

Master of Commerce (M. Com.)

PROGRAMME GUIDE

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INTRODUCTION

Highly practical programme which helps student gain a comprehensive knowledge of commerce and management, leading to specialist knowledge within your chosen area of specialization.

PROGRAMME OUTCOMES

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

1. **Development of Solutions:** Apply analytical decision-making skills and solve problems using cross functional information and research tools.
2. **Technical Skills:** Carry out accounting transactions using industry relevant software.
3. **Research Orientation:** Apply research and statistical tools to investigate business issues and problems.
4. **Sustainability and Ethics:** Take or recommend business decisions in the light of professional ethics and sustainability concerns.
5. **Communication:** Exercise effective written and oral communication skills for professional presentations and social interactions.
6. **Leadership and Team work:** Demonstrate ability to lead or work as an effective team member in organizing events or discharging responsibilities.
7. **Life Long Learning:** Recognize the need for and an ability to engage in life-long learning.

PROGRAMME SPECIFIC OUTCOMES

- **PSO1:** Training in various functional areas of business, research tools and statistical software to solve business problems.
- **PSO2:** Implementation of accounting and finance principles and practices in the context of national and international business.

SALIENT FEATURES

1. **Provision for specialization:** Through this programme students get specialization in strategic management accounting, management of financial resources, behavioural finance and counselling skills for managers.
2. **Accredited by Accreditation Co:** Accredited Council for Business Schools and Program for lead towards quality of all business and commerce related courses. This programme design in the way to achieve higher degree of learning outcome and ACBSP accreditation is one of the major step in this context.

3. **Courses like Research Methodology:** One of the objectives of this programme is related to research. To achieve higher orientation towards research outcomes, focus is on the core courses of research methodology and econometrics.
4. **Curriculum designed to prepare:** All course in this programme is mapped with UGC and other competitive exams.
5. **Focus on use of software's:** Regular updated version of the software make this programme skill oriented.

PROGRAMME CODE: DE3422

DURATION OF THE PROGRAMME:

Minimum Duration 2 years

Maximum Duration 4 years

MEDIUM OF INSTRUCTION/EXAMINATION:

Medium of instruction and Examination shall be English.

PROGRAMME STRUCTURE				
Term	Core Courses (CR I, CR II, CR III A, CR III B) CR I+II - (8+4) 14 x 4 Credits CR III (A) - 1 x 4 Credits CR III (B) - 1 x 4 Credits	Skill Enhancement Courses (SEC) 1 x 4 Credits	Generic Electives (GE) 4 x 4 Credits	Credits
I	Discipline Specific Core- I Discipline Specific Core- II Discipline Specific Core- III Discipline Specific Core- IV	SEC-I Fundamentals of Information Technology		20
II	Discipline Specific Core- V Discipline Specific Core- VI Discipline Specific Core- VII Discipline Specific Core-VIII		GE-I (Data Science, English, Finance, History, Human Resource Management, Marketing, Political Science, Sociology)	20
III	Discipline Specific Core- IX Discipline Specific Core- X Discipline Specific Core- XI Discipline Specific Core- XII CR III B- Seminar on Summer Training OR 1 Course from the GE Basket 1 which is not chosen as Generic Elective (GE)		GE-II (Data Science, English, Finance, History, Human Resource Management, Marketing, Political Science, Sociology)	24
IV	Discipline Specific Core- XIII Discipline Specific Core-XIV CR III A- Term Paper OR 1 Course from the GE basket 2 of same area from which course chosen against Seminar on Summer Training.		GE-III & IV (Data Science, English, Finance, History, Human Resource Management, Marketing, Political Science, Sociology)	20
Total	64 Credits	4 Credits	16 Credits	84

**MASTER OF COMMERCE (M.Com.)
PROGRAMME SCHEME (DE3422)**

COURSE CODE	COURSE TITLE	Cr.	CA	ETE (Th.)	ETE (Pr.)
TERM1					
DEECO515	MANAGERIAL ECONOMICS	4	30	70	0
DEMG581	ORGANISATIONAL BEHAVIOUR AND HUMAN RESOURCE DYNAMICS	4	30	70	0
DEACC506	FINANCIAL REPORTING, STATEMENTS AND ANALYSIS	4	30	70	0
DEGEN530	FUNDAMENTALS OF RESEARCH	4	30	70	0
DECAP145	FUNDAMENTALS OF INFORMATION TECHNOLOGY	4	30	40	30
TERM2					
DEBSL501	CORPORATE TAX STRUCTURE AND PLANNING	4	30	70	0
DEMG832	RESEARCH METHODOLOGY	4	30	70	0
DEMG578	INTERNATIONAL BUSINESS ENVIRONMENT	4	30	70	0
DEMKT503	MARKETING MANAGEMENT	4	30	70	0
GE-I	GENERIC ELECTIVE I	4	30	70	0
TERM3					
DEMG571	CORPORATE STRATEGY AND ENTREPRENEURSHIP	4	30	70	0
DEACC510	FORENSIC ACCOUNTING AND FRAUD EXAMINATION	4	30	70	0
DEFIN508	INTERNATIONAL BANKING AND FOREX MANAGEMENT	4	30	70	0
DEACC611	INTERNATIONAL ACCOUNTING	4	30	70	0
GE-II	GENERIC ELECTIVE II	4	30	70	0
	SEMINAR ON SUMMER TRAINING OR Course from the GE basket 1 which is not chosen as Generic Elective (GE).	4	0	0	100
		4	30	70	0
TERM4					
DEOPR605	MANAGEMENT SCIENCE	4	30	70	0
DEFIN548	INTERNATIONAL FINANCIAL MANAGEMENT	4	30	70	0
GE-III	GENERIC ELECTIVE III	4	30	70	0
GE-IV	GENERIC ELECTIVE IV	4	30	70	0
	TERM PAPER OR	4	0	0	100
	1 Course from the GE basket 2 of same area from which course chosen against Seminar on Summer Training.	4	30	70	0
TOTAL CREDITS		84			

GENERIC ELECTIVE (GE) BASKET 1								
S. No.	Course Code	Course Title	Credit	CA	ETE	ETP	Elective Area	Term
1	DECAP790	PROBABILITY AND STATISTICS	4	30	40	30	Data Science	2
2	DEFIN546	FINANCIAL RISK MANAGEMENT	4	30	70	0	Finance	2
3	DEHRM619	TRAINING AND DEVELOPMENT	4	30	70	0	Human Resource Management	2
4	DEMKT512	DIGITAL AND SOCIAL MEDIA MARKETING	4	30	70	0	Marketing	2
5	DEENG539	ACADEMIC ENGLISH	4	30	70	0	English	2
6	DEHIS551	HISTORY OF INDIA UPTO AD 650	4	30	70	0	History	2
7	DEPOL525	POLITICAL INSTITUTIONS IN INDIA	4	30	70	0	Political Science	2
8	DESOC515	FUNDAMENTALS OF SOCIOLOGY	4	30	70	0	Sociology	2

GENERIC ELECTIVE (GE) BASKET 2								
S. No.	Course Code	Course Title	Credit	CA	ETE	ETP	Elective Area	Term
1	DECAP792	DATA SCIENCE TOOLBOX	4	30	40	30	Data Science	3
2	DEFIN544	CORPORATE VALUATION	4	30	70	0	Finance	3
3	DEHRM615	INDUSTRIAL RELATION AND LABOUR LAWS	4	30	70	0	Human Resource Management	3
4	DEMKT613	CONSUMER BEHAVIOUR	4	30	70	0	Marketing	3
5	DEENG514	INTRODUCTION TO THE STUDY OF LANGUAGE	4	30	70	0	English	3
6	DEHIS553	HISTORY OF INDIA FROM 650-1200 AD	4	30	70	0	History	3
7	DEPOL527	PUBLIC POLICY AND GOVERNANCE IN INDIA	4	30	70	0	Political Science	3
8	DESOC506	GLOBALIZATION AND SOCIETY	4	30	70	0	Sociology	3

