiyadain, *Human Resource Management*, Tata McGraw Hill, 2009.
- Dale Yoder, and Paul D. Staudohar, *Personnel Management and Industrial Relations*, Tata McGraw Hill, 1982.

I.K.G. Punjab Technical University
MBA(BA) 205-26
Operations Management

Course Objective: The objective of this course is to make a student learn various steps of product design, development, production, plant location, storage, production planning and control. The students are motivated to apply concepts and principles of management to become more effective professional.

Course Outcomes: After completing the course, the students shall be able to:

CO1- To introduce the fundamental concepts of operations management.
CO2- To comprehend the techniques of process analysis, location and layout decisions.
CO3- To analyse and apply the techniques and methods of work study, product design, production planning, quality tools and project management.
CO4: To apply the concepts of inventory management and techniques to calculate material requirements.
CO5: To understand and apply the concepts of lean operations, JIT, TPS and Project Management

Unit- I

Operations and Productivity: Introduction to Operations Management, classification of operations, Organizing to Produce Goods and Services, Operations for Goods and Services, The Productivity Challenge.

Operations Strategy in a Global Environment: Achieving Competitive Advantage through Operations, Issues in Operations Strategy, Global Operations Strategy Options.

Design of Goods and Services: Product Life Cycles, Generating new products, Product development, Quality Function Deployment (QFD), Organizing for Product Development, Manufacturability and Value Engineering, Issues for Product Design, Product Development Continuum, Defining a Product, Documents for Production, Service Design.

Unit- II

Process Strategy & Capacity and Constraint Management: Four process strategies, Selection of equipment, Process Analysis and Design, Special consideration for service process design, Production technology, Technology in services, Capacity, Bottleneck analysis and Theory of Constraints, Reducing risk with incremental changes.

Location Strategies: The strategic importance of location, Factors that affect location decisions, Methods of evaluating location alternatives, Service location strategy, Geographic Information Systems.

Layout Strategies: Types of layouts, Office layout and Retail layout, Warehouse and storage layouts, Fixed-position layout, Process-oriented layout, Work cells, Repetitive and product-oriented layout.

Unit- III

Job Design, and Work Measurement: Job design, Ergonomics and the Work environment, Methods analysis, The visual workplace, Labor standards.

Inventory Management: The importance of inventory, Managing inventory, ABC Analysis, Inventory models, EOQ Model, Multiperiod Order Quantity Reorder Point, Single-Period Order Quantity, Inventory models for Independent Demand.

Aggregate planning and S&OP: The planning process, Sales and Operations Planning (S&OP), The nature of aggregate planning, Aggregate planning strategies, Methods for aggregate planning.

Material Requirements Planning (MRP) & ERP: Dependent demand, Dependent inventory model requirements, MRP Structure, MRP Management, Lot-sizing techniques, Extensions of MRP, Enterprise Resource Planning (ERP).

Unit- IV

Short-Term Scheduling: Scheduling issues, Scheduling process-oriented facilities, Loading jobs, Sequencing jobs, Finite capacity scheduling, Scheduling services.

Managing Quality: Introduction to Quality, Requirements & Characteristics, Verification & Validation, Cost of Quality, Quality Systems & Tools, Basic QC Tools, Action for Nonconformity, Quality Management Principles, Service Quality.

JIT, TPS, and Lean Operations: Lean operations, Lean and Just-in-time, Lean and Toyota Production System, Lean operations in services.

Project Management: Project planning, Project scheduling, Project controlling, Project Management Techniques- PERT and CPM, Determining the project schedule (CPM).

Note: Relevant Case Studies should be discussed in class.

Suggested Readings / Books:

- Jay Heizer and Barry Render, *Operations Management*, Twelfth Edition, Pearson Education, 2017.
- Roger G. Schroeder, Susan M. Goldstein and M. Johnny Rungtusanatham, *Operations Management in the Supply Chain*, Irwin Professional Pub, 2012.
- Willaim J. Stevenson, *Operations Management*, Eleventh Edition, McGraw Hill, 2015.
- Richard Chase, Ravi Shankar and F. Robert Jacobs, *Operations and Supply Chain Management*, Fourteenth Edition, McGraw Hill, 2014.
- B. Mahadevan, *Operations Management: Theory and Practice*, 2nd Edition, Pearson Education, 2010.
- Lee J. Krajewski and Larry P. Ritzman, *Operations Management*, 5th Edition, Pearson Education, 1999.
- E. S. Buffa and R. K. Sarin, *Modern Production/Operations Management*, 8th Edition, John Wiley & Sons, 2007.
- S. N. Chary, *Production and Operations Management*, Tata McGraw-Hill, 2019.
- Robert Johnston, Stuart Chambers, Nigel Slack and Alan Harrison, *Cases in Operations Management*, Prentice Hall, 2025.
- Douglas McGregor, The Human Side of Enterprise, McGraw-Hill, 1960.
- N. K. Nair, *Production & Operations Management*, McGraw-Hill Education, 2002.

I.K.G. Punjab Technical University
MBA 206-21
Corporate Finance and Policy

Course Objective: To provide an in-depth understanding of the core finance functions and decisions in the area of corporate financial management. Further provide a practical and problem insight for effective financial decision-making.

Course Outcomes: After completing the course, the students shall be able to:

CO1- To explain the evolution, objectives and functions of corporate finance and interface of corporate finance with other functional areas.
CO2- To illustrate the concept of time values of money and valuation of securities.
CO3: To comprehend the significance of capital structure theories in capital structure decisions.
CO4: To facilitate sound investment decisions based on capital budgeting techniques.
CO5: To understand the applications of approaches of working capital management.

Unit I
Introduction to Financial Management and Corporate Finance: Meaning, evolution, objectives, functions and scope of corporate finance. Interface of financial management with other functional areas, Role of financial manager.
Time Value of Money-Introduction, types of cash flows, future value of single cash flow, multiple flows and Annuity. **Valuation of Securities:** Concept of Valuation, Methods for valuation of equity, debt and hybrid securities.
Sources of Finance–Different sources of finance; long term and Short term.

Unit II
Cost of capital: concept, significance of cost of capital, specific costs and weighted average cost of capital,
Capital Structure Decision-Capital Structure Theories: Meaning and features of capital structure decision, Net Income Approach, Net Operating Income Approach, Traditional Approach, Modigliani-Miller Hypotheses with special reference to the process of arbitrage and Agency Cost. Determinants of Capital Structure Decision - Approach to Estimating the Target Capital Structure, EBIT / EPS Analysis and ROI / ROE Analysis

Unit III
Leverage–Business Risk and Financial Risk– Operating and financial leverage, Trading on Equity
Capital Budgeting Decision: Nature of investment decisions; process of capital budgeting, investment evaluation criteria: Discounted and Non-Discounted Methods (Pay-Back Period, Average rate of return, Net Present Value, Benefit Cost Ratio and Internal Rate of Return). Risk analysis in capital budgeting and Capital rationing.

UNIT IV
Dividend Decision-: Issues in dividend decisions, forms of dividend, theories of relevance and irrelevance of dividends.
Management of Working Capital: Meaning, nature, objectives and Approaches of Working Capital (Conservative, Matching and Aggressive approaches), Static vs. Dynamic View of Working Capital. Factors determining the amount and composition of Working Capital. Methods for financing of working capital.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- I. M. Pandey, *Financial Management*, Vikas Publishing House, 2015.
- M. Y. Khan, and P. K. Jain, *Financial Management*, Tata McGraw Hill, 2018.
- Prasanna Chandra, *Financial Management: Theory and Practice*, Tata McGraw Hill, 2026.
- James C. Van Horne, and John M. Wachowicz Jr., *Fundamentals of Financial Management*, Prentice Hall of India, 2015.
- Richard A. Brealey, Stewart C. Myers, and Franklin Allen, *Principles of Corporate Finance*, McGraw Hill Education, 2017.
- L. M. Bhole, *Financial Institutions and Markets*, McGraw Hill Education, 2017.
- R. M. Srivastava, and Divya Nigam, *Management of Indian Financial Institutions*, Himalaya Publishing House, 2021.
- P. N. Varshney, D. K. Mittal, *Indian Financial System*, Sultan Chand and Sons, 2015.

I.K.G. Punjab Technical University
MBA(BA) 207-26
Analytics for Competitive Advantage

Course Objective: This course aims to provide a comprehensive understanding of business analytics and its role in creating competitive advantage. It focuses on developing the ability to formulate data-driven strategies and apply analytical techniques for effective decision-making. The course also emphasizes data management, visualization, and organizational aspects of analytics implementation. Additionally, it builds awareness of ethical, governance, and emerging trends in analytics.

Course Outcomes: After completing this course, students shall be able to:

CO1 Gain basic understanding of the underlying concepts and building blocks related to business analytics and how to derive competitive advantage for organizations in various industries/ domains leveraging business analytics (including banking, retail, HR, etc.).
CO2 Gain good understanding of identifying strategic data needs, developing data and business analytics strategy, understanding different types of data including big data, how to leverage data for making better business decisions, how to effectively communicate insights from data; Creating data competencies and data infrastructure; Ensuring data governance.
CO3 Gain understanding of the practical aspects via case studies.

Unit I
Introduction to Business Analytics: Concept, evolution, scope and role of business analytics in organizations. **Data-Driven World and Big Data:** Meaning, characteristics and growth of big data, role of Internet of Things (IoT), data as a strategic asset. **Analytics and Competitive Advantage:** Role of analytics in transforming businesses and creating competitive advantage. **Business Analytics Models and Use Cases:** Overview and deployment of analytics models, industry applications in banking, retail, HR, etc. **Customer Analytics:** Understanding customer data, 360-degree customer view and personalization. **Data-Driven Decision Making:** Framing business problems, evidence-based management and improving operational efficiency through analytics.

Unit II
Business Analytics Strategy: Linking analytics with business strategy, identifying and prioritizing use cases, developing analytics strategy. **Value of Business Analytics:** Tangible and intangible benefits, development and evaluation of business cases. **Organizational Challenges and Process Integration:** Challenges in implementing analytics, business process optimization, role of KPIs across functions. **Building Data Competencies:** Skills required for analytics professionals, team structures, analytics competency centers, organizational culture. **Communication of Analytics Insights:** Communicating value, stakeholder engagement, and change management strategies.

Unit III
Data Sourcing and Management: Types and sources of data, data collection, storage and access, internal and external data. **Big Data Infrastructure:** Data warehousing, cloud computing and handling structured and unstructured data. **Data Analysis and Processing:** Data, information and knowledge, data quality, bias and interpretation. **Analytics Techniques:** Descriptive, predictive and prescriptive analytics, data mining and exploratory analysis. **Advanced Analytics:** Text, speech and image analytics, machine learning, artificial intelligence, and cognitive computing. **Data Visualization**

and Storytelling: Dashboards, infographics and effective communication of insights through visualization.

Unit IV

Execution of Analytics Initiatives: Developing execution plans, resource allocation; delivering analytics projects. **Performance Measurement:** Measurement frameworks, metrics for evaluating analytics outcomes. **Data Governance and Ethics:** Data privacy, security, legal issues and ethical challenges in analytics and AI. **Risk Management:** Cybersecurity, data ownership and managing data-related risks. **Data-Driven Culture:** Building and sustaining analytics culture, aligning analytics with business goals. **Future Trends in Analytics:** Emerging trends in AI and big data, innovation opportunities; continuous improvement and evolving data strategies.

Note: Relevant Case Studies should be discussed in class.

Suggested readings:

- F. Ohlhorst, *Big Data Analytics: Turning Big Data into Big Money*, Wiley, 2012.
- E. Stubbs, *The Value of Business Analytics: Identifying the Path to Profitability*, Wiley, 2011.
- Bernard Marr, *Data Strategy: How to Profit from a World of Big Data, Analytics and the Internet of Things*, Kogan Page, 2017.
- Gert H. N. Laursen and J. Thorlund, *Business Analytics for Managers: Taking Business Intelligence Beyond Reporting*, Wiley, 2013.
- Bernard Marr, *Big Data: Using Smart Big Data, Analytics and Metrics to Make Better Decisions and Improve Performance*, Wiley, 2015.
- Bernard Marr, *Big Data in Practice: How 45 Successful Companies Used Big Data Analytics to Deliver Extraordinary Results*, Wiley, 2016.

I.K.G. Punjab Technical University
MBA(BA) 208-26
Data Visualization and Communication

Course Objective: This course aims to develop the ability to design and communicate insights through effective data visualization techniques. It focuses on principles of visual design and hands-on application using tools such as Tableau, Power BI and Python. The course also emphasizes building interactive dashboards and storytelling skills for data-driven decision-making.