GENERIC ELECTIVE (GE) BASKET 3								
S. No.	Course Code	Course Title	Credit	CA	ETE	ETP	Elective Area	Term
1	DECAP794	ADVANCE DATA VISUALIZATION	4	30	40	30	Data Science	4
2	DEFIN611	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	4	30	70	0	Finance	4
3	DEHRM521	HUMAN RESOURCE METRICS AND ANALYTICS	4	30	70	0	Human Resource Management	4
4	DEMKT687	CUSTOMER RELATIONSHIP MANAGEMENT	4	30	70	0	Marketing	4
5	DEENG519	POST-INDEPENDENCE INDIAN LITERATURE	4	30	70	0	English	4
6	DEHIS632	WOMEN IN INDIAN HISTORY	4	30	70	0	History	4
7	DEPOL650	COMPARATIVE POLITICAL ANALYSIS	4	30	70	0	Political Science	4
8	DESOC507	GENDER AND SOCIETY	4	30	70	0	Sociology	4

GENERIC ELECTIVE (GE) BASKET 4								
S. No.	Course Code	Course Title	Credit	CA	ETE	ETP	Elective Area	Term
1	DECAP737	MACHINE LEARNING	4	30	40	30	Data Science	4
2	DEFIN526	FINANCIAL ANALYTICS	4	30	70	0	Finance	4
3	DEHRM611	COMPENSATION MANAGEMENT	4	30	70	0	Human Resource Management	4
4	DEMKT622	PRODUCT AND BRAND MANAGEMENT	4	30	70	0	Marketing	4
5	DEENG527	POSTCOLONIAL LITERATURES AND CULTURAL STUDIES	4	30	70	0	English	4
6	DEHIS631	TWENTIETH CENTURY WORLD	4	30	70	0	History	4
7	DEPOL617	POLITICAL PROCESSES IN INDIA	4	30	70	0	Political Science	4
8	DESOC614	SOCIOLOGY OF HEALTH	4	30	70	0	Sociology	4

Note:

1. Students can adopt only one area from generic elective basket that will be applicable for the whole program.
2. In case of Seminar on Summer Training, student may choose one course of the other area against Seminar on Summer Training from the Generic Basket 1 which is not chosen as GE and in case of Term Paper student may choose one course against Term Paper from the Generic Basket 2 of the same area from which the course chosen against Seminar on Summer Training.
3. If student opt for Seminar on Summer Training, then student is eligible to complete Term Paper in Term 4.
4. If student opt for courses in place of Seminar on Summer Training, then student will not allowed to opt Term Paper. Student is allowed to complete course as per guidelines.

Course Code	DEEC0515	Course Title	MANAGERIAL ECONOMICS
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes:

CO1: apply economic principles to management decisions.

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

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

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

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

READINGS:

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

Course Code	DEMG581	Course Title	ORGANISATIONAL BEHAVIOUR AND HUMAN RESOURCE DYNAMICS
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Course Outcomes:

C01: enumerate the concept of management practices and organizational behavior

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

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

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

C05: apply human resource management functions to handle emerging issues

WEIGHTAGES	
CA	ETE(Th.)
30	70

Unit No.	Content
Unit-1	Organizational behavior: relationship between management and organization behavior, model of OB and contributing disciplines to the OB field Foundations of individual behavior: values, attitude and job satisfaction, theories of learning and behavior modification
Unit-2	Personality: theories of personality and its assessment, transactional analysis and attribution theory of perception Emotions: emotional intelligence and affective events theory of emotion Motivation: early and contemporary theories of motivation
Unit-3	Group dynamics: group dynamics and its significance, types of groups, formation and stages of group development, group performance factors Team development: team formation, its types and difference between group and team
Unit-4	Organizational conflict and negotiations: conflict sources, types and levels of conflict, traditional and modern approaches to conflict, resolution of conflict through negotiation Stress: sources and consequences of stress, stress management techniques
Unit-5	Introduction: External and Internal Forces of environment affecting HRM, Objectives and functions of HRM. Human Resource Planning: HRP process, Barriers and Prerequisites for Successful HRP.
Unit-6	Job Analysis: Methods of Collecting Job Data, Potential Problems with Job Analysis, Job Design and its approaches, Process of Job Analysis
Unit-7	Recruitment & Selection: Meaning, Recruitment process, Recruitment Methods, Challenges in India and Selection Process
Unit-8	Talent Management: talent management, talent retention, talent acquisition and sources of talent acquisition Orientation, induction and placement: process of orientation, induction and placement programme, Evaluation of Orientation Programme
Unit-9	Training and Development: employee training, difference in training and development, methods of training, methods of management development, people capability maturity model
Unit-10	Career planning and management: career management, process of career planning, challenges in career planning
Unit-11	Performance management system: performance management, performance planning, performance appraisal, potential appraisal, feedback and counselling
Unit-12	Compensation management: types and theories of compensation, concept of wages, factors influencing compensation management, incentives and fringe benefits, employee engagement and retention.

Unit-13	Managing industrial relations: major actors and their roles in IR, factors influencing IR, approaches to IR, grievance handling procedure
Unit-14	Industrial Disputes: industrial disputes, methods of settlement of industrial disputes, trade unions and their challenges in India

READINGS:

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

Course Code	DEACC506	Course Title	FINANCIAL REPORTING, STATEMENTS AND ANALYSIS
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes:

C01: associate accounting information for decision making in organizations

C02: analyze the cash position of an organization by evaluating cash flow from different activities

C03: identify various cost accounting techniques, cost concepts & techniques of cost control in decision making

C04: identify the accounting terminology and purpose of accounting framework

C05: evaluate how activity-based costing can be utilized in the organizations

C06: interpret the financial statements in accordance with generally accepted accounting principles

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

READINGS:

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

Course Code	DEGEN530	Course Title	FUNDAMENTAL OF RESEARCH	
			WEIGHTAGES	
			CA	ETE(Th.)
			30	70

Course Outcomes:

C01: develop research aptitude and get in-depth understanding of various methods of research.

C02: identify the appropriate research problem and conduct research in an effective way.

C03: understand indexing systems of various journals.

C04: apply ethics of research in writing research paper and dissertation thesis.

C05: understand basics of intellectual property rights.

Unit No.	Contents
Unit- 1	Basics of research, meaning of research, objectives of research, motivations in research, types of Research
Unit- 2	Research approaches, significance of research, research process, criteria of good research, concept of theory: deductive and inductive theory
Unit- 3	Literature survey and research gap identification, problem identification as per industrial and societal needs, potential and thrust areas, difference between scientific literature and advocacy literature
Unit- 4	Hypothesis, qualities of a good hypothesis, null hypothesis and alternative hypothesis, use of databases, search engines and research gateways, framing of timeline/Gantt chart
Unit- 5	Types and classification of journals, journal indexing, role of indexing in defining the quality of journal
Unit- 6	Journal citation indices, h-index, h5-index, h5-median, g index, i-10 index, almetrics, JIF, JIF percentile, cite score, SJR, SNIP and Eigen factor
Unit- 7	Research paper review process, citation, self-citation, funding agencies, Manupatra, academic social networks, Google scholar, academia research gate etc.
Unit- 8	Objectivity and subjectivity in research, integrity, carefulness, openness, respect for intellectual property, confidentiality, social responsibility, competence, legality and informed consent
Unit- 9	Definition of Plagiarism, use of Turnitin / iThenticate software, role of referencing / bibliography in handling plagiarism, penalties and consequences, University Grants Commission's (UGC) policy for curbing plagiarism
Unit- 10	Research writing including research paper, research proposal, review writing, thesis writing, Microsoft word (grammar checking, formatting of documents, incorporating references), reference styles
Unit-11	Poster preparation, coherence of the ideas, use of theory, Microsoft power point (creation of posters, slides for seminar/talk)
Unit-12	Introduction to intellectual property rights, concept and theories, kinds of intellectual property rights, introduction to patents, Patent Act, 1970 – Amendments of 1999, 2000, 2002 and 2005
Unit-13	Copyright and neighboring rights concept and principles, historical development of the concept of trademark and trademark law-National and International
Unit-14	International regime relating to IPR TRIPS and other Treaties (WIPO, WTO, GATTs)

READINGS:

1. RESEARCH DESIGN QUALITATIVE, QUANTITATIVE, AND MIXED METHODS APPROACHES by JOHN W. CRESWELL, SAGE PUBLICATIONS

Course code	DECAP145	Course Title	FUNDAMENTALS OF INFORMATION TECHNOLOGY
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WEIGHTAGE		
CA	ETE (Th.)	ETE (Pr.)
30	40	30

Course Outcomes:

C01: understand basic concepts and terminology of information technology.

C02: have a basic understanding of personal computers and their operations.

C03: understand various software and hardware, various security issues.

C04: familiarize students with complete fundamentals and the packages commonly used in computing software

C05: gain writing skills and various presentation aspects using word processing software

Unit No.	Contents
Unit 1	Computer Fundamentals: Characteristics & Generation of Computers, Block diagram of Computer. Application of IT in various sectors. Data Representation: Binary Number System, Octal, Hexadecimal, decimal and their Conversion.
Unit 2	Memory: Types, Units of memory, RAM, ROM, Secondary storage devices – HDD, Flash Drives, Optical Disks: DVD, SSD I/O Devices: Keyboard, Mouse, LCDs, Scanner, Plotter, Printer & Latest I/O devices in market
Unit 3	Processing Data: Transforming data into information, how computers represent data, How computers process data, Machine cycles, Memory, Registers, The Bus, Cache Memory
Unit 4	Operating Systems: operating system basics, Purpose of the operating system, types of operating system, providing a user interface, Running Programs, Sharing Information, Managing Hardware, Enhancing an OS with utility software.
Unit 5	Data Communication: Local and Global reach of the network, Digital and Analog Transmission, Data communication with standard telephone lines and Modems, Using Digital Data Connections, Wireless networks
Unit 6	Networks: Sharing data anytime anywhere, uses of a network, Common types of a network, Hybrid Networks, how networks are structured, Network topologies and Protocols, Network Media, Network Hardware
Unit 7	Graphics and Multimedia: Understanding graphics File Formats, Getting Images into your Computer, Graphics Software, Multimedia Basics
Unit 8	Data Base Management Systems: The Database, The DBMS, Working with a database, Databases at Work, Common Corporate Database Management Systems
Unit 9	Software Programming and Development: What is computer Program, hardware/Software Interaction, planning a Computer Program, how programs Solve Problems
Unit 10	Programming Language sand Programming Process: Categories of Programming Languages, Machine and Assembly Language, Higher Level Languages, WWW development languages, The SDL Cof Programming
Unit 11	Internet: Basic Internet terms: Web Page, Website, Homepage, Browser, URL, Hypertext, ISP, Web Server, HTML, DHTML, XML, Introduction to client side and server side scripting. Applications: WWW, e-mail, Instant Messaging, Internet Telephony, Video conferencing, Web Browser & its environment

Unit 12	Understanding The Need of Security Measures: Basic Security Concepts, Threats to Users, Threats to Hardware, Threat to Data, Cyber Terrorism. Taking Protective Measures: Keeping your System Safe, Protecting Yourself, protecting your Privacy, Managing Cookies, Spyware and other BUGS, keeping your data secure, Backing-Up data, Safeguarding your hardware
Unit 13	Cloud Computing and IoT: SaaS, PaaS, IaaS, Public and Private Cloud; Virtualization, Virtual Server, Cloud Storage, Database Storage, Resource Management, Service Level Agreement, Basics of IoT and its applications.
Unit 14	Futuristic World of Data Analytics: Introduction to Big data and Analysis Techniques: Elements, Variables and Data categorization, Levels of Measurement, Data management and indexing, Introduction to statistical learning and overview of various tools used for data analysis.

LABORATORY WORK:

1. Hardware familiarizing with various I/O Peripheral devices, storage devices.
2. Familiarity with DOS, Implementing various internal and external commands in DOS.
3. **MS Windows:** Familiarizing with windows operating system; using built-in accessories; managing files and folders using windows explorer; working with control panel; installing hardware and software.
4. MS-Office (or any other Office Suite), meaning and features, its components.

READINGS:

ITL Education Solutions Limited, "Introduction to Information Technology", Pearson Education, New Delhi

SAMS Teach Yourself Microsoft Office 2003 by Greg Perry

Peter Norton, "Introduction to Computers", Tata McGraw Hill Company, New Delhi.

Alexis Leon, Mathews Leon, "Fundamentals of Information Technology", Leon Techworld.

Course Code	DEBSL501	Course Title	CORPORATE TAX STRUCTURE AND PLANNING
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes:

CO1: evaluate various aspects of corporate planning with a view to derive legitimate tax benefits permissible under the law

CO2: apply the provisions of Indian Corporate tax laws while taking various financial/managerial decision

CO3: evaluate various cases of restructuring of business and its tax implications

CO4: critically analyse issues related to international taxation

Unit No.	Content
Unit-1	Introduction to Tax Planning: Tax planning, tax management, tax evasion, tax avoidance; nature and scope of tax planning and management in the corporate sector, justification of corporate tax planning and management
Unit-2	Residential status of companies: Types of companies, determination of residential status of companies, tax incidence
Unit-3	Carry forward & Set-off of losses: Provisions of carry forward and set off of losses in the case of companies
Unit-4	Assessment of companies: Computation of taxable income & tax liability of companies, minimum alternate tax, tax on distributed profits of domestic companies; tax on income distributed to unit holders.
Unit-5	Tax planning for newly set-up business: Implications of tax concessions and incentives for corporate decisions, location of business and nature of business
Unit-6	Tax planning with regard to financial management decisions: Capital structure decisions, dividend policy, bonus Share, investments and capital Gains.
Unit-7	Tax planning with regard to managerial decisions-I: Owning or leasing of an asset, purchasing of assets by instalment system or hire system, purchasing of an asset out of own funds or out of borrowed capital; manufacturing or buying
Unit-8	Tax planning with regard to managerial decisions-II: Make or buy, repair or replace, renew or renovate, shut down or continue operations
Unit-9	Tax planning with regard to restructuring of business-I: Conversion of sole proprietorship or firm into company, transfer of assets between holding and subsidiary companies
Unit-10	Tax planning with regard to restructuring of business-II: Amalgamation, de-merger, slump sale
Unit-11	Tax planning with regard to employee's remuneration: Taxability of allowances and perquisites, deductions out of gross salary
Unit-12	International Taxation: Foreign collaborations and incidence of taxation on domestic companies
Unit-13	Double taxation: Double taxation avoidance agreements, international tax avoidance and evasion
Unit-14	Transfer pricing: Arm's length price, methods of transfer pricing

READINGS:

1. Corporate Tax Planning & Management AY 2019-20 & 2020-21 by H.C. Mehrotra, S.P. Goyal, Sahitya Bhawan Publishers

Course Code	DEMGN832	Course Title	RESEARCH METHODOLOGY
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes:

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

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

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

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

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

READINGS:

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

Course Code	DEMGN578	Course Title	INTERNATIONAL BUSINESS ENVIRONMENT
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes:

C01: analyze business environment and trends to take decisions with respect to international business operations

C02: interpret and apply international trade theories in international business operations

C03: identify and critically analyse the role of foreign exchange market and usage of fundamental instruments for currency exchange

C04: develop skills on analysing the business data, and problem solving in other functional areas such as marketing, business strategy and human resources

C05: develop responsiveness to contextual social issues or problems and exploring solutions, understanding business ethics and resolving ethical dilemmas

C06: identify aspects of the global business and cross-cultural understanding

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

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

READINGS:

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

Course Code	DEMKT503	Course Title	MARKETING MANAGEMENT
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes:

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

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

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

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

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

	wholesalers, developments in retailing and wholesaling in Indian perspective
Unit-13	Promotion decisions: Role of promotion in marketing, promotion mix, integrated marketing communication, concept, communication process and promotion, determining promotion mix, factors influencing promotion mix, developing promotion campaigns, sales promotion, direct marketing, public relations, digital and social media
Unit-14	Trends in marketing: Service Marketing, e-marketing, green marketing, customer relationship management, rural marketing, other emerging trends, ethical issues in marketing

READINGS:

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

Course Code	DEMGN571	Course Title	CORPORATE STRATEGY AND ENTREPRENEURSHIP
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes

CO1: integrate understanding of functional aspects of management and explore their contribution to strategic management within organizations

CO2: appraise the importance of environmental and industry analysis in formulating strategy

CO3: analyze the role of marketing, accounting, finance, operations management and human resource management in strategy formulation

CO4: evaluate strategic alternatives

CO5: evaluate the role of leadership, organizational structure and organizational culture in strategy-implementation

Unit No.	Content
Unit-1	Strategic management: Strategic decisions, strategic management process Strategic intent: Mission, vision, goals and objective
Unit-2	External analysis: Remote environment, industry environment, EFE Matrix, CPM Matrix Internal analysis: SWOT analysis, IFE Matrix, Value chain analysis, resource-based view of the firm, benchmarking
Unit-3	Corporate level strategies: Growth strategy, integration strategy, diversification strategy, turnaround strategy, defensive strategy
Unit-4	International strategy: Globalization of firms, global strategic planning, competitive strategies for firms in foreign markets, strategies for emerging markets
Unit-5	Business level strategy: Cost leadership, differentiation, focus
Unit-6	Multi-business strategy: Portfolio approach, BCG growth-share matrix, IE matrix, synergy approach, parenting framework, patching approach Strategy implementation: Nature of strategy Implementation, matching structure with strategy, creating a strategy supportive culture
Unit-7	Evaluation and control: Nature of strategy evaluation, strategy evaluation framework, strategic control, balanced scorecard Contemporary Issues: Corporate governance, business ethics, social responsibility, environmental sustainability
Unit-8	Strategic management and Entrepreneurship: Strategic management for start-ups, strategies for growing and maturing businesses, strategies for technology-oriented businesses
Unit-9	Latest Trends in entrepreneurship: Social entrepreneurship, women entrepreneurship, challenges and strategic solutions for problems faced by entrepreneurs in India.
Unit-10	Overview of business plan: Components of a business plan, business ideas, business ideas selection, feasibility study, legalities involved for business plan, forms of ownership, SWOT Analysis
Unit-11	Strategic Marketing plan: Segmentation, targeting, positioning, marketing mix (7P), product mix, promotions mix, Pricing strategies
Unit-12	Strategic Operations plan: People and suppliers, manufacturing or outsourcing, plant size, location decision, inventory management
Unit-13	Strategic Human Resources plan: Manpower planning, organization structure, recruitment,

	selection, training and development, motivational techniques, performance appraisal
Unit-14	Strategic Financial plan: Capital requirement, sources of funds, break even analysis, balance sheet, cash flows, payback period, ROI (return on investment)

READINGS:

1. STRATEGIC MANAGEMENT by JOHN PEARCE II, RICHARD B ROBINSON, AMITA MITAL, MCGRAW HILL EDUCATION
2. ENTREPRENEURSHIP by ROBERT D HISRICH, MICHAEL P PETERS AND DEAN A. SHEPHERD, MCGRAW HILL EDUCATION
3. STRATEGIC MANAGEMENT by HITT, IRELAND, HOSKISSON, MANIKUTTY, CENGAGE LEARNING
4. ENTREPRENEURSHIP by RAJEEV ROY, OXFORD UNIVERSITY PRESS

Course Code	DEACC510	Course Title	FORENSIC ACCOUNTING AND FRAUD EXAMINATION
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes:

CO1: comprehend the process and scope of forensic accounting.

CO2: analyse and critically evaluate the various kinds of corporate frauds.

CO3: develop the strategies to prevent corporate fraud and use fraud investigation techniques.

CO4: analyse and critically discuss about Banking, Insurance and Capital Market Frauds.

CO5: prepare legal follow-up including evidence gathering.

Unit No.	Content
Unit-1	Introduction to Forensic Accounting and Frauds Examination: Meaning of Forensic Accounting, Difference between Forensic Accounting and Fraud Examination, Fraud Vulnerabilities, Types of Frauds: Bank Frauds, Corporate Frauds, Insurance Frauds, Cyber Frauds, Securities Frauds.
Unit-2	Forensic Accounting Scope: Fraud Detection, Computer Forensics, Fraud Prevention, Providing Expert Testimony
Unit-3	Detecting Red Flags: Classification of red flags, Financial performance red flags, Accounting system red flags, Operational red flags, Behavioural red flags, Structural red flags, Personnel red flags, yellow flags, green flags.
Unit-4	Process of Forensic Accounting: Initialization, Develop Plan, Obtain Relevant Evidence -Evidence based Fraud Examination, Effective Interviewing and Interrogation: Perform the analysis, Reporting.
Unit-5	Forensic Audit Techniques: General Audit Techniques, Statistical & Mathematical Techniques, Digital / Electronic Techniques, CAAT, Data Mining.
Unit-6	Excel for Forensic accounting: Audit & Forensic Data Analysis with MS Excel
Unit-7	Financial Statements Frauds: Meaning of Financial Statement Fraud, Causes or reasons for Financial Frauds, Different types of Financial Statement Frauds, Auditor Responsibilities.
Unit-8	Insurance Sector Forensic Accounting: Overview, Forensic accounting, forensic auditing, litigation support and investigative accounting with the specialisation in the Insurance domain, Practical case studies on Insurance frauds.
Unit-9	Banking Sector Forensic Accounting: Overview, Forensic accounting and auditing related to banking sector, litigation support and investigative accounting, Practical case studies on Bank frauds.
Unit-10	Stock Market Forensic Accounting: Overview, Identification and navigation through financial statements to spot red flags of fraud in stock market environment, Case study/examples
Unit-11	Fraud in Digital Environment: Cyber Forensics, Introduction to Cyber Crime, International Guidance to Cyber Forensics Laws, Digital Forensics and Cyber Laws, Introduction to Data Extraction, Digital Forensics and Cyber Crime, Ethical Hacking: Digital Incident Response, Case Laws: Indian and International.
Unit-12	Forensic and Legal Issues - Indian Laws: The Information Technology Act, 2000, Indian Penal code 1860, Civil Procedure Code 1908, Indian Contract Act, 1872, Indian Evidence Act, 1872, The

	Prevention of Money Laundering Act, 2002, The Foreign Exchange Management Act, 1999, The Companies Act, 2013, RBI - Master Circular on Frauds - Classification and Reporting
Unit-13	Forensic and Legal Issues: International Laws and Practices
Unit-14	Fraud Deterrence: Framework and Post Event Punishment, Organizations to Combat Fraud in India and Abroad