Course Outcomes: After completing this course, students shall be able to:

CO1: Apply principles of visual design and perception to create effective and meaningful data visualizations.
CO2: Develop interactive dashboards and reports using tools such as Tableau and Power BI.
CO3: Utilize Python-based visualization libraries to analyze and present data insights.
CO4: Communicate analytical findings effectively through visual storytelling to support business decision-making.
CO5: Utilize MS Excel and AI-assisted visualization tools for preparing dashboards, reports and business presentations.

Unit I
Introduction to Data Visualization: Importance of data visualization in business communication, role of visualization in decision-making, techniques for grabbing audience attention using pre-attentive attributes. Introduction to MS Excel for data organization, formatting, sorting, filtering and basic visualization.
Principles of Visual Design: Application of traditional design concepts in visual communication, Gestalt principles of visual perception.
Cognitive Aspects of Visualization: Cognitive load, clutter and visual ordering.
Designing Effective Visualizations: Use of contrast, de-cluttering techniques, principles of good visualization design, and understanding visual perception. Role of Artificial Intelligence in data visualization and business communication.

Unit II
Introduction to Tableau: Getting started with Tableau interface and environment.
Data Handling in Tableau: Connecting and managing data sources. Importing Excel datasets into Tableau and integrating spreadsheet-based analytics.
Creating Visualizations: Charts, graphs and basic visual representations.
Advanced Features: Use of aggregate functions, calculated fields and parameters.
Analytical Techniques: Table calculations and Level of Detail (LOD) expressions.
Geographical Visualization: Creating and interpreting maps.
Dashboards and Storytelling: Building dashboards, interactive visualizations, and storylines for business communication.

Unit III
Introduction to Power BI: Overview of Power BI tools and environment. Integration of MS Excel with Power BI for data modeling and dashboard creation.
Report Creation: Designing and developing interactive reports using Power BI.
Data Visualization Techniques: Use of charts, filters, slicers, and drill-down features.
Interactive Dashboards: Creating dynamic and user-friendly dashboards for business insights.

Unit IV

Visualization using Python: Introduction to visualization libraries such as Matplotlib, Pyplot, Seaborn and Bokeh.

Creating Visualizations: Development of basic and advanced plots for data analysis. Integration and Communication: Combining visualization tools and AI-assisted platforms for effective storytelling, presentation and automated insight generation.

Application in Business Context: Use of visualization techniques for communicating insights and supporting decision-making.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- Cole Nussbaumer Knaflic, *Storytelling with Data: A Data Visualization Guide for Business Professionals*, Wiley, 2015.
- Alexander Loth, *Visual Analytics with Tableau*, 2nd Edition, Wiley, 2023.
- Kevin Jolly, *Hands-on Data Visualization with Bokeh,* Packt Publishing, 2018.
- G. Deckler and B. Powell, *Mastering Microsoft Power BI*, 2nd Edition, Packt Publishing, 2022.
- Manaranjan Pradhan and U. Dinesh Kumar, *Machine Learning using Python*, Wiley, 2025.

I.K.G. Punjab Technical University
MBA 301-18
Organizational Behaviour & Design

Course Objective: The course aims to provide an understanding of basic concepts, theories and techniques in the field of human behaviour at the individual, group and organizational levels in the changing global scenario at workplace.

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

CO1- To explain the basics of Orgnaizational behaviour and various challenges for OB in national and global environment.
CO2- To illustrate the foundations of Individual Behaviour and analyse the influence of individual level factors viz. learning, personality, perception, attitude and motivation on behaviour in organizations.
CO3: To assess the significance of leadership and role of leadership styles in effectiveness of the team.
CO4: To examine the dynamics of group development, group properties and formation of organizational culture.
CO5: To demonstrate dimensions of organisational design and types of organisational structure and to analyse the influence of environment on organisational design.
CO6: To interpret the effect of political climate (conflict, power and politics) on human behaviour.

Unit I
Organisational Behaviour: Meaning, foundations, contributing disciplines to OB, Challenges and opportunities for OB.
Individual Behaviour: Foundations of individual behaviour, Determinants of individual behaviour.
Learning and Reinforcement: Theories of learning, Schedules of reinforcement, Behaviour modification.
Emotions and Moods: Types and sources of emotions, emotional intelligence, managing emotions at work place.

Unit II
Personality: Determinants of personality, The Myers-Briggs Type Indicator model of personality, The Big five model of personality, traits of personality.
Attitudes & Values: sources and types of attitude, cognitive dissonance theory, Types of attitudes at work place, attitude change.
Perception: factors influencing perception, process of perception, attribution theory of perception, perceptual distortions and improving perceptions.
Motivation: early and contemporary theories of motivation, application of motivation process.
Leadership: nature and significance of leadership, theories of leadership, behavioural styles of leaderships, leadership traits, transactional leadership, concept of charisma leaders.

Unit III
Transactional analysis: Ego states, life positions, Johari window model.
Foundations of Group Behaviour: Nature and concept of group, Group formation, stages of group formation, theories of group formation, Types of teams, issues in team management.

Group Properties: Roles, norms, status, size, cohesiveness and decisions making in groups.

Stress management: sources of stress, approaches for stress management.

Organizational culture: meaning, concept and dimensions of organizational culture, developing organizational culture, cultural differences.

Unit IV

Understanding Organisations: Meaning and importance of organisations, Organisational theory, Organizational life cycle. **Organization and environment**: General vs specific environment, actual vs perceived environment, environmental uncertainty. **Organisational Design:** Meaning, factors influencing organisational design: organizational strategy, size, technology, environment. Dimensions of Organizational design: Complexity, formalization, centralization. Common organizational designs: Traditional designs and contemporary designs. Organisational structure: Meaning and Types of organisational structures.

Conflict Management: Meaning, types and sources of conflict, Process of conflict management, approaches to conflict management. **Learning Organizations:** Meaning of learning organisations, creating learning organisations.

Power and politics in organizations: Nature & concepts, sources and types of power, tactics and techniques of politics.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings /Books:

- Stephen P. Robbins, Timothy A. Judge, and Niharika Vohra, *Organizational Behaviour*, Pearson, 2022.
- Fred Luthans, *Organizational Behaviour*, Tata McGraw Hill, 2011.
- John W. Newstrom, *Organizational Behaviour: Human Behaviour at Work*, Tata McGraw Hill, 2017.
- Thomas Kalliath, Paula Brough, Michael O'Driscoll, Mathew Manimala, Oi-Ling Siu, and Sharon Parker, *Organizational Behaviour*, McGraw Hill Education, 2013.
- Ricky W and Griffin, and Gregory Moorhead, *Introduction to Organizational Behaviour*, Cengage Learning, 2014.
- Paul Hersey, Kenneth H. Blanchard, and Dewey E. Johnson, *Management of Organizational Behaviour: Utilizing Human Resources*, Prentice Hall India, 2008.
- Margie Parikh, and Rajen Gupta, *Organizational Behaviour*, Tata McGraw Hill, 2017.
- K. Aswathappa, *Organizational Behaviour*, Himalaya Publishing House, 2016.
- John W. Slocum, *Fundamentals of Organisational Behaviour*, Cengage Learning, 2007.
- Mirza S. Saiyadain, *Organizational Behaviour*, Tata McGraw Hill, 2003.
- Steven L. McShane, Mary Ann Von Glinow, and Radha R. Sharma, *Organizational Behaviour*, Tata McGraw Hill, 2007.
- Udai Pareek, *Understanding Organizational Behaviour*, Oxford University Press, 2011.
- P. G. Aquinas, *Organization Structure and Design: Applications and Challenges*, Excel Books, 2012.
- Stephen P. Robbins, and Mary Mathew, *Organizational Theory: Structure, Design and Applications*, Pearson Education, 2009.

I.K.G. Punjab Technical University
MBA(BA) 302- 26
Predictive Analytics and Modeling

Course Objectives: This course aims to equip students with the knowledge and skills required to build and apply predictive models for business decision-making. It focuses on data preparation, regression and classification techniques, and model evaluation. The course also introduces advanced machine learning methods and their application in real-world business scenarios.

Course Outcomes: After completing this course, students shall be able to:

CO1: Apply data preparation and regression techniques to build predictive models for business problems.
CO2: Develop and evaluate classification models using appropriate performance metrics.
CO3: Utilize advanced machine learning techniques such as tree-based models and SVM for predictive analytics.
CO4: Apply clustering and dimensionality reduction techniques to derive insights and support managerial decision-making.

Unit I
Introduction to Predictive Analytics: Role in business decision-making; types of predictive models; model accuracy and bias-variance trade-off.
Data Preparation: Data preprocessing, handling missing values, outliers, feature engineering, and data transformation. **Regression Fundamentals:** Simple and multiple linear regression; interpretation of coefficients in business context.
Model Diagnostics: Residual analysis, multicollinearity, heteroscedasticity, leverage, and influence (hat matrix). **Model Validation Techniques:** Cross-validation and bootstrap methods for assessing model performance.

Unit II
Introduction to Classification: Business applications of classification models.
Logistic Regression: Model building, interpretation, and application.
k-Nearest Neighbors (kNN) and Bayes Classifier: Concepts and applications. **Discriminant Analysis:** Linear (LDA) and Quadratic (QDA) discriminant analysis.
Model Evaluation: Confusion matrix, accuracy, precision, recall, F1-score, ROC curve, AUC, and handling imbalanced datasets.
Regularization Techniques: Ridge and Lasso regression for improving model performance.

Unit III
Tree-Based Methods: Decision trees, model interpretation, and applications in business analytics.
Ensemble Methods (Introductory): Concept of improving model performance using ensembles.
Support Vector Machines (SVM): Concept and applications in classification.
Non-Linear Models: Introduction to non-linear relationships and their relevance.
Optimization Techniques: Gradient descent method for model training.

Unit IV
Introduction to Unsupervised Learning: Role in pattern discovery and segmentation.
Cluster Analysis: Methods and applications in customer segmentation and market

analysis. **Dimensionality Reduction:** Principal Component Analysis (PCA) for data simplification. **Non-Parametric Models:** Concept and applications in flexible modelling.
Business Applications of Predictive Analytics: Integrating predictive models for decision-making, case-based applications across domains.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- Gareth James, Daniela Witten, Trevor Hastie, and Robert Tibshirani, *An Introduction to Statistical Learning*, 2nd Edition, Springer, 2021.
- Trevor Hastie, Robert Tibshirani and Jerome Friedman, *The Elements of Statistical Learning*, 2nd Edition, Springer, 2009.
- Max Kuhn and Kjell Johnson, *Applied Predictive Modeling*, Springer, 2013.
- F. Provost and T. Fawcett, *Data Science for Business*, O'Reilly Media, 2013.
- Pang Ning Tan, Michael Steinbach and Vipin Kumar, *Introduction to Data Mining*, 2nd Edition, Pearson, 2019.

I.K.G. Punjab Technical University

HVPE 101-18

HUMAN VALUES, DE-ADDICTION AND TRAFFIC RULES

Course Objective: This introductory course input is intended

a. To help the students appreciate the essential complementarily between 'VALUES' and 'SKILLS' to ensure sustained happiness and prosperity which are the core aspirations of all human beings.
b. To facilitate the development of a Holistic perspective among students towards life, profession and happiness, based on a correct understanding of the Human reality and the rest of Existence. Such a holistic perspective forms the basis of Value based living in a natural way.
c. To highlight plausible implications of such a Holistic understanding in terms of ethical human conduct, trustful and mutually satisfying human behavior and mutually enriching interaction with Nature.

Thus, this course is intended to provide a much needed orientational input in Value Education to the young enquiring minds.

Course Methodology

- The methodology of this course is universally adaptable, involving a systematic and rational study of the human being vis-à-vis the rest of existence.
- It is free from any dogma or value prescriptions.
- It is a process of self-investigation and self-exploration, and not of giving sermons. Whatever is found as truth or reality is stated as proposal and the students are facilitated to verify it in their own right based on their Natural Acceptance and Experiential Validation.
- This process of self-exploration takes the form of a dialogue between the teacher and the students to begin with, and within the student himself/herself finally.
- This self-exploration also enables them to evaluate their pre-conditionings and present beliefs.