READINGS:

1. FORENSIC ANALYTICS METHODS AND TECHNIQUES FOR FORENSIC ACCOUNTING INVESTIGATIONS by MARK J. NIGRINI, JOHN WILEY & SONS, INC.
2. FORENSIC ACCOUNTING AND FRAUD EXAMINATION by MARY-JO KRANACHER, RICHARD RILEY, WILEY PUBLISHING INC
3. FORENSIC ACCOUNTING AND FRAUD INVESTIGATION by HOWARD SILVERSTONE, STEPHEN PEDNEAULT, MICHAEL SHEETZ, FRANK RUDEWICZ, JOHN WILEY & SONS
4. STUDY ON FORENSIC ACCOUNTING AND FRAUD DETECTION by CA. NILESH SHIVJI VIKAMSEY, THE INSTITUTE OF CHARTERED ACCOUNTANTS OF INDIA
5. CORPORATE FRAUDS AND THEIR REGULATION IN INDIA by GUPTA, SANJEEV (2016). BHARAT LAW HOUSE PVT. LTD

Course Code	DEFIN508	Course Title	INTERNATIONAL BANKING AND FOREX MANAGEMENT
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes:

CO1: understand the dimensions of international banking

CO2: establish legal and regulatory issues in international banking institutions

CO3: demonstrate foreign exchange market operations

CO4: discover the functions of different bodies in Foreign exchange management

CO5: analyze various management issues in international finance

Unit No.	Content
Unit-1	International banking: global trends and developments in international banking, international financial centers, offshore banking units, profitability of international banking operations
Unit-2	Offshore banking & offshore currency trading; Factors contributing to the growth of international banking & Eurocurrency trading, regulatory asymmetry
Unit-3	International finance: fundamental principles of lending to MNCs, documentation and monitoring
Unit-4	International credit appraisal: International credit policy agencies and global capital markets, raising resources, project and infrastructure finance, financing of mergers and acquisitions
Unit-5	Legal and regulatory aspects: country risk and bank risk management, international debt management
Unit-6	International regulatory bodies: Role of IMF and World Bank in international debt crisis management, anti-money laundering laws
Unit-7	Foreign exchange business: Foreign exchange management act (FEMA), foreign exchange management philosophy, different types of exchange rates
Unit-8	International Financial Markets: Foreign exchange markets, international money markets, international credit markets, international bond markets & international stock markets; Regulatory asymmetry & its implications; Recycling of petrodollars
Unit-9	Role of RBI towards FOREX: RBI and FEDAI role in regulating foreign exchange, rules regarding rate structure, Indian norms
Unit-10	International trade: regulations covering international trade, various aspects of international trade, government policies
Unit-11	International Trade organization: DGFT and their schemes, customs procedures, banks' role in implementing these policies and schemes, WTO-its impact
Unit-12	Foreign Exchange Risk Management - Risk of forex fluctuations, impacts of global milieu, Types of fore risks, strategies for managing the risk, comprising policies, procedures and controls
Unit-13	Challenges of international Banking: Bank failure & safety nets, the problem of moral hazard & systemically important financial institutions; Problems in regulating international banking, regulatory arbitrage; BIS & Basel Committee - issues & challenges.
Unit-14	Contemporary issues: lessons from recent crisis in international banking, crude oil relationship with foreign exchange, countries holding foreign exchange reserves, impact of federal policy decision on forex valuations, India economic crises of early nineties

READINGS:

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

Course Code	DEACC611	Course Title	INTERNATIONAL ACCOUNTING
			WEIGHTAGES
			CA ETE(Th.)
			30 70

Course Outcomes:

C01: understand the international accounting practices of multinational companies

C02: identify and analyze the differences in financial measurement and reporting practices that exist internationally

C03: critical analysis of corporate reports in accordance with global financial reporting standards

C04: discuss the accounting treatment for segment reporting and transfer pricing globally

C05: record the effect of currency translation in standalone and consolidated financial statements

C06: evaluate the strategies and performance in MNCs

Unit No.	Content
Unit-1	Introduction to international accounting: meaning, approaches and scope of international accounting, development of international accounting, importance and difficulties in international accounting.
Unit-2	Interaction between international accounting and its environment: environmental factors affecting development of international accounting - economic environment, political environment, legal and professional environment, social and cultural environment.
Unit-3	Transnational reporting: complexities in international reporting, classification of reporting practices and financial accounting, international financial reporting: concept and differences in international financial reporting, reporting problems of multinational companies.
Unit-4	International financial analysis: meaning and dimensions of international financial analysis, need and significance of international financial analysis, problems in international financial analysis, tools of international financial statement analysis, business analysis framework.
Unit-5	International harmonization of financial reporting: meaning and significance of harmonization, models of harmonization, challenges of harmonization, convergence of accounting standards, introduction to IFRS, organizations involved in harmonization - EU, IOSCO, UN, IASB and IASB.
Unit-6	Comparative financial reporting: comparative financial reporting for US, UK, China and Japan
Unit-7	Comparative financial reporting: comparative financial reporting for US, UK, China and Japan
Unit-8	Segment reporting: meaning and need of segment reporting, international GAAP, segment reporting and disclosure practices Segment reporting: meaning and need of segment reporting, international GAAP, segment reporting and disclosure practices
Unit-9	Accounting for foreign currency transactions and translation: need for translation, accounting issues, approaches to accounting for foreign currency translations, foreign currency translation rates, translating balance sheet and profit and loss account- approaches of foreign currency translation.
Unit-10	Issues related to consolidation of financial statements of MNCs: meaning and need, concept of a group, techniques of consolidation: gross or line-by-line consolidation, net consolidation one line or equity, pro-rata or proportional consolidation.
Unit-11	International taxation: evolution of problem, concept of inter-individual equity, factors responsible for double taxation, methods of relief- unilateral and bilateral relief.
Unit-12	Performance evaluation in multinational firms: evolution, objective, performance measures- focusing on budgets, focusing on returns, other measures. Non-financial measures, issues in performance evaluation.

Unit-13	Performance evaluation in multinational firms: evolution, objective, performance measures - focusing on budgets, focusing on returns, other measures, Non-financial measures, issues in performance evaluation.
Unit-14	Exchange rate forecasting: techniques and services in forecasting, evaluation of forecasting performance, comparison and application of forecasting evaluation.

READINGS:

1. INTERNATIONAL ACCOUNTING by DAS MAHOPATRA, PRENTICE HALL
2. INTERNATIONAL ACCOUNTING by RATHORE, SHIRIN, PRENTICE HALL
3. INTERNATIONAL ACCOUNTING AND MULTINATIONAL ENTERPRISES by LEE H. ADEBAUGH, SIDNEY J. GRAY, ERVIN L. BLACK, WILEY
4. INTERNATIONAL ACCOUNTING by TIMOTHY DOUPNIK, HECTOR PERERA, MC GRAW HILL
5. INTERNATIONAL ACCOUNTING by CHOI, FREDERICK D S AND MEEK, GARRY K, PEARSON EDUCATION.

Course Code	DEOPR605	Course Title	MANAGEMENT SCIENCE
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes:

C01: determine which model to use in a given situation.

C02: apply mathematical models to a given problem.