<u>Content for Lectures:</u>

Module 1: Course Introduction - Need, Basic Guidelines, Content and Process for Value Education [6]

1. Understanding the need, basic guidelines, content and process for Value Education
2. Self-Exploration–what is it? - its content and process; 'Natural Acceptance' and Experiential Validation- as the mechanism for self-exploration
3. Continuous Happiness and Prosperity- A look at basic Human Aspirations
4. Right understanding, Relationship and Physical Facilities- the basic requirements for fulfillment of aspirations of every human being with their correct priority
5. Understanding Happiness and Prosperity correctly- A critical appraisal of the current scenario
6. Method to fulfill the above human aspirations: understanding and living in harmony at various levels

Module 2: Understanding Harmony in the Human Being - Harmony in Myself![6]

7. Understanding human being as a co-existence of the sentient 'I' and the material 'Body'
8. Understanding the needs of Self ('I') and 'Body' - *Sukh* and *Suvidha*
9. Understanding the Body as an instrument of 'I' (I being the doer, seer and enjoyer)
10. Understanding the characteristics and activities of 'I' and harmony in 'I'
11. Understanding the harmony of I with the Body: *Sanyam* and *Swasthya*; correct appraisal of Physical needs, meaning of Prosperity in detail
12. Programs to ensure *Sanyam* and *Swasthya*

    - Practice Exercises and Case Studies will be taken up in Practice Sessions.

Module 3: Understanding Harmony in the Family and Society- Harmony in Human-Human Relationship
[6]

13. Understanding harmony in the Family- the basic unit of human interaction
14. Understanding values in human-human relationship; meaning of *Nyaya* and program for its fulfillment to ensure *Ubhay-tripti*;
    Trust (*Vishwas)* and Respect (*Samman)* as the foundational values of relationship
15. Understanding the meaning of *Vishwas*; Difference between intention and competence
16. Understanding the meaning of *Samman*, Difference between respect and differentiation; the other salient values in relationship
17. Understanding the harmony in the society (society being an extension of family): *Samadhan, Samridhi, Abhay, Sah-astitva*as comprehensive Human Goals
18. Visualizing a universal harmonious order in society- Undivided Society (*Akhand Samaj),* Universal Order (*SarvabhaumVyawastha)*- from family to world family!

    - Practice Exercises and Case Studies will be taken up in Practice Sessions.

Module 4: Understanding Harmony in the Nature and Existence - Whole existence as Co-existence
[4]

19. Understanding the harmony in the Nature
20. Interconnectedness and mutual fulfillment among the four orders of nature- recyclability and self-regulation in nature
21. Understanding Existence as Co-existence (*Sah-astitva*) of mutually interacting units in all-pervasive space
22. Holistic perception of harmony at all levels of existence

    - Practice Exercises and Case Studies will be taken up in Practice Sessions.

Module 5: Implications of the above Holistic Understanding of Harmony on Professional Ethics **[6]**

23. Natural acceptance of human values
24. Definitiveness of Ethical Human Conduct
25. Basis for Humanistic Education, Humanistic Constitution and Humanistic Universal Order
26. Competence in professional ethics:

    a) Ability to utilize the professional competence for augmenting universal human order,

b) Ability to identify the scope and characteristics of people-friendly and eco-friendly production systems,

c) Ability to identify and develop appropriate technologies and management patterns for above production systems.

27. Case studies of typical holistic technologies, management models and production systems
28. Strategy for transition from the present state to Universal Human Order:

a) At the level of individual: as socially and ecologically responsible engineers, technologists and managers

b) At the level of society: as mutually enriching institutions and organizations

<u>Text Book</u>

R. R. Gaur, R. Sangal, G. P. Bagaria, 2009, *A Foundation Course in Value Education, 2009*.

<u>Reference Books</u>

- Ivan Illich, *Energy & Equity*, The Trinity Press, USA, 1974.
- E. F. Schumacher, *Small is Beautiful: A Study of Economics as if People Mattered*, Blond & Briggs, 1973.
- A. Nagraj, *Jeevan Vidya ek Parichay*, Divya Path Sansthan, Amarkantak, 1998.
- Susan George, *How the Other Half Dies*, Penguin Press, 1976.
- P. L. Dhar, *Science and Humanism*, Commonwealth Publishers, 2012
- A. N. Tripathy, *Human Values*, New Age International Publishers, 2009.
- Subhash Palekar, *How to Practice Natural Farming*, Pracheen (Vaidik) Krishi Tantra Shodh, Amravati, 2000.
- D. H. Meadows, D. L. Meadows, J. Randers and W. W. Behrens III, *Limits to Growth – Club of Rome's Report*, Universe Books, 1972.
- Edmund G. Seebauer and Robert L. Berry, *Fundamentals of Ethics for Scientists & Engineers*, Oxford University Press, 2000.
- M. Govindarajan, S. Natarajan and V. S. S. Kumar, *Engineering Ethics (Including Human Values)*, Prentice Hall of India Ltd., 2004.
- Bani P. Banerjee, *Foundations of Ethics in Management*, Excel Books, 2005.
- B. L. Bajpai, *Indian Ethos and Modern Management*, New Royal Book Co., 2024.

<u>Relevant CDs, Movies, Documentaries & Other Literature:</u>

- Value Education website, *http://uhv.ac.in*
- Story of Stuff, *http://www.storyofstuff.com*
- Al Gore, *An Inconvenient Truth*, Paramount Classics, USA, 2006.
- Charlie Chaplin, *Modern Times*, United Artists, USA, 1936.
- IIT Delhi, *Modern Technology – the Untold Story,* National Resource Centre for Value Education in Engineering, India.

I.K.G. Punjab Technical University

HVPE 102-18

Human Values, De-addiction and Traffic Rules (Lab/Seminar)

One each seminar will be organized on Drug De-addiction and Traffic Rules. Eminent scholar and experts of the subject will be called for the Seminar at least once during the semester. It will be binding for all the students to attend the seminar.

I.K.G. Punjab Technical University
MBA(BA) 921-26
Consumer Behaviour

Course Objective: The objective of this course is to help students understanding various factors affecting consumer behavior and to understand the process of consumer buying. Based on the understanding of consumer behavior, the students are expected to design the strategy.

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

CO1: Provide an understanding of how consumers make decisions.
CO2: Analyze personal and environmental factors that influence consumer decisions.
CO3: Understand the processes used when individuals, group or organizations make buying decisions.
CO4: Understand how and why marketers craft particular messages to appeal to consumers.
CO5: Understand the interrelationship with other functional areas of business as a part of the management process.
CO6: Assess the process of opinion leadership and its relationship with firm's promotional strategy.

UNIT – I
Introduction to Consumer Behaviour
Consumer Behaviour: Scope, importance and interdisciplinary nature. **Consumer Research Process:** Qualitative and Quantitative research. **Market Segmentation:** Uses and bases of segmentation. **Emerging trends in consumer behavior:** Consumer behavior in online space. Use of Information technology and AI in consumer profiling and engagement, concept of materialistic vs spiritualistic consumption.

UNIT – II
Individual Determinants of Consumer Behaviour
Motivation: Nature and Types of Motives, Process of motivation, types of Needs. **Personality:** Theories, Product Personality, Self Concepts. **Consumer Perception:** Concept and Elements of Perception, Consumer Imagery, Perceived Risk. **Consumer Learning:** Behavioural and Cognitive Learning Theories. **Consumer Attitude:** Functions of Attitude and Sources of Attitude Development, Attitude formation Theories (Tricomponent, Multi attribute and Cognitive Dissonance), Attitude Change Strategies.

UNIT – III
External Influences on Consumer Behaviour
Group Dynamics and Reference Groups: Consumer relevant groups, Types of Family: Functions of family, Family decision making, Family Life Cycle (Modern and Traditional) **Culture:** Values and Norms, Characteristics and influence on Consumer Behaviour, sub culture, Cross cultural consumer behavior. **Social Class:** Categories, Measurement and Applications of Social Class.

UNIT – IV
Introduction to Customer Analytics: Determining Customer Lifetime Value (CLTV), Cost Per click (CPC)**,** Transaction conversion Rate (TCR), Return on Ad money spent (ROA)
Consumer Decision Making Process and models (Howard Sheth, Nicosia Model, Engel Blackwell and Kollat). **Personal Influence and Opinion Leadership:** Process of

Opinion Leadership, Profile of Opinion Leader, Opinion leadership and Firm's Promotional Strategy. **Diffusion of innovations:** Diffusion Process, Adoption Process, and Profile of Consumer Innovators

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- Leon G. Schiffman, and Leslie Lazar Kanuk, *Consumer Behavior*, Prentice Hall of India, 2010.
- David L. Loudon, and Albert J. Della Bitta, *Consumer Behaviour: Concepts and Applications*, Tata McGraw Hill, 2002.
- Henry Assael, *Consumer Behaviour in Action*, Cengage Learning, 2007.
- Roger D. Blackwell, Paul W. Miniard, and James F. Engel, *Consumer Behaviour*, Thomson Learning, 2006.
- Mark Jeffery, *Data-Driven Marketing – The 15 Metrics Everyone in Marketing Should Know*, John Wiley & Sons, Inc., 2010.

I.K.G. Punjab Technical University
MBA(BA) 922-26
Services Marketing

Course Objective: The objective of this course is to help students understanding various factors affecting consumer behavior and to understand the process of consumer buying. Based on the understanding of consumer behavior, the students are expected to design the strategy.

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

CO1: Understand the fundamental concepts of service marketing and its functions.
CO2: Identify the role and significance of various elements of service marketing mix.
CO3: Analyze customer requirement, measure service quality and design and deliver better service.
CO4: Analyze integrated services marketing communications and services marketing triangle.
CO5: Examine various pricing strategies and pricing approaches in service sectors.
CO6: Understand service marketing applications in different service sectors.

UNIT – I

Introduction to Services: Growth and development of service sector economy, contribution to the Indian economy, Service Characteristics, Service Classification, Service Marketing Mix. **Consumer Behavior in Services:** Customer Expectation of Service, Customer Perceptions of Service. **Service Quality:** Integrated gaps model of service quality. Prescriptions for closing quality gaps

UNIT – II

Managing relationships in Services: Building customer loyalty, Complaint handling and Service recovery strategies. **Service development and design:** Challenges of service design, types of new services, core and supplementary elements, new service development process. **Service blueprinting**: Nature, need and process of blueprinting. **Physical evidence and the Services capes**: Nature, Importance and Types, role and its effect on Consumer behaviour.

UNIT – III

Delivering and performing service through employees and customers: service culture, employee’s role, strategies to deliver quality, cycle of failure, mediocrity and success, self-service technologies and Customer Participation. **Delivering services through intermediaries:** Nature and types of intermediaries, role of electronic channels in service delivery. **Managing demand and capacity**: Waiting line strategies integrated. **Integrated Services Marketing Communications and Services marketing triangle.**

UNIT – IV

Pricing of services: Pricing approaches, Pricing Strategies. **Service Marketing Applications:** Marketing of services in Financial, Healthcare and Hospitality sectors.
Introduction to Analytics in Services Marketing: Customer Journey Mapping, Web Analytics, Social Network Analysis, Customer touchpoint attribution modelling, Customer Satisfaction Analytics, and Service Performance Metrics.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- Valarie A. Zeithaml, Mary Jo Bitner, and Dwayne Gremler, *Services Marketing*, Tata McGraw Hill, 2017.
- Christopher H. Lovelock, and Jochen Wirtz, *Services Marketing*, Pearson Education, 2011.
- P. K. Sinha, and S. C. Sahoo, *Services Marketing*, Himalaya Publishing House, 2009.
- Avinash Kaushik, *Web Analytics 2.0: The Art of Online Accountability*, Wiley Publishing, 2009.
- Robert A. Hanneman and Mark Riddle, *Introduction to Social Network Methods*, University of California, 2005.

I.K.G. Punjab Technical University
MBA(BA) 911-26

Investment Analysis and Portfolio Management

Course Objective: This course aims to develop analytical capabilities for investment decision-making using quantitative and data-driven approaches. It integrates financial theories with statistical, econometric, and computational techniques to evaluate securities, analyze markets, and construct optimal portfolios. The course emphasizes the use of financial data, predictive models, and analytical tools in modern investment management.

Course Outcomes: After completing this course, students shall be able to:

CO1: Analyze financial markets and investment avenues using data-driven approaches and market microstructure insights.
CO2: Apply quantitative techniques and statistical measures to evaluate risk-return trade-offs and market performance.
CO3: Use financial data, ratios, and econometric techniques for fundamental analysis and security valuation.
CO4: Apply technical analysis using time-series data and analytical tools to identify trends and trading signals.
CO5: Construct and optimize portfolios using modern portfolio theory and quantitative models.
CO6: Evaluate derivative instruments and apply analytics for pricing, hedging, and risk management.

Unit I
Introduction and Financial Data Analytics: Concepts of investment, objectives, alternatives, and investment process; financial vs. real investments; investment, speculation, and gambling. Introduction to **financial datasets** (price, volume, returns) and data sources.
Risk and Return Analytics: Measurement of risk and return using statistical techniques (mean, variance, standard deviation, beta); introduction to risk modeling.
Financial Markets and Market Microstructure: Primary and secondary markets; trading mechanisms, order types, margin trading, circuit breakers, and arbitrage opportunities with data-driven insights into trading behavior.
Primary and Secondary Market Analytics: SEBI guidelines, trading data interpretation, and introduction to market indicators and liquidity measures.

Unit II
Fundamental Analysis with Financial Analytics: Intrinsic value estimation using financial statements and ratios; data-driven economic, industry, and company analysis (E-I-C approach).
Quantitative Valuation Techniques: Discounted cash flow (DCF), relative valuation, and use of financial modeling and regression-based forecasting.
Use of Data in Valuation: Application of historical financial data and predictive analytics for estimating firm value.

Unit III
Technical Analysis using Time-Series Data: Dow theory, trend analysis, support and resistance, chart patterns, moving averages, and indicators using historical price data analytics.

Algorithmic and Indicator-Based Trading (Introductory): Use of quantitative indicators for generating trading signals.

Portfolio Analytics: Portfolio construction, diversification, and evaluation using risk-return analytics, Sharpe ratio, and performance metrics.

Portfolio Revision using Data Insights: Rebalancing strategies based on analytical outputs.

Unit IV

Quantitative Portfolio Theory: Markowitz Model, CAPM, Single Index Model, and Arbitrage Pricing Theory with computational and analytical interpretation.

Market Efficiency and Behavioral Finance Analytics: Testing market efficiency using data; behavioral biases and their analytical implications.

Derivatives Analytics: Pricing and payoff computation of forwards, futures, and options using quantitative models; introduction to hedging strategies.

Introduction to Financial Modelling Tools: Use of spreadsheets/software (Excel/Python – conceptual) for portfolio and derivative analysis.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- Z. Bodie, A. Kane, A. J. Marcus and P. Mohanty, *Investments*, McGraw Hill Education, 2025.
- Simon Benninga, *Financial Modeling*, 4th Edition, MIT Press, 2014.
- John C. Hull, *Options, Futures, and Other Derivatives*, 10th Edition, Pearson, 2018.
- Frank K. Reilly and Keith C. Brown, *Investment Analysis and Portfolio Management*, 10th Edition, South Western Pub, 2012.
- Ruey S. Tsay, *Analysis of Financial Time Series*, 3rd Edition, Wiley, 2010.

I.K.G. Punjab Technical University
MBA(BA) 912-26

Management of Financial Services

Course Objective: The course aims to develop an understanding of financial services using analytical and data-driven approaches. It focuses on the strategic, regulatory, and operational aspects of financial services along with the application of analytics in areas such as risk management, credit assessment, and financial decision-making. The course also emphasizes emerging trends such as fintech, digital banking, and data analytics in the financial services industry.

Course Outcomes: After completing this course, students shall be able to:

CO1: Analyze the structure, functions, and significance of financial services using financial and analytical frameworks.
CO2: Evaluate mutual funds, pension funds, insurance products, and investment avenues using financial performance measures and analytics techniques.
CO3: Examine depository systems, digital finance, and electronic financial transactions using analytical and regulatory approaches.
CO4: Apply concepts of credit rating, leasing, merchant banking, venture capital, and private equity for financial decision-making and risk evaluation.
CO5: Analyze securitization, factoring, fintech applications, and digital payment systems using financial data, fraud analytics, and risk assessment techniques.
CO6: Apply quantitative techniques and analytics tools for asset-liability management and risk management in financial institutions.
CO7: Develop and interpret financial dashboards and analytical reports using business intelligence and data visualization tools.

Unit I
Introduction to Financial Services and Analytics: Meaning, types, scope, and importance of financial services; structure of the Indian financial system; role of financial services in economic development; overview of BFSI analytics; financial sector reforms in India; emerging challenges and opportunities in digital finance.
Financial Products and Services: Mutual funds, pension funds, insurance services, bancassurance, reinsurance, venture capital, private equity, hedge funds, and e-banking; performance evaluation metrics including CAGR, XIRR, Sharpe Ratio, Sortino Ratio, Alpha, and Beta; introduction to financial dashboards and KPI analysis.
Financial Inclusion and Behavioral Finance: Microfinance, financial inclusion, financial literacy, and inclusive banking models; behavioral biases in financial decision-making; analytical approaches for studying customer behavior and financial adoption patterns.
Depository Systems and Digital Finance: Concept of depositories, depository participants, functioning of depository systems, dematerialization and rematerialization process; SEBI guidelines; digital financial records and analytics in transaction management.

Unit II
Credit Rating Analytics: Concept, objectives, and significance of credit rating; credit rating agencies in India and globally; rating methodologies, data models, and key risk indicators; credit scoring models, default prediction, credibility, and limitations of ratings.

Leasing Analytics: Concept, types, advantages, limitations, and tax implications of leasing; financial evaluation of leasing decisions; analytical comparison of leasing and hire purchase using financial metrics.
Merchant Banking and Financial Advisory: Concept, functions, and role of merchant banking; SEBI regulations; issue management, underwriting, portfolio advisory, and project counseling; data-driven decision-making in financial advisory services.
Venture Capital and Private Equity: Structure and functions of venture capital and private equity; startup funding stages; investment evaluation techniques; startup valuation analytics and risk-return assessment.

Unit III
Debt Securitization: Meaning, process, and features of securitization; asset-backed securities and mortgage-backed securities; risk analysis and structured finance mechanisms.
Factoring: Concept, types, procedures, advantages, and limitations of factoring; receivables management; use of analytics in credit evaluation and cash-flow monitoring.
Digital Payments and Plastic Money: Credit cards, debit cards, smart cards, UPI, mobile wallets, and digital payment ecosystem; transaction analytics, fraud detection techniques, cybersecurity concerns, and customer usage pattern analysis.
FinTech Applications: Introduction to fintech ecosystem; blockchain basics, cryptocurrency overview, regtech, insurtech, robo-advisory services, AI applications in financial services, and analytics in fintech solutions.

Unit IV
Asset Liability Management (ALM): Concept, significance, and ALM process; gap analysis, duration analysis, simulation models, Value at Risk (VaR), stress testing, and scenario analysis; market value of equity perspective.
Risk Analytics in Banks: Credit risk, market risk, operational risk, liquidity risk, and systemic risk; quantitative risk measurement models, predictive analytics, and AI-based risk assessment techniques.
Regulatory Framework and Basel Norms: Overview of Basel I, II, and III; capital adequacy norms; risk-weighted assets; compliance analytics and regulatory reporting frameworks in banks and financial institutions.
Advanced Risk Management Tools: Interest rate swaps, derivatives for hedging and risk management; treasury management systems; ALM software; use of analytics tools and business intelligence applications in treasury and risk management.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- V. A. Avadhani, *Financial Services in India*, Himalaya Publishing House, 2026.
- L. M. Bhole, *Financial Institutions and Markets*, McGraw Hill Education, 2017.
- Susanne Chishti and Janos Barberis, *The FINTECH Book: The Financial Technology Handbook for Investors, Entrepreneurs and Visionaries*, Wiley, 2016.
- Vasant Desai, *Financial Markets and Financial Services*, Himalaya Publishing House, 2026.
- E. Gordon and K. Natarajan, *Financial Markets and Services*, Himalaya Publishing House, 2017.

- S. Gurusamy, *Financial Services and System*, Tata McGraw Hill Education, 2009.
- M. Y. Khan, *Financial Services*, McGraw Hill Education, 2019.
- Wes McKinney, *Python for Data Analysis*, 3rd Edition, O'Reilly Media, 2022.
- F. S. Mishkin and S. G. Eakins, *Financial Markets and Institutions*, 9th Edition, Pearson, 2024.
- Foster Provost and Tom Fawcett, *Data Science for Business: What You Need to Know About Data Mining and Data-Analytic Thinking*, O'Reilly Media, 2013.
- Anthony Saunders and Marcia Millon Cornett, *Financial Institutions Management: A Risk Management Approach*, 9th Edition, McGraw Hill College, 2017.

I.K.G. Punjab Technical University
MBA(BA) 931-26
Organizational Change and Development

Course Objective: This course aims to introduce students to theories and concepts of organizational change and development and also it enhances the knowledge and understanding of organizational interventions terminology and provides students with the opportunity to apply the key concepts to practical organizational situations.

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

CO1:Develop understanding of organization change and Define, explain and illustrate theories of planned change, their relevant foundations, strengths and weaknesses.
CO2:Recognize and comment on issues and problems arising out of organizational change initiatives.
CO3: To Understand concepts related to system theory, Action Research and Models,
CO4: Understand the role of various intervention strategies in organizational development.
CO5: Facilitate organizational change; and apply diagnostic models and concepts to change issues at the organizational, group and individual levels.
CO6: Examine various issues in the relationship between client and consultant relationship.

Unit –I

Introduction to Organizational Change and Development; Definitions & its distinguishing characteristics, Dynamics of planned change, models and theories of planned change, triggers for change, strategies for implementing organizational change.
Introduction to data-driven organizations. Data blockers and myths, Building the baseline data.
Foundations of OD:Conceptual Framework of OD, Historical background of OD, Values, assumptions and beliefs in OD, Systems theory, Participation and Empowerment, Teams and Teamwork, Strategies of change, Inter-Disciplinary Nature of OD.

Unit –II

Action Research and OD, Action Research: A Process and an Approach. **Managing OD Process**: Diagnosis, The Six-Box Model, Third Waves Consulting, Nature of OD intervention, Analysis of Discrepancies, Phases of OD Program, Model of Managing Change, Creating Parallel Learning Structures.
OD Interventions: An overview, characteristics of OD interventions. Structural Interventions, Training Experience: T-Groups, Behavioral Modeling and Career Anchors.

Unit –III

Team Interventions, Intergroup and Third-Party Peace-Making Interventions.
Comprehensive Interventions, Power, politics and OD: Power defined and explored, theories about the sources of Power, Organizational Politics in the practice of OD.

Unit –IV

Issue in Consultant-Clint Relations: Entry and contracting, defining the client system, trust, the nature of the consultant's expertise, diagnosis and appropriate, interventions, depth of intervention, on being absorbed by the cultural, the consultant as a model, the consultant team as a microcosm, the dependency issue and terminating the relationship, ethical standards in OD, Implications of OD for the Client. Contemporary Issues in OD. OD and Quality Movement, OD- Now and Beyond.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- Wendell L. French, and Cecil H. Bell Jr., *Organization Development*, Prentice Hall, 1999.
- Richard Beckhard, *Organization Development: Strategies and Models*, Tata McGraw Hill, 1969.
- Robert R. Blake, and Jane S. Mouton, *Building a Dynamic Corporation Through Grid Organization Development*, Addison Wesley, 1969.
- Thomas H. Patten, *Organization Development Through Team Building*, Thomas Publications, 1981.
- Edgar F. Huse, *Organization Development and Change*, Thomas Publications, 1980.
- Wyatt Warner Burke, *Organization Development: Principles and Practices*, Sage Publications, 1994.
- S. Ramnarayan, T. V. Rao, and Kuldeep Singh, *Organization Development: Interventions and Strategies*, Response Books, 1998.
- S. Ramnarayan, and T. V. Rao, *Organization Development: Accelerating Learning and Transformation*, Sage Publications, 2011.
- Rupert Morrison, *Data-driven Organization Design: Sustaining The Competitive Edge Through Organizational Analytics*, Kogan Page, 2015.

I.K.G. Punjab Technical University
MBA 932-18
Employee Relations

Course Objective: The aim of this course is to help students to understand basics of labour laws and industrial relations applicable in various business houses.

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

CO1: Understand establishing & maintaining a sound relationship between the worker & the employer.
CO2: Understand the significance & functioning of Trade Unions.
CO3: Identify the simmering issues which might take the form of a dispute in the workplace.
CO4: Examine various provisions laid down by laws to settle disputes in the organizations.
CO5: Assess the importance of various Acts in Industrial Relations.
CO6: Comprehend the concept and classification of labour welfare.

Unit –I
Industrial Relations-Concept, Theories and Evolution, System approach to IR-Actors, Context, Web of Rules & Ideology, Trade Unionism, impact of trade unions on wages, The Trade unions Act ,1926 (with amendments),Factories Act, 1947 (with amendments).