C03: analyze the various decision-making environments and the tools applicable to them

C04: deduce which software modules to be used for a particular problem

Unit No.	Content
Unit-1	Introduction to Operations Research: history of operations research, definitions and features of operations research approach, models and modelling in operations research, meaning, significance, scope, applications of operations research
Unit-2	Linear Programming Applications and Model Formulation: general mathematical model of linear programming, applications of linear programming – formulation
Unit-3	Linear Programming Problems: formulation and solution using graphical method, special conditions in graphical method of solving linear programming problems
Unit-4	Linear Programming Problems-Simplex Method: simplex method, big m method, duality
Unit-5	Assignment Problem: methods for solving assignment problem, Hungarian Assignment Model (HAM), special cases in assignment problem
Unit-6	Transportation Problem – Initial Basic Feasible Solution: basic structure, methods for finding Initial Basic Feasible Solution (IBFS) i.e. NWCM, LCM and VAM Method
Unit-7	Transportation Problem – Optimized Solution: optimization using stepping stone and MODI, special cases including concept of degeneracy
Unit-8	Project Management CPM: network diagram, critical path, time estimates, concept of floats
Unit-9	Project Management PERT: difference between PERT and CPM, PERT problem with three-time estimates and concept of probability
Unit-10	Game Theory: basics, saddle point, mixed strategies including odds, dominance, sub games and graphical method
Unit-11	Queuing Theory / Waiting Lines Theory: basic concepts and parameters of a queuing model, m/m/1 model characteristics
Unit-12	Decision Theory: basics including decision making environments, decision making under risk, expected value of perfect information, decision making under uncertainty
Unit-13	Decision Tree: concept of decision trees, decision tree analysis, decision making with utilities
Unit-14	Contemporary Issues in Operations Research: contemporary issues in operations research, use of software for optimization, concept of goal programming and integer programming

READINGS:

1. OPERATIONS RESEARCH by J K SHARMA, MACMILLAN
2. AN INTRODUCTION TO MANAGEMENT SCIENCE: QUANTITATIVE APPROACH TO DECISION MAKING by ANDERSON DAVID R, CENGAGE LEARNING

Course Code	DEFIN548	Course Title	INTERNATIONAL FINANCIAL MANAGEMENT
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes:

C01: understand the critical financial issues of international firms and international investors in present scenario.

C02: Analyze the framework of exchange rates and foreign exchange exposures and forces affecting exchange rates.

C03: Evaluate the international capital structure and international capital budgeting mechanism of multinational corporations.

C04: Analyze the different modes of raising finance in international market and significance of international finance in MNCs.

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

	Management – Bilateral Vs Multilateral Netting – Central Cash Pool
Unit-11	Option Contracts American and European Currency Options, call and Put option, Option and risk management strategies. Introduction to currency swap, Foreign exchange risk management strategies through Forward contracts, future contracts, money market hedges, and options contracts.
Unit-12	Managing Foreign Operations: ADRs; benefits and costs of ADR holdings for investors; benefits and costs of ADR issuance for corporations, External Commercial Borrowing and International refinancing, issues and challenges before multinational subsidiaries
Unit-13	Managing Foreign Operations: ADRs; benefits and costs of ADR holdings for investors; benefits and costs of ADR issuance for corporations, External Commercial Borrowing and International refinancing, issues and challenges before multinational subsidiaries
Unit-14	Country Risk Analysis- Nature of Country Risk Assessment, Techniques to assess Country Risk, Raters of Country Risk, Multinational Capital Budgeting: Problems and issues in Foreign Investment Analysis, Techniques of Multinational Capital Budgeting- NPV, IRR, APV

READINGS:

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

Course Code	DECAP790	Course Title	PROBABILITY AND STATISTICS
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WEIGHTAGES		
CA	ETE(Th.)	ETE (Pr.)
30	40	30

Course Outcomes:

C01: experiment to carry out simple data investigations for categorical variables. They interpret and compare data displays. Students conduct chance experiments, list possible outcomes and recognize variations in results.

C02: measure a random variable that describe randomness or an uncertainty in certain realistic situation

C03: employ the different types of data and choose an appropriate way to display them.

C04: identify and compare techniques for collecting data from primary and secondary sources, and identify questions and issues involving different data types

Unit No.	Content
Unit-1	Introduction to probability: Elements of Set Theory, Sample Space and Probability Measure, Statistical Independence, Conditional Probability, Counting Sample Points, Mutually and pair wise independent events, multiplication theorem of probability for independent events, Baye's theorem.
Unit-2	Introduction to statistics and data analysis: Statistical Inference, Samples, Populations and Experimental Design, Measures of Location: The Sample Mean and Median, Measures of Variability, Discrete and Continuous Data, Statistical Modeling, Scientific Inspection, and Graphical Diagnostics, Graphical Methods and Data Description, General Types of Statistical Studies.
Unit-3	Mathematical expectations: Definition, expected value of random variable, expected value of function of a random variable, properties of expectations, Various measures of Central Tendency, Dispersion, skewness and Kurtosis for continuous probability distribution, continuous distribution function, Variance, Properties of variance, covariance.
Unit-4	Moments: Chebyshev Inequality, Moments of Two or More Random Variables, Moments of Sums of Random Variables, Moment Generating Function, Properties of moment generating function, cumulants, Raw and central moments.
Unit-5	Relation between moments: raw moments & central moments, Effect of change of origin and scale on moments, Pearsonian coefficients Measures of skewness, kurtosis.
Unit-6	Correlation, regression and analysis of variance: Pearson's Correlation coefficient, Spearman's Rank correlation coefficient, Regression Concepts, Regression lines, Multiple correlation and regression, Analysis of Variance- One-way classification and two-way classification.
Unit-7	Standard distribution: Binomial, Poisson, Negative Binomial Distribution, Normal Distribution and their properties
Unit-8	Statistical quality control: Introduction, Process control, control charts for variables – X and R, X and S charts control, charts for attributes: p chart, np chart, c chart and their applications in process control
Unit-9	Index numbers: Learn about the need of index numbers, explain the different methods of constructing index numbers, evaluate the tests for judging the soundness of an index number.
Unit-10	Time series: Explain about time series, describe components of time series, and define measurement of variations of time series.

Unit-11	Sampling theory: Sampling Theory, Random Samples and random Numbers, Sampling with and without replacement, sampling distributions, sampling distribution of means, sampling distribution of properties, sampling distribution of differences and sum, standard errors, software demonstration of elementary sampling Theory.
Unit-12	Hypothesis testing: Definition of hypothesis, interpret statistical procedure of hypothesis testing, use application of hypothesis testing in several business contexts.
Unit-13	Tests of significance: Based On t, F and Z Distributions: -Student's (t) distribution, definition, properties, critical value of t, Application of t-distribution, Test for single mean, t-test for difference of mean, Fischer Z- transformation, F-statistic, critical value of F distribution, application.
Unit-14	Statistical tools and techniques: Bayesian Concepts, Bayesian Inferences, Bayes Estimates Using Decision Theory Framework, Statistical Tools: Excel, R-Studio and SPSS.