Unit –II
Anatomy of industrial disputes. Dispute Settlement Machinery: Conciliation- Concept, Types, Conciliation Procedure and Practices in India; Adjudication – Concept and types; Arbitration: Approaches and types. Sexual Harassment.
Industrial Disputes Act 1947, Provisions in Industrial Disputes- Lay Off, Termination Retrenchment, Closures, VRS, Anatomy of Industrial disputes, Managing foreign nationals in Indian organizations.

Unit –III
Social Security: Concept, Social Assistance, Social Insurance.
Payment of wages Act,1936, Payment of Bonus Act, 1965, Workman's Compensation Act,1923, Payment of Gratuity Act 1982.

Unit –IV
Maternity Benefit Act,1961, ESI Act 1948, Provident Fund and Miscellaneous Provisions Act, 1951.
I.L.O and social Security. The concept of Labour welfare: definition, Scope and Objectives, classification of welfare work, agencies for welfare work. Agencies for administering labour welfare laws in India.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- C. S. Venkata Ratnam, *Industrial Relations*, Oxford University Press, 2017.
- S. C. Srivastava, *Industrial Relations and Labour Laws*, Vikas Publishing House Pvt. Ltd., 2026.

- P. R. N. Sinha, Indu Bala Sinha, and Seema Priyadarshini Shekhar, *Industrial Relations, Trade Unions, and Labour Legislation*, Pearson Education, 2017.
- Ratna Sen, *Industrial Relations in India*, Macmillan, 2003.
- C. B. Mamoria, Satish Mamoria, and S. V. Gankar, *Dynamics of Industrial Relations*, Himalaya Publishing House, 2023.
- Arun Monappa, *Industrial Relations*, Tata McGraw Hill, 1985.
- R. S. Davar, *Personnel Management and Industrial Relations*, Vikas Publishing House Pvt. Ltd., 2018.
- R. Sivarethinamohan, *Industrial Relations and Labour Welfare: Text and Cases*, PHI Learning Pvt. Ltd., 2016.

I.K.G. Punjab Technical University
MBA 401-18 Corporate Strategy

Course Objective: This course aims to familiarize the students with organization perspective from strategic viewpoint integrating different functional areas of management. The aim is to develop an understanding of how organizational strategies are formulated and implemented in a changing global environment.

Course Outcomes: After studying this course, the students should be able to:

CO1: Understand the concepts of strategic management process and strategic decision making process.
CO2: Discuss various techniques of external as well as internal environmental analysis of business.
CO3: Explain various business level and corporate level strategies for the growth of the business along with their implications.
CO4: Illustrate the issues involved in strategy implementation and the role of leadership, communication and organizational structure in implementation of strategy.
CO5: Develop various functional plans for successful implementation of strategy.
CO6: Understand organisational systems and techniques of strategic evaluation and control.

Unit I
Understanding Strategy and Strategic Management: Strategic Management Process, Strategic Decision Making, Levels of Strategy, Role of strategists, Benefits of Strategic Management, Mckinsey's 7 S model.
Defining Strategic Intent: Vision, Mission, Goals and Objectives.
External Environment Analysis: Concept of environment, Strategically Relevant Components of External Environment, Environmental Scanning Techniques- ETOP, PEST, SWOT, TOWS.

Unit II
Industry analysis- Porter's Five Forces Model; Strategic Group Mapping; Industry Driving Forces; Key Success Factors, External Factor Evaluation Matrix.
Internal Environment Analysis – Organisational capabilities in various functional areas and Strategic Advantage Profile. Resource based view of an organization: VRIO Framework; Value Chain Analysis; Competitive Advantage and Core Competency, Identification of Critical Success Factors (CSF). Internal Evaluation Factor Matrix.
Business Level Strategies – Porter's Framework of Competitive Strategies: Cost, Leadership, Differentiation and Focused Strategies, Location and timing tactics. Concept, Importance, Building and use of Core Competence.

Unit III
Corporate Level Strategies – Expansion (growth)-Horizontal and Vertical Integration, Strategic outsourcing, Related and Unrelated Diversification, International Entry Options, Corporate restructuring. Concept of Synergy, Mergers & Acquisitions, Stability, harvesting and Retrenchment and Combination strategies.
Strategic Analysis and choice (Multi Business Strategies: Portfolio Strategies) – BCG, GE Nine cell, Product life cycle Matrix).

Unit IV

Strategy Implementation– Strategy- Structure Fit: Resource allocation, Projects and Procedural issues. Organisation structure and systems in strategy implementation. Leadership and corporate culture. Operational and derived functional plans to implement strategy. Integration of functional plans.

Strategy Evaluation and Control – Nature of Strategy Evaluation; Strategic control and operational Control. Organistional systems and Techniques of strategic evaluation, Strategy Evaluation Framework; The Balanced Score Card.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- Arthur A. Thompson Jr., A. J. Strickland III, John E. Gamble, and Arun K. Jain, *Crafting and Executing Strategy: The Quest for Competitive Advantage Concepts and Cases*, Tata McGraw Hill, 2019.
- Azhar Kazmi, *Strategic Management*, Tata McGraw Hill, 2020.
- Thomas L. Wheelen, and J. David Hunger, *Concepts in Strategic Management and Business Policy*, Pearson Education, 2012.
- John A. Pearce III, Richard B. Robinson Jr., and Amita Mittal, *Strategic Management: Formulation, Implementation and Control*, Tata McGraw Hill, 2017.
- Fred R. David, *Strategic Management: Concepts and Cases*, Pearson Education, 2016.
- Charles W. L. Hill, and Gareth R. Jones, *An Integrated Approach to Strategic Management*, Cengage Learning, 2012.
- Robert A. Pitts, and David Lei, *Strategic Management: Building and Sustaining Competitive Advantage*, Thomson Learning, 2006.
- Michael E. Porter, *Competitive Advantage: Creating and Sustaining Superior Performance*, Free Press, 1998.

I.K.G. Punjab Technical University
MBA 403-18 Workshop on Indian Ethos

Course Objective: The course is an attempt for the students to learn about how to apply the concepts and theories of ancient Indian management in business.

Courses Outcomes:
CO1: Comprehend and practice Indian Ethos and values system.
CO2: Applying value based management and ethical practices in business.
CO3: To gain the knowledge of management principles from Vedas and other holy books and explain the application of Indian heritage in business.
CO4: To comprehend various stress management techniques and their applications in organizations.
CO5: To describe salient features and advantages of ancient Indian system of learning.
CO6: To describe various laws of Karma and explain the concept of corporate karma.

Unit 1
Indian Ethos: History & Relevance, Principles Practiced by Indian Companies, Role of Indian Ethos in Managerial Practices.

Management Lessons from Vedas, Mahabharata, Bible, Quran, Kautilya's Arthashastra, Indian Heritage in Business, Management-Production and Consumption. Ethics v/s Ethos, Indian v/s Western Management.

Unit 2
Work Ethos: Meaning, levels, dimensions and steps.

Values: Values for Indian Managers, Relevance of Value Based Management in Global Change, Impact of Values on Stakeholders. Trans-Cultural Human Values, Secular v/s Spiritual Values, Value System in Work Culture.

Unit 3
Stress Management: Meaning, types of stress at work, causes of stress, consequences of stress.

Techniques for Managing Stress: Meditation: Meaning, advantages for mental health and its importance in management. Brain storming, brain stilling, Yoga: Meaning, Significance.

Contemporary Approaches to Leadership- Joint Hindu Family Business–Leadership Qualities of Karta.

Unit 4
Indian Systems of Learning- Gurukul System of Learning, Advantages- Disadvantages of Karma, importance of Karma to Managers, Nishkama Karma. Laws of Karma: Law of Creation, Law of Humility, Law of Growth, Law of Responsibility, Law of Connection.

Corporate Karma: Meaning, methodologies, guidelines for good corporate karma.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- N. M. Khandelwal, *Indian Ethos and Values for Management*, Himalaya Publishing House, 2023.
- Tushar Agrawal, and Nidhi Chandorkar, *Indian Ethos in Management*, Himalaya Publishing House, 2026.
- S. K. Chakraborty, *Ethics in Management: Vedantic Approach*, Oxford University Press, 1995.
- Dwijendra Tripathi, *The Oxford History of Indian Business*, Oxford University Press, 2004.
- A. C. Fernando, *Business Ethics: An Indian Perspective*, Pearson Education, 2009.
- Irfan Habib, *The Cambridge Economic History of India, Volume 1*, Cambridge University Press, 1982.
- Swami Jitatmananda, *Indian Ethos for Management*, Ramakrishna Ashrama, 1996.
- Patrick Olivelle, *King, Governance, and Law in Ancient India: Kautilya's Arthashastra*, Oxford University Press, 2013.

I.K.G. Punjab Technical University
MBA(BA) 923-26
Integrated Marketing Communication and Sales Management

Course Objective: This course will help the students to understand the principles and practices of marketing communication, tools used by marketers to inform consumers and to provide a managerial framework for integrated marketing communications planning as well as sales management.

Course Outcomes: After successfully completing this course, students will be able to:

CO1: Apply the key terms, definitions, and concepts used in integrated marketing communications.
CO2: Conduct and evaluate marketing research and apply these findings to develop competitive IMC Programme.
CO3: Examine the role of various promotional strategies such as advertising, direct marketing, sales promotion and PR in effectiveness of marketing communication.
CO4: Understand and apply the concepts of sales management and organization.
CO5: Develop sales related marketing policies such as product policies, distribution policies & pricing policies.
CO6: Explain various sales operations such as sales budget, sales territories, sales Quota's, control of sales, sales meeting and sales contest, organizing display, showroom and exhibition.

UNIT I

Role of IMC in marketing process: IMC planning model, IMC components. Communication process, steps involved in developing IMC programme, Effectiveness of marketing communications, Purpose, Functions, Types of IMC. **Advertising management**: Advertising appeals, advertising designs, Advertising agencies, Advertising Budgeting, Media planning and evaluation, Media strategy: Creativity, Elements of creative strategies and its implementation.

UNIT II

Direct Marketing: Features, Advantages/Disadvantages, strategies in Direct Marketing **Promotion:** Meaning, Importance, tools used, push pull strategies, **Publicity/ Public relations:** Meaning, Objectives, strategies and tools of public relations. **Corporate Advertising** Role, Types, Limitations, **Monitoring, Evaluation and control:** Measurement in advertising, various methods used for evaluation, Pre-testing, Post testing. **International Advertising:** Global environment in advertising, **Internet advertising:** Meaning, Components, Advantages and Limitations, Types of Internet advertising. Importance of Search Engine Optimization (SEO), Web Analytics.

UNIT- III

Sales Management and Organization: Objectives of sales management, sales executive as a coordinator, sales management and control, sales organization - it's purpose, setting up a sales organization, types of sales organization. **Objectives and theories of personal selling**, analyzing market potential, sales potential and sales forecasting method & evaluation, determining sales related marketing policies - product policies, distribution policies & pricing policies.

UNIT- IV

Sales Operations: Sales budget, sales territories, sales Quota's, control of sales, sales meeting and sales contest, organizing display, showroom and exhibition. **Sales manager**- Qualities and functions, types of salesmen, psychology of customers.
Introduction to Sales Analytics in E-commerce: Customer Feedback Analysis, Social Media Monitoring.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings

- Kenneth E. Clow, and Donald Baack, *Integrated Advertising, Promotion and Marketing Communications*, Prentice Hall of India, 2015.
- Philip J. Kitchen, and Patrick De Pelsmacker, *Integrated Marketing Communications: A Primer*, Routledge, 2004.
- Rosann L. Spiro, William J. Stanton, and Gregory A. Rich, *Management of a Sales Force*, Tata McGraw Hill, 2007.
- Richard R. Still, Edward W. Cundiff, and Norman A. P. Govoni, *Sales Management: Decisions, Strategies and Cases*, Pearson Education, 1998.
- Mark W. Johnston, and Greg W. Marshall, *Sales Force Management*, Tata McGraw Hill, 2013.
- Bert Rosenbloom, *Marketing Channels: A Management View*, Cengage Learning, 2012.
- Krishna K. Havaldar, Vasant M. Cavale, and Subrata Kumar Nandi, *Sales and Distribution Management*, Tata McGraw Hill, 2025.
- S. A. Chunawalla, *Sales and Distribution Management*, Himalaya Publishing House, 2011.
- Avinash Kaushik, *Web Analytics 2.0: The Art of Online Accountability*, Sybex, 2009.
- Chuck Hemann and Ken Burbary, *Digital Marketing Analytics: Making Sense of Consumer Data in a Digital World*, Que Publishing, 2013.

I.K.G. Punjab Technical University
MBA(BA) 924-26
Marketing Analytics

Course Objective: This course will help the students to understand the concepts, tools, and techniques of marketing analytics and their application in data-driven decision making. It aims to develop analytical skills using tools such as MS Excel for organizing, analyzing, and interpreting marketing data, as well as to provide a managerial framework for customer, pricing, and sales analytics.

Course Outcomes: After successfully completing this course, students will be able to:

CO1: Apply the fundamental concepts, types, and metrics used in marketing analytics for effective decision making.
CO2: Organize, summarize, and analyze marketing data using MS Excel, including PivotTables, demographic analysis, and crosstabulation.
CO3: Examine customer behavior using analytical techniques such as cluster analysis, conjoint analysis, regression, ANOVA, and evaluate Customer Lifetime Value (CLV).
CO4: Analyze pricing strategies using concepts such as price elasticity and apply pricing techniques in marketing analytics.
CO5: Evaluate business performance using key performance indicators (KPIs), profitability metrics, break-even analysis, and customer service metrics.

Unit- I
Introduction to Marketing Analytics: Definition, Need and Scope of Marketing Analytics, Types of Marketing Analytics, Adoption and Application of Marketing Analytics, Marketing Analytics Metrics, Significance of Marketing Metrics.

Unit- II
Tools and Techniques for Marketing Analytics: MS Excel and R. Using MS Excel to Organize and Summarize Marketing Data: Creation of PivotTables and Organizing Data. Demographic Analysis: Analyzing Sales Data by Age, Gender, Income and Location, Construction of Crosstabs of Two Demographic Variables

Unit– III
Customer Analytics: Customer Journey Mapping and the Process of Mapping (How to). Analytical techniques including cluster analysis, multi-dimensional scaling, conjoint analysis, regression techniques, ANOVA.
Pricing Analytics: Pricing, Goals of Pricing, Price Elasticity, Pricing Techniques in Marketing Analytics, Conjoint Analysis Model.

Unit- IV
Sales Analytics: Spread Sheet Modelling for Sales Analytics, Formulas and Functions for Sales Metrics Calculation, Charts for Data Analysis and Visualization, Scenario Analysis and Sensitivity Analysis, Key Performance Indicators, Calculation of Profitability Metrics, Gross Margin Analysis, Contribution Margin Analysis, Break-Even Analysis, Customer Service Metrics

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- Moutusy Maity and Pavan Kumar Gurazada, *Marketing Analytics for Strategic Decision Making*, Amazon Digital Services, 2013.
- Stephen Sorger, *Marketing Analytics: Strategic Models and Metrics*, Amazon Digital Service, 2013.
- Wayne L. Winston, *Marketing Analytics: Data-Driven Techniques with Microsoft Excel*, First Edition, Wiley, 2014.
- Grewal and Michael Levy, *Marketing*, 8th Edition, McGraw-Hill College, 2022.
- Neeru Kapoor, *Principles of Marketing*, Prentice Hall of India, 2022.
- Philip Kotler, Kevin Lane Keller and Alexander Chernev, Jagdish N. Sheth, *Marketing Management*, 16th Edition, Pearson Education, 2022.

I.K.G. Punjab Technical University

MBA(BA) 925-26

International and Social Media Marketing

Course Objectives: The course aims at acquainting students with the concepts and procedures for international marketing and trains them to develop and implement plans and strategies for entering international markets and managing overseas operations. The course also helps students to understand the basics in Social Media Marketing and Blogging.

Course Outcomes: After successfully completing this course, students will be able to:

CO1: Assess the challenges in international marketing and understand various international market entry strategies.
CO2: Evaluate international marketing environment and identify various international trade barriers and regional blocks.
CO3: Develop international product, pricing and communication policy and examine international distribution system.
CO4: Discuss the evolution of social media marketing and identify various benefits and applications of social media.
CO5: Explain how to develop effective social media marketing strategies for various types of industries and businesses.
CO6: Describe the major social media marketing portals that can be used to promote a company, brand, product, service or person.

Unit-I

Definition and challenges of international marketing, Reasons for going international, International Market Segmentation and Positioning; **International Market Entry Strategies:** Screening and Selection of Markets; Methods to enter International markets. **International Marketing environment:** political, legal, environmental, socio Cultural and Technological environment, Country Risk Analysis, **International Economic environment:** IMF, WTO, International Monetary System, **International Trade Barriers:** Tariff and Non-Tariff. **Regional Blocks**: European Union, NAFTA, SAARC, ASEAN, International Marketing Research.

Unit-II

EXIM policy of India, export promotion organizations, incentives, Export documents. organisation and structure of export and import houses. **International product and pricing policies:** Product standardization & adaptation, international pricing strategies. **International distribution system:** International distribution channels, types, role of internet in international distribution **International communication policy:** communication strategies in international marketing, international promotion mix.

Unit III

Introduction to Social Media Marketing: Evolution, from traditional to Modern marketing, Rise of internet and E concepts. Emergence of social media marketing as a tool. **Social media Channels:** Types and models, Social media benefits and applications. Social media marketing framework. **Consumer behavior on the Internet:** Basics, evolution of the digital consumer, managing consumer demand. IMC. **Social media marketing strategies:** Introduction, defining social media marketing mix, social media marketing planning, social media marketing channels.

Unit IV

Social media marketing campaign: Elements of marketing campaigns, implementing social media marketing campaigns, SEM, SEO, Content marketing, Social media execution, campaign analytics and ROI, **Social Media Analytics:** Key Social Media Metrics (Reach, Engagement, Impressions, Click Through Rate), Measuring Effectiveness of Social Media Campaigns, **Managing social media marketing revenue:** social media marketing revenue sources, managing service delivery and payments, **Emerging trends in social media marketing:** Big data, IOT, Content Creation and Sharing: Blogging, micro blogging, Streaming Video, Podcasts, and Webinars.

Note: Relevant Case Studies should be discussed in class.

Suggested readings

- Michael R. Czinkota, Ilkka A. Ronkainen, Sutton Brady, Tim Beal, and Nicole Stegemann, *International Marketing*, Cengage Learning, 2014.
- Francis Cherunilam, *International Trade and Export Management*, Himalaya Publishing House, 2025.
- Philip R. Cateora, Bruce Money, Mary C. Gilly, and John L. Graham, *International Marketing*, McGraw Hill, 2019.
- Dan Zarrella, *The Social Media Marketing Book*, O'Reilly Media, 2009.
- Tracy L. Tuten, and Michael R. Solomon, *Social Media Marketing*, Pearson Education, 2018.
- Avinash Kaushik, *Web Analytics 2.0: The Art of Online Accountability*, Sybex, 2009.
- Marshall Sponder, *Social Media Analytics: Effective Tools for Building, Interpreting, and Using Metrics*, McGraw Hill, 2013.

I.K.G. Punjab Technical University

MBA(BA) 926-26

Digital Marketing Analytics

Course Objectives: This course provides the knowledge base for understanding and practicing of the data analytics in Marketing. The primary objective is to help students in familiarizing and learning essential contrivances for steering business transactions through the various resources of information technology along with concept related contemporary case studies. The course provides thorough knowledge on various functions of data analytics in Marketing.

Course outcomes: After completion of the course, learners will be able to:

CO1: Recognise the concept of digital analytics and its role in marketing.

CO2: Improve the visibility of a website on search engines and increase traffic with help of SEO and dive deep into different facets of SEO like on-page optimization and off-page optimization, keyword research, and SEO performance measurement.

CO3: Analyze the process of Social Media Optimisation.

CO4: Identify different kinds of marketing.

CO5: Improve Return on Investment for any digital marketing program

Unit I

Introduction to Digital Marketing: Basics, Digital vs. Traditional Marketing, Revisiting Marketing Mix: Digital Perspective with Case Study, Opportunities in Digital Marketing in India. Personas in Digital Marketing: Developing, Using and Refining Personas, The Personas and User Journeys, Digital Marketing Mix and Digital Models.
Types of Digital Marketing: Content Marketing, Email Marketing, Video Marketing, Paid Marketing, Affiliate Marketing, Influencer Marketing, Mobile Marketing, Social Media Marketing

Unit II

Search Engine Optimization (SEO): Meaning of SEO, Working of SEO, Understanding On-page and Of-page SEO, Keyword research techniques, Technical SEO, Mobile SEO, and Schema Markups, Link building – Blogger Outreach and Other Techniques, Social SEO, Local SEO, and International SEO, SEO Audits, SEO Tools – SEMrush, Ahrefs, etc., Google AdWords, Set Up, Manage and Optimise a Google Ad Campaign, Google Analytics, Pay Per Click: An online internet model.

Unit III

Social Media and Online Advertising: Social Media Platforms, Content Strategy and Campaign Planning, Google Ads and Meta Ads Basics, Lead Generation Techniques, Online Reputation Management, Website Traffic Analysis and Conversion Optimization.
E-commerce and Digital Branding: E-commerce Marketing, Online Branding Strategies, Customer Engagement, Marketing Automation Basics.

Unit IV

Digital Marketing Analytics & ROI Measurement: Understanding the Search Analytics, Google trends, Audience Analysis, and creating reports. Descriptive, Predictive and Prescriptive Analytics, Market Basket Analysis, Sentiment Analysis, Understanding Google Analytics and Visitors' Traffic Matrices, Understanding Visitor

Behaviour using Multiple Metrics, Slicing and Dicing Data, Understanding Growth Patterns, How to Build a Marketing Strategy by Seeing Traffic Patterns?, Channel Performance, Setting Goals, and Creating Reports and Dashboards, Measuring ROI as an Integrated Approach and Strategy Creation.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- Chuck Hemann and Ken Burbary, *Digital Marketing Analytics: Making Sense of Consumer Data in a Digital World*, Que Publishing, 2013.
- Marshall Sponder and Gohar F. Khan, *Digital Analytics for Marketing*, Routledge, 2017.
- Kevin Hartman, *Digital Marketing Analytics: In Theory and In Practice*, Independently Published, 2020.
- Chuck Hemann and Ken Burbary, *Digital Marketing Analytics: Making Sense of Consumer Data in a Digital World*, Que Publishing, 2018.
- S. Srivastava, *Digital & Social Media Marketing for MBA*, Shanti Publication, 2020.
- Philip Kotler, Hermawan Kartajaya and Iwan Setiawan, *Marketing 4.0: Moving from Traditional to Digital*, Wiley, 2017.
- Wayne L. Winston, *Marketing Analytics: Data-Driven Techniques with Microsoft Excel*, Wiley, 2014.
- Ian Dodson, *The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns*, Wiley, 2016.

I.K.G. Punjab Technical University
MBA(BA) 913-26
Behavioural Finance

Course Objective: The course aims to develop an understanding of how behavioural biases influence financial decision-making by integrating psychological theories with data-driven and analytical approaches. It focuses on empirical analysis of market anomalies, investor behaviour, and sentiment using financial data. The course also emphasizes the application of behavioural insights in investment decisions and market analysis.

Course Outcomes: After completing this course, students shall be able to:

CO1: Analyze behavioural finance theories using empirical and data-driven approaches.
CO2: Evaluate bounded rationality and decision-making under uncertainty using behavioural and analytical frameworks.
CO3: Identify and analyze market anomalies and behavioural biases using financial data and statistical evidence.
CO4: Examine investor behaviour and biases using analytical tools and real-world market data.
CO5: Assess market efficiency using empirical tests and relate it to behavioural finance concepts.
CO6: Evaluate challenges to the Efficient Market Hypothesis using behavioural models and data analysis.

Unit I
Introduction to Behavioural Finance and Analytics: Meaning, scope, and importance; limitations of traditional finance; integration of psychology and data analytics in finance.
Rational Expectations vs Behavioural Models: Rational expectations paradigm and behavioural challenge supported by empirical evidence.
Theories of Behavioural Finance: Agency theory, prospect theory, reasoned emotions; overreaction, optimism, and transition from rationality to psychology.
Efficient Market Hypothesis (EMH): Concepts and analytical testing of EMH using market data.

Unit II
Behavioural Biases and Decision Analytics: Heuristics and biases, self-deception, emotional and social influences; neuro-scientific perspectives.
Market Anomalies and Empirical Evidence: Small/medium/large firm effect, momentum vs reversal, noise trader risk analyzed using historical market data.
Risk Behaviour and Decision Models: Expected utility theory, mental accounting, overconfidence, loss aversion, gambler's fallacy, and excessive risk-taking with analytical interpretation.
Volatility and Behavioural Patterns: Excessive volatility and behavioural explanations using data trends and statistical insights.