READINGS:

1. FUNDAMENTALS OF MATHEMATICAL STATISTICS by S.C. GUPTA AND V. K. KAPOOR, SULTAN CHAND & SONS (P) LTD.
2. PROBABILITY & STATISTICS FOR ENGINEERS & SCIENTISTS by RONALD E. WALPOLE, PEARSON

Course Code	DEFIN546	Course Title	FINANCIAL RISK MANAGEMENT
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes:

C01: analyse risk through various techniques of risk assessment and performance evaluation in investment management

C02: evaluate various financial risks involved in business

C03: estimate risk sensitive capital requirement of banks against operational and liquidity risks

C04: analyse risk exposure and measurement in hedge funds

Unit No.	Content
Unit 1	Portfolio and its constituents: understanding a portfolio, diversification, diversification within an asset class and across asset classes, how much to diversify
Unit 2	Foundation of risk management: risk measurement, absolute versus relative risk, evaluation of the risk measurement process
Unit 3	Portfolio and risk attributes: portfolio construction and risk adjusted performance measurement
Unit 4	Risk models: concept of value at risk (VAR), calculating VAR using historical simulation, calculating VAR using parametric approach, types of financial risk
Unit 5	Firm wide risk management: risk interactions, risk aggregation, concept of economic capital, controlling traders, risk adjusted performance, types of risk
Unit 6	Credit risk management: measurement of credit risk, credit risk versus market risk, drivers of credit risk
Unit 7	Hedge funds: concept of hedge funds, global volume and trade in hedge funds, hedge fund risks, long position and short position in a hedge fund
Unit 8	Hedge fund risk management: hedge fund styles, dealing with hedge fund risks, leverage
Unit 9	Portfolio risk management: risk-adjusted performance measurement, returns based and position based performance attribution, process of risk budgeting, risk measurement of portfolio
Unit 10	Operational risk management: identifying operational risk, managing operational risk, implications of operational risk
Unit 11	Liquidity risk management: assessing asset liquidity risk, indicators of liquidity risk, funding liquidity risk, managing liquidity risk, sources of liquidity risk
Unit 12	Basel accord: Basel II and Basel III accord, on balance sheet and off balance sheet credit risk charge, credit risk mitigation, capital requirement under Basel I
Unit 13	Understanding publicly available portfolios: mutual fund portfolios – debt, equity and multi-asset funds; insurance portfolios – unit linked portfolios, understanding portfolio attributes – standard dev, beta, expense ratio, sharp ratio, R square, tracking error
Unit 14	Regulators and risk management: Role of SEBI, IRDAI, RBI, PFRDA in developing risk management mechanism and safeguarding stakeholder's interest

READINGS:

1. FINANCIAL RISK MANAGEMENT by DUN & BRADSTREET TATA McGraw HILL, INDIA
2. RISK MANAGEMENT AND FINANCIAL INSTITUTIONS by J.C.HULL, WILEY

Course Code	DEHRM619	Course Title	TRAINING AND DEVELOPMENT
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes:

C01: recognize the process and practices of training and development.

C02: ability to assess training needs and design training programmes in an organizational setting.

C03: appreciate the worth of training investment by evaluating the training programmes.

C04: inculcate the capacity to design and implement training sessions for any organization.

Unit No.	Content
Unit-1	Introduction to Employee Training and Development: Concept of Training and Development, Designing Effective Training, Snapshot of Training
Unit-2	Strategic Training & Development: The Strategic Training and Development Process, Training Need in different Strategies, Marketing of Training function, Outsourcing of training Function
Unit-3	Training need Assessment: Need and Methods of Need Assessment, Need Assessment Process, Scope of Need Assessment
Unit-4	Training Design: Understanding & Developing the Objectives of Training, Considerations in Designing Effective Training Programs
Unit-5	Learning: Learning Process, Learning Theories, Instructional Emphasis of Learning outcomes
Unit-6	Training Modules: Developing training modules including training objectives, lesson plan and learning climate.
Unit-7	Training & Development Methods: On the job and Off the job training methods :Lecture method, Simulation, Case-study, special projects, Games, Action Maze, Role Play, Team Building, and Sensitivity Training.
Unit-8	Training Evaluation: Overview of Evaluation Process, Methods of evaluating effectiveness of Training Efforts; Kirkpatrick model of training effectiveness
Unit-9	Problems in Evaluation: Problems of Measurement and Evaluation; Costing of training, measuring costs and benefits of training program, obtaining feedback of trainees, Training issues resulting from the external environment and internal needs of the company
Unit-10	Contemporary Methods of Training including E-learning and Use of technology: Technology's Influence on Training and Learning, Experiential Learning, Computer Based Training, Training for change, Learning Organization, Future trends of training and development
Unit-11	Employee Development: Introduction, Approaches to Employee Development, The Development Planning Process, Company Strategies for providing Development, Types of MDPs, EDPs/Seminars and Conferences
Unit-12	Career Management: Need and Importance of Career Management, Protean verses Traditional Career, Role of Employees, Managers, Human resource managers, and the company in the career Management, Evaluating Career management System
Unit-13	Career Development: A Model of Career Development, Career paths and developing dual career options, Career portfolio, Balancing work and life
Unit-14	Future Trends: Current trends in Training & Development initiatives, Evaluating Training Outcomes

READINGS:

1. EMPLOYEE TRAINING AND DEVELOPMENT by RAYMOND A NOE, AMITABH DEO KODWANI, MCGRAW HILL EDUCATION
2. EFFECTIVE TRAINING by P. NICK BLANCHARD, JAMES THACKER, PEARSON

Course Code	DEMKT512	Course Title	DIGITAL AND SOCIAL MEDIA MARKETING	
			WEIGHTAGES	
			CA	ETE(Th.)
			30	70

Course Outcomes:

C01: define social media marketing goal setting necessary to achieve successful online campaigns.

C02: describe the stages of the social media marketing strategy development process.

C03: develop effective social media marketing strategies for various types of industries.

C04: devise an integrated social media marketing strategy using a variety of services, tools and platforms to accomplish marketing objectives.

C05: analyze the progress in achieving social media goals with a variety of powerful measurement tools, services, and metrics.

Unit No.	Content
Unit-1	Evolution of digital marketing: the digital consumer & communities online and digital marketing landscape.
Unit-2	Search Engine Marketing: Pay Per Click (PPC) and online advertising, search engine optimization and search engine marketing.
Unit-3	Social media and consumer engagement: Social feedback cycle, social web and engagement, operations and marketing connection.
Unit-4	Customer engagement: affiliate marketing & strategic partnerships, Email marketing, Content strategies.
Unit-5	New role of the customer: social interactions, customer relationships, outreach and influencer relations.
Unit-6	Social listening: importance of social analytics, know your influencers, web analytics and business analytics.
Unit-7	Mobile Marketing: integrating digital and social and media strategies.
Unit-8	Social technology and business decisions: creation of social business, understanding the conversations, social CRM and decision support.
Unit-9	Social CRM: social CRM and business design and build a social CRM program.
Unit-10	Engagement on the social web: engagement as a customer activity, engagement as a business activity and extend engagement.
Unit-11	Social objects: meaning of social object, build on existing social objects, create new social objects and use of social objects in business.
Unit-12	Social graph: role of social graph, social graphs spread information, use of social graphs in the business and measure the social graphs.
Unit-13	Social applications: importance of social applications, social applications drive engagement and planning a social application.
Unit-14	Social business ecosystem: social profiles, social applications, using brand outposts and communities, social ecosystem.

READINGS:

1. SOCIAL MEDIA MARKETING by DAVE EVANS AND JAKE MCKEE, WILEY

2. SOCIAL MEDIA MARKETING: A STRATEGIC APPROACH by MELISSA S. BARKER, DONALD I. BARKER, NICHOLAS F. BORMANN, DEBRA ZAHAY, MARY LOU ROBERTS, CENGAGE LEARNING

3. ADVANCED SOCIAL MEDIA MARKETING: HOW TO LEAD, LAUNCH, AND MANAGE A SUCCESSFUL SOCIAL MEDIA PROGRAM by TOM FUNK, APRESS

Course Code	DEENG539	Course Title	ACADEMIC ENGLISH
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes:

C01: differentiate between a range of authentic academic texts

C02: observe actively to lectures, presentations and interviews to understand key information

C03: construct a variety of essays and other assignments

C04: appraise academic grammar

C05: apply academic English and vocabulary in professional life

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

READINGS:

1. A COURSE IN ACADEMIC WRITING by RENU GUPTA, ORIENT BLACKSWAN PVT. LTD.

2. ENGLISH GRAMMAR by RAJEEVAN KARAL, OXFORD UNIVERSITY PRESS

3. OXFORD EAP: A COURSE IN ENGLISH FOR ACADEMIC PURPOSES by EDWARD DE CHAZAL AND SAM MCCARTER, OXFORD UNIVERSITY PRESS

4. MLA HANDBOOK by MODERN LANGUAGE ASSOCIATION OF AMERICA, MODERN LANGUAGE

Course Code	DEHIS551	Course Title	HISTORY OF INDIA UPTO AD 650
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes:

C01: evaluate the origin, significance and contribution of Harappan civilization, Vedic age and later Vedic age

C02: analyze the emergence of the Mauryan and Gupta empires during the “classical age” in India

C03: define the various stages of the evaluation of ancient dynasties in India

C04: evaluate review the social, economic, religious and political life of India during ancient period

C05: examine the rise and fall of Kushans, Gupta and Post Gupta rulers and their achievements

C06: analyze the Sangam, Pallava and Chola's administration, economy and land grants during Sangam age

Unit No.	Content
Unit-1	Reconstructing ancient Indian History: sources and interpreting historical trends
Unit-2	Stone age hunters and gatherers: Palaeolithic, Mesolithic Cultures; and rock art
Unit-3	Early farming communities: Pastoralism and incipient farming: Neolithic and Chalcolithic village cultures
Unit-4	Bronze age, first urbanisation: Early Harappan, Mature Harappan, Late and Post Harappan culture, Debated on Harappan chronology and ethnic identities
Unit-5	Vedic society: Polity, economy, religion, role of Vedas in Indian history
Unit-6	Early Iron Age: disposal of the dead, megalithic culture, economic development, social stratification: beginning of Varna Ashram, Jati, gender, marriage, property relations, Samskar
Unit-7	Janapadas and Mahajanapadas: Territorial states: monarchical and republican, Religious movements: Jainism and Buddhism, Ajivaks and other sects
Unit-8	Towards empires: Nandas and Mauryas - Kautilya's Arthashastra and Megasthenes's Indica, polity, nature and extent of centralisation, foreign relations, economy, trade and trade routes, currency, coinage, art & architecture, Ashoka's edicts, dhamma,
Unit-9	Post-Mauryan Developments: Sungas, Kanvas, Indo-Greeks, Shaka-Pallavas: social conditions
Unit-10	Satvahanas, Shaka-Kshatrapas: State formation, land grants, agriculture expansion, trade and trade guilds, silk route, coins and currency
Unit-11	Gupta Dynasty: political consolidation - extent and structure, administrative organisation, provisional and feudatory states, land grants and expansion of agriculture, religion: revival of vedic and puranic religious traditions, temples, coins and currency, Sanskrit literature, science and technology, Hunas invasions
Unit-12	Vakatakas and other dynasties of peninsular India: land grants, art and architecture, painting, society and religion
Unit-13	Vardhan and other kingdoms: Harsha, Chalukyas and Pallavas, extent of kingdoms, administration, religion, society and cultural activities, Sangam age
Unit-14	Status of Women: family, marriage and property rights

READINGS:

1. INDIA'S ANCIENT PAST by RAM SHARAN, OXFORD & IBH
2. ASPECTS OF POLITICAL IDEAS AND INSTITUTIONS IN ANCIENT INDIA by RAM SHARAN SHARMA, MOTILAL BANARSIDASS PUBLISHERS
3. ANCIENT INDIA: IN HISTORICAL OUTLINE by DWIJENDRA NARAYAN JHA, MANOHAR PUBLISHERS & DISTRIBUTORS
4. ANCIENT INDIA SOCIAL HISTORY by ROMILA THAPAR, ORIENT BLACKSWAN PVT. LTD.
5. ANCIENT INDIAN HISTORY AND CIVILIZATION (TRENDS & PERSPECTIV (PAPERBACK) by BHATTACHARYYA, MANOHAR PUBLISHERS & DISTRIBUTORS
6. FROM PLASSEY TO PARTITION: A HISTORY OF MODERN INDIA by SHEKHAR BANDHOPADYAY, ORIENT BLACKSWAN PVT. LTD.
7. A NEW LOOK AT MODERN INDIA HISTORY by B.L. GROVER, S. CHAND & COMPANY
8. SOCIAL BACKGROUND OF INDIAN NATIONALISM by A.R. DESAI, POPULAR PRAKASHAN

Course Code	DEPOL525	Course Title	POLITICAL INSTITUTIONS IN INDIA	
			WEIGHTAGES	
			CA	ETE(Th.)
			30	70

Course Outcomes:

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

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

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

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

CO5: discuss about various constitutional and statutory bodies of India

CO6: evaluate the functioning of the local government institutions

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

READINGS:

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

Course Code	DESOC515	Course Title	FUNDAMENTALS OF SOCIOLOGY
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes:

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

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

C03: examine structural and functional significance of social institution

C04: innovate ideas to create pathways for the social problems

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

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

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

	Exclusion among Scheduled Caste and Class-Scheduled Tribes, Neo Buddhist movement, Women empowerment
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READINGS:

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

Course Code	DECAP792	Course Title	DATA SCIENCE TOOL BOX
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WEIGHTAGES		
CA	ETE(Th.)	ETE (Pr.)
30	40	30

Course Outcomes:

C01: observe the various methods to extract knowledge using data mining techniques

C02: evaluate current trends in data mining such as web mining, spatial-temporal mining.

C03: apply different data mining methodologies with information systems.

C04: analyze research of database systems and improve the decision-making process

C05: observe the various methods to extract knowledge using data mining techniques

C06: evaluate current trends in data mining such as web mining, spatial-temporal mining.

C07: apply different data mining methodologies with information systems.

C08: understand big data concepts

C09: define need of big data analytics in real world

C010: develop interest in the area of hadoop cluster mechanism

C011: apply the big data learning in research

Unit No.	Content
Unit-1	Data Science Fundamentals: What is Data Science? What is Data? The Data Science Process, Need of Data Science, Global requirement of Data Scientist.
Unit-2	Using Data Science Tool R and R Studio: Installing R, Installing R Studio, RStudio Tour, R Packages, Projects in R
Unit-3	Version Control and GitHub: Version Control, Github and Git, Linking Github and R Studio, Projects under Version Control
Unit-4	Introduction to Python: Variables and expressions, conditional execution (loops, branching, and try/except), functions, Python data structures (strings, lists, dictionaries, and tuples), and manipulating files
Unit-5	Python as Data Visualization: Introduction to Data Visualization, introduction to Matplotlib, Basic Plotting with Matplotlib, importing Dataset, Line Plot, Area Plots, Histograms Bar Charts, Waffle Charts, Word Clouds
Unit-6	Introduction to Rapid Miner: Downloading and Installation of Rapid Miner, Introduction to different modules of Rapid miner interface, working with different sample data in Rapid miner, Working with different sample process in Rapid miner
Unit-7	Introduction to operators in Rapid Miner: Introduction to various operators in RapidMiner, working with different data processing operators, Using various filters, Statistical Analysis of sample data.
Unit-8	Introduction to Big Data: Understanding big data concepts and terminology datasets data analysis data analytics descriptive analytics, diagnostic analytics, predictive analytics, prescriptive analytics business intelligence (BI), key performance indicators (KPI) big data characteristics volume, velocity, variety veracity value different types of data: structured data, unstructured data, semi-structured data, metadata case study, background history, identifying data characteristics volume velocity variety veracity
Unit-9	Business Motivations and Drivers for Big Data Adoption: Business Motivations and

	Drivers for Big Data Adoption: marketplace dynamics business architecture business process management information and communications technology data analytics and data science digitization affordable technology and commodity hardware social media hyper-connected communities and devices cloud computing internet of everything (IoE) case study example
Unit-10	Introduction to Weka mining tools: Introduction to Weka tool, importing data into Rapid miner using different formats