Unit III
Investor Behaviour Analytics: Classification of investors based on risk and behaviour; analysis using data segmentation techniques.
Social and Psychological Influences: Conformity, contrarian investing, group behaviour, and conflict of interest with behavioural data interpretation.

Investment Styles: Value investing vs growth investing using performance data analysis.

Market Bubbles and Crashes: Identification and analysis of bubbles using time-series data and behavioural indicators.

Unit IV

Investor Sentiment Models: Measurement and modelling of investor sentiment using market indicators and data analytics.

Market Efficiency and Brokerage Biases: Analytical evaluation of brokerage recommendations and biases using empirical data.

Cross-Sectional Analysis of Returns: Data-driven examination of stock return variations and anomalies.

Behavioural Corporate Finance: Application of behavioural insights in corporate decisions; integration with analytics for decision-making.

Wisdom from Other Sources: Introduction, significance and implications.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- Lucy F. Ackert and Richard Deaves, *Understanding Behavioural Finance*, Cengage Learning, 2012.
- N. Barberis and R. Thaler, *A Survey of Behavioral Finance*, Handbook of the Economics of Finance, 2003.
- Prasanna Chandra, *Behavioural Finance*, McGraw Hill Education, 2017.
- Greg B. Davies and Arnaud de Servigny, *Behavioural Investment Management: An Efficient Alternative to Modern Portfolio Theory*, McGraw Hill, 2012.
- William Forbes, *Behavioural Finance*, Wiley, 2011.
- B. Graham, *The Intelligent Investor*, Harper Business, 2013.
- Parag Parikh, *Value Investing and Behavioural Finance: Insights into Indian Stock Market Realities*, McGraw Hill Education, 2017.
- M. M. Sulphey, *Behavioural Finance*, PHI Learning, 2014.

I.K.G. Punjab Technical University
MBA 965-26 Financial Analytics

Course Objective: This course aims to develop an understanding of analytical techniques used in financial decision-making. It focuses on financial data analysis, risk modeling, predictive techniques, and portfolio optimization. The course also emphasizes the application of analytics tools for interpreting financial data and supporting strategic investment decisions.

Course Outcomes: After completing this course, students shall be able to:

CO1: Analyze and preprocess financial data using appropriate statistical and exploratory techniques.
CO2: Apply risk analytics methods such as volatility modeling and Value at Risk for financial decision-making.
CO3: Develop predictive models for credit risk, fraud detection, and financial forecasting.
CO4: Evaluate and optimize portfolios using modern portfolio theory and effectively communicate financial insights.

Unit I
Introduction to Financial Analytics: Role of analytics in finance, evolution of data-driven finance, types of financial data (market, fundamental, and alternative data).
Financial Data Wrangling and Cleaning: Handling missing values, outliers, invalid entries, and formatting time series data; data preprocessing techniques in financial datasets. **Exploratory Data Analysis (EDA):** Univariate and multivariate analysis, time series exploration, and visual diagnostics for financial data.
Time Series Basics: Components of time series, decomposition, stationarity, ACF and PACF, and introduction to ARMA/ARIMA models and smoothing techniques.

Unit II
Volatility Modeling: Measurement of financial volatility using ARCH/GARCH models, volatility clustering, and rolling standard deviation.
Statistical Distributions and Risk Measurement: Normal, log-normal, and t-distributions; Value at Risk (VaR) estimation, confidence intervals, and tail risk analysis.
Hypothesis Testing in Finance: Testing mean returns, comparing portfolio and fund performance, interpretation of p-values and t-tests in investment decisions.
Monte Carlo Simulation: Simulation of asset price paths and applications in risk analysis and option pricing.

Unit III
Regression Models in Finance: Linear regression, factor models, interpretation of coefficients, and forecasting financial variables such as returns and cash flows.
Credit Risk Analytics: Logistic regression for credit scoring, evaluation using ROC curves and confusion matrix.
Fraud Detection and Anomaly Detection: Application of Benford's Law, identification of financial fraud, and anomaly detection techniques.
Clustering in Finance: K-means clustering for customer segmentation, portfolio behavior analysis, and pattern recognition.

Unit IV
Portfolio Analytics: Measurement of portfolio returns, risk (standard deviation), and performance metrics such as Sharpe ratio and benchmarking.

Portfolio Optimization: Markowitz mean-variance framework, efficient frontier, risk-return trade-off, and introduction to optimization techniques.
Stress Testing and Backtesting: Use of historical data for stress testing, scenario analysis, and evaluation of investment strategies.
Visualization and Reporting: Designing dashboards, visualization of financial metrics, trend analysis, and communication of insights for decision-making.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- Ruey S. Tsay, *Analysis of Financial Time Series*, Wiley, 2010.
- P. Mohanty, *Financial Analytics*, McGraw Hill Education, 2023.
- Gareth James, and Daniela Witten, Trevor Hastie, Robert Tibshirani, *An Introduction to Statistical Learning*, Springer, 2022.
- Michael J. Bennett, and Dirk L. Hugen, *Financial Analytics with R: Building a Laptop Laboratory for Data Science*, Cambridge University Press, 2016.
- Frank J. Fabozzi, Sergio M. Focardi, Svetlozar T. Rachev, and Bala G. Arshanapalli, *The Basics of Financial Econometrics: Tools, Concepts, and Asset Management Applications*, Wiley, 2014.
- John C. Hull, *Options, Futures, and Other Derivatives*, Pearson, 2018.
- Wes McKinney, *Python for Data Analysis*, O'Reilly Media, 2017.
- Foster Provost, and Tom Fawcett, *Data Science for Business*, O'Reilly Media, 2013.

I.K.G. Punjab Technical University
MBA(BA) 915-26
Financial Engineering

Course Objective: This course aims to develop an understanding of financial engineering techniques used in designing, pricing, and managing complex financial instruments using quantitative and data-driven approaches. It emphasizes the application of financial models, market data analysis, and computational tools for derivative pricing, risk measurement, and structured product design in real-world financial markets.

Course Outcomes: After completing this course, students shall be able to:

CO1: Understand financial instruments and derivative products using analytical and data-driven perspectives.
CO2: Apply quantitative and computational models for pricing and valuation of derivatives.
CO3: Analyze financial risk exposures using statistical measures and design data-driven hedging strategies.
CO4: Evaluate structured financial products using financial modeling and scenario analysis.
CO5: Apply financial engineering concepts using analytical tools for portfolio and risk management decisions.

Unit I
Financial Engineering: Concept, evolution, and role in modern financial markets; financial innovation and structured products with data-driven insights from financial markets.
Financial Instruments: Equity, debt, and hybrid instruments; introduction to derivatives with analysis of market data (price, return, volatility).
Time Value of Money and Valuation: Discounting and compounding with spreadsheet-based financial modelling applications.
Introduction to Risk Analytics: Types of financial risks; introduction to risk measurement using statistical indicators (variance, standard deviation, beta).

Unit II
Derivative Instruments: Forwards, futures, options, and swaps with payoff modelling using data tables and scenario analysis.
Pricing of Derivatives: Binomial model and Black-Scholes model with numerical implementation and sensitivity analysis.
Options Strategies: Spreads, straddles, and hedging strategies using payoff diagrams and simulation-based evaluation.
Interest Rate Derivatives: FRAs, swaps, and term structure with yield curve analysis using market data.

Unit III
Risk Measurement: Volatility estimation using historical data, duration, and sensitivity analysis.
Hedging Techniques: Hedging effectiveness evaluated using scenario analysis and back-testing approaches.
Portfolio Risk Management: Diversification and beta estimation using regression-based analysis (conceptual).
Value at Risk (VaR): Introduction to historical simulation and variance-covariance approaches for risk estimation.

Unit IV

Structured Financial Products: Asset-backed securities and credit derivatives with cash flow modeling and risk assessment.

Securitization: Process with analytical evaluation of pooled asset performance.

Applications in Corporate Finance: Use of derivatives with financial modelling and scenario-based decision analysis.

Financial Engineering in Practice: Case studies supported by data interpretation and dashboard-based insights.

Regulatory and Ethical Issues: Regulatory framework with risk analytics and compliance metrics.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- Simon Benninga, *Financial Modeling*, 4th Edition, MIT Press, 2014.
- Don M. Chance and Robert Brooks, *An Introduction to Derivatives and Risk Management*, 10th Edition, Cengage Learning, 2019.
- M. Choudhry, *An Introduction to Bond Markets*, 4th Edition, Wiley, 2010.
- Frank J. Fabozzi, *Bond Markets, Analysis, and Strategies*, 7th Edition, Pearson, 2010.
- John C. Hull, *Options, Futures, and Other Derivatives*, 10th Edition, Pearson, 2018.
- Robert McDonald, *Derivatives Markets*, 3rd Edition, Pearson, 2012.

I.K.G. Punjab Technical University
MBA(BA) 916-26
Personal Financial Planning

Course Objective: This course aims to develop the ability to design and evaluate personal financial plans using analytical and data-driven approaches. It focuses on financial goal setting, investment planning, tax planning, retirement planning, and risk management. The course also emphasizes the use of financial tools, metrics, and analytics for informed personal financial decision-making.

Course Outcomes: After completing this course, students shall be able to:

CO1: Analyze individual financial situations using financial data and planning tools.
CO2: Develop comprehensive financial plans incorporating investment, tax, and risk considerations.
CO3: Evaluate various financial products using risk-return analytics and performance measures.
CO4: Apply retirement and estate planning strategies using financial projections and analytical tools.
CO5: Use financial planning software/tools (conceptual) for optimizing personal financial decisions.

Unit I
Personal Financial Planning: Meaning, objectives, and process of financial planning; financial life cycle approach.
Financial Goal Setting and Budgeting: Short-term and long-term financial goals; preparation of personal budgets using cash flow analysis.
Personal Financial Statements: Preparation and analysis of income statements and balance sheets; ratio analysis (liquidity, savings, debt ratios).
Time Value of Money: Application of compounding and discounting techniques in personal financial decisions.
Introduction to Financial Planning Tools: Use of spreadsheets and basic financial calculators for planning.

Unit II
Investment Planning: Investment avenues (equity, debt, mutual funds, insurance, real estate, gold).
Risk and Return Analysis: Measurement of risk and return; diversification and asset allocation using analytical frameworks.
Portfolio Construction for Individuals: Investment strategies based on risk profile and financial goals.
Performance Evaluation: Use of metrics such as returns, standard deviation, Sharpe ratio for evaluating personal investments.
Behavioral Aspects in Personal Finance: Biases affecting individual investment decisions.

Unit III
Tax Planning: Basic concepts of income tax, tax-saving instruments, deductions, and exemptions; evaluation of tax-efficient investment options.
Insurance Planning: Life and general insurance products; risk assessment and adequacy analysis using financial metrics.
Risk Management: Identification of personal financial risks and strategies to mitigate them.

Credit Planning: Loans, EMIs, and credit management; analytical evaluation of borrowing decisions.

Unit IV

Retirement Planning: Estimation of retirement corpus using future value and annuity calculations; pension plans and retirement products. Introduction to Bucket Strategy.
Estate Planning: Wills, trusts, and wealth transfer strategies.
Integrated Financial Planning: Development of comprehensive financial plans using scenario analysis and projections.
Use of Financial Planning Tools: Introduction to financial planning software and dashboards (conceptual).
Case Studies: Application of analytics in real-life personal financial planning scenarios.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- Simon Benninga, *Financial Modeling*, 4th Edition, MIT Press, 2014.
- Z. Bodie, A. Kane, A. J. Marcus and P. Mohanty, *Investments*, McGraw Hill Education, 2014.
- Michael Dalton and James F. Dalton, *Personal Financial Planning Theory and Practice*, Kaplan Publishing, 2008
- Indian Institute of Banking & Finance, *Introduction to Financial Planning*, Taxmann Publications, 2017.
- Jack R. Kapoor, Les R. Dlabay and Robert J. Hughes, *Personal Finance*, 12th Edition, McGraw Hill Education, 2020
- Jeff Madura, *Personal Finance*, 5th Edition, Pearson, 2012.

I.K.G. Punjab Technical University
MBA 933-18
International Human Resource Management

Course Objective: This course provides an understanding of the role of human resource management (HRM) in international contexts. The course is divided into three areas of study: the context of international HRM, strategic and functional HRM in international contexts, and comparative international contexts.

Course Outcomes: After completing this course, students shall be able to:

CO1: Understand issues, opportunities and challenges pertaining to international HRM.
CO2: Develop competency in dealing with cross cultural situations.
CO3: Understand the strategic and functional roles of HRM in various international contexts, especially in areas such as recruitment and selection, performance management, training, learning and development, career management, compensation, motivation and repatriation;
CO4: Identify the role of cross cultural leadership in managing multicultural teams.
CO5: Understand external forces (e.g. globalisation, sociocultural changes, political and economic changes) that have the potential to shape international HRM.
CO6: Develop generic and transferable skills-especially in diagnosing international HRM issues critically and analytically and discussing specific cases relating to international HRM.

Unit –I
International Human Resource Management: Concept, Difference between Domestic and International HRM, Variables that moderate difference between Domestic and International HRM.
Sustaining International Business Operations: Approaches to Staffing, Transferring Staff for International Business Activities, Role of Expatriates and Non-Expatriates, Role of the Corporate HR function.
Recruiting and Selection Staff for International Assignments: Concepts, Issues in Staff Selection, Factors Moderating Performance, Selection Criteria, Dual Career Couples and Role of Women in International Management.

Unit –II
Re-entry and Career Issues: Concept and Repatriation Process, Individual Reactions to Re-entry, Multinational Responses, Designing a Repatriation Program.
Training and Development: Concept, Role of Expatriate Training, Expatriates or Local Managers, Components of Effective Predeparture Training Programs, Effective of Pre-Departure Training, Developing Staff through International Assignments. Staffing and Training for Global Operations, Global Staffing Choices, Dynamics of Cross-Cultural leadership, managing and motivating multi culture Teams.

Unit –III
Performance Management: Concept, Multinational Performance Management, PerformanceManagement of International Employees, Performance of Appraisal of International Employees.
Compensation: Concept and Objectives of International Compensation, Key Components of an International Compensation Program, Approaches to International Compensation.

Unit –IV

Knowledge Transfer within a Multinational Company: Organizational Knowledge and its Significance, Sources of Organizational Knowledge; Tacit and Explicit Knowledge; HRM and Organizational Knowledge; Transfer of Knowledge between and within organizations, Transfer of Knowledge within MNCs, Transfer of Knowledge across National Borders, Transfer of Managerial Know-how and HRM across National Borders.

Industrial Relations: Key issues in International Industrial Relations, Trade Union and International Industrial Relations, Responses of Trade Unions to Multinationals; Regional Integration: the European Union, Issue of Social Dumping, Impact of Digital Economy. National Context of HRM: HRM Practices in Japan, United Kingdom, United States, India and China.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings: -

- Peter J. Dowling, and Denice E. Welch, *International Human Resource Management*, Thomson Publishers, 2006.
- K. Aswathappa, and Sadhna Dash, *International Human Resource Management*, McGraw Hill, 2024.
- Monir H. Tayeb, *International Human Resource Management: A Multinational Company Perspective*, Oxford University Press, 2005.
- Anne-Wil Harzing, Anne-Wil k. Harzing, and Joris Van Ruysseveldt, *International Human Resource Management*, SAGE Publications, 2003.
- Ian Beardwell, and Len Holden, *HRM: A Contemporary Perspective*, Macmillan, 2003.

I.K.G. Punjab Technical University
MBA 966-26 HR Analytics

Course Objective: The course aims to develop an understanding of how data and analytics can be used to improve HR decision-making. It aims to introduce key HR metrics, analytical tools and techniques used in workforce analysis, hence enabling students to link HR practices with organizational performance using evidence-based approaches. The course will promote analytical thinking in solving real-world HR problems and build skills in interpreting HR data for strategic planning and policy formulation.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: Understand the concept and significance of HR Analytics in modern organizations.
CO2: Apply basic statistical and analytical techniques to HR data for decision-making.
CO3: Analyze key HR functions (recruitment, training, performance, retention) using data-driven approaches.
CO4: Interpret HR metrics and dashboards to derive meaningful business insights.
CO5: Evaluate the impact of HR policies and practices on organizational performance.
CO6: Develop simple HR analytics models/reports to address real-world HR issues.

Unit I
HR Analytics- an Overview: Introduction to HR analytics, Evolution of HR analytics, The data-driven HR Culture, Need for HR Analytics in modern HR practices, Types of analytics in HR- descriptive, predictive and prescriptive; **Aligning HR to Business through HR Analytics**, Steps for Alignment of HR Analytics with Business Goals and Strategies.

Unit II
HR Decision Making and HR Analytics, Steps to implement HR Analytics, HRIS for decision making.
HR Analytics Framework: People Capability Maturity Model, LAMP framework, HCM 21 framework, Talent analytics maturity model, HR scorecards and workforce scorecards.

Unit III
Analytics in Various HRM Functions and Processes: Analytics in Manpower Planning, Recruitment and Staffing Analytics, Training and Development Analytics, Analytics in Performance Management, Analytics in Absenteeism, Turnover. Employee Engagement and Satisfaction metrics, Diversity, equity, and inclusion (DEI) metrics, HR cost benefit metrics. Effective HR Dashboards and KPIs.

Unit IV
Data and HR Analytics: HR Data and Data Quality. HR Data Collection. Big Data for Human resources. Data Collection, Transformation and visualization of Data.
HR analytics for future, Ethical issues in HR analytics, AI and HR, Driving insights out of HR analytics.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- D. K. Bhattacharya, *HR Analytics: Understanding Theories and Applications*, Wiley, 2023.
- R. S. Yadav, and S. Maheshwari, *HR Analytics: Connecting Data and Theory*, Wiley, 2020.
- P. Banerjee, J. Pandey, and M. Gupta, *Practical Applications of HR Analytics: A Step by Step Guide*, SAGE Publications, 2023.
- Martin R. Edwards, and Kirsten Edwards, *Predictive HR Analytics: Mastering the HR Metric*, Kogan Page, 2019.
- N. Guenole, Jonathan Ferrar, and Sheri Feinzig, *The Power of People: Learn How Successful Organizations Use Workforce Analytics to Improve Business Performance*, Pearson, 2017.
- R. Soundararajan, and K. Singh, *Winning on HR Analytics: Leveraging Data for Competitive Advantage*, SAGE Publications, 2016.

I.K.G. Punjab Technical University

MBA(BA) 935-26
Leadership and Team Dynamics

Course Objective: This course is designed to be an interactive exploration of team dynamics and leadership. Through the introduction of current theories and models, students will learn to work effectively in groups, increase their understanding of leadership, make effective decisions, and stimulate the development of new skills through demonstration and practice.

Course Outcomes:

CO1: Understand the history of leadership and current leadership theories.
CO2: Explain how leadership models are put into practice personally, locally, and globally.
CO3: Discuss the knowledge of developing leadership abilities.
CO3: Describe the concept of Strategic Leadership and ethical leadership.
CO4: Explain composition, formation, and development of teams.
CO5: Illustrate the dynamics of team Performance and motivation and the role of leadership in dynamics of team management and decision making.

Unit –I
Leadership: Meaning, definitions, Skills and Roles of a leader, analysis of leadership theory; Leadership traits, Personality traits and leadership, Leadership attitudes, ethical leadership, Leadership behavior and motivation, contingency leadership. Understanding the inspiration, dilemmas and issues in becoming a leader.

Unit –II
Leadership theories and styles, charismatic and transformational leadership, team leadership, Leadership for Creating high performance culture, Leadership development through self-awareness and self-discipline, Development through education, experience and mentoring, Succession, Evaluation of leadership development efforts, leadership communication.

Unit –III
Strategic leadership, ethical leadership, the leader as social architect-creating vision and strategic direction, shaping culture and values, designing and leading a learning organisation, leading change, spiritual foundations of personal effectiveness, the habits of highly effective people. Role of Leader in creating analytic culture, Overcoming Resistance to People Analytics, Communicate with storytelling and visualization.

Unit –IV
Team composition, formation, and development-Team Performance and Motivation-Team Conflict and Leadership-Team Decision Making , Discovering the interpersonal orientation through FIRO-B, Experiential learning methodologies-T- group sensitivity training, encounter groups, appreciative enquiry, Discovering facets of interpersonal trust through Johari window, communication skills, Negotiation skills and strategies for team building, , team morale, conflict resolution in teams, competitive vs collaborative behavior, developing collaboration.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings: -

- Richard L. Hughes, Robert C. Ginnett, and Gordon J. Curphy, *Leadership*, McGraw Hill, 2018.
- Bernard M. Bass, *Leadership, Psychology and Organizational Behaviour*, Greenwood Publishing Group, 1973.
- Peter G. Northouse, *Leadership: Theory and Practice*, SAGE Publications, 2018.
- S. Purohit, and S. Nayak, *Enhancing Personal Effectiveness: Training Instruments for Students, Teachers and Parents*, Tata McGraw Hill, 2003.
- Robert Tannenbaum, Irving R. Weschler, and Fred Massarik, *Leadership and Organization: A Behavioral Science Approach*, McGraw Hill, 2015.
- David Swanson and Jenny Dearborn, *The Data Driven Leader – A Powerful Approach to Delivering Measurable Business Impact through People Analytics*, Wiley, 2017.

I.K.G. Punjab Technical University

MBA(BA) 936-26
Performance and Compensation Management

Course Objective: The objective of the course is to impart relevant knowledge required to perform the functions of human resource planning in an organisation and equipping seekers with comprehensive and practical skills to manage employees' performance effectively, and to understand the structure and components of wages and salaries, and the wage administration in India

Course Outcomes: After completing the course, the student shall be able to:

CO1: Increase the awareness of the process and principles of performance Management / appraisal.
CO2: Identify the negative aspects of appraisal systems and consider how these might be overcome.
CO3: Discuss performance with regard to pay awards, and whether these should, or should not be automatically related to each other.
CO4: Demonstrate a familiarity with the appeal process relating specifically to the performance review.
CO5: Illustrate different ways to strengthen the pay-for-performance link and also learn the concepts of Payment and employee benefits issues for contingent workers.
CO6: Apply basic analytical techniques to Performance management and Compensation functions of HRM.

Unit –I
Performance Management - Performance management system, performance counseling, performance planning, performance appraisal, potential appraisal, problems and errors in performance appraisal. Performance monitoring, performance implementation, role of HR professionals in performance management, performance management through training and development, ethics in performance management.

Unit –II
Reviewing & Managing Performance–Performance Management and strategic planning, Career management measurement and performance metrics using EFQM and Baldridge criteria, Balance score card; Outcome metrics–Economic Value Added (EVA); other economic measures. Building a High-Performance Culture-Performance Management & Employee Development, Performance Management and Rewards-Ethics in Performance Management. On analytic framework for performance management and targeted analytics for talent decisions, Succession planning metrics and strategies for talent retention and development.

Unit –III
Compensation and Benefits Management: Job evaluation approach to compensation management- Bonuses- concept & methods of calculation-Pay for performance, competency-based pay, equity based rewards, team rewards-Reward strategy & psychological contract–Law relating to compensation-Executive compensation, Benefits administration, employee welfare and working conditions-statutory and voluntary measures.

Unit –IV

Executive compensation – Components and types of executive compensation, pay structure in India, linking salary with potential and performance. Designing effective compensation packages and avoiding common compensation mistakes.

Quantitative application in compensation using percentiles and comp ratios, Employee benefits metrics and incentive calculation for employee motivation, Monitoring absence metrics and cost impact of unplanned absences. Recent trends in wages and salaries in Indian industries and service sector.

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Note: Relevant Case Studies should be discussed in class.

Suggested Readings: -

- George T. Milkovich, and Jerry M. Newman, *Compensation*, McGraw Hill, 2020.
- D. Goel, *Performance Appraisal and Compensation Management: A Modern Approach*, Prentice Hall of India, 2012.
- Richard I. Henderson, *Compensation Management in a Knowledge Based World*, Prentice Hall, 2006.
- Richard I. Henderson, *Compensation Management: Rewarding Performance in the Modern Organization*, Reston Publishing Company, 1989.
- S. R. Kandula, *Performance Management: Strategies, Interventions, Drivers*, Prentice Hall of India, 2006.
- Douglas R. Marshall, *Successful Techniques for Solving Employee Compensation Problems*, John Wiley and Sons, 1978.
- Thomas H. Patten, *Pay: Employee Compensation and Incentive Plans*, McGraw Hill, 1977.
- Milton L. Rock, and Lance A. Berger, *Compensation Handbook: A State of the Art Guide to Compensation Strategy and Design*, McGraw Hill, 2015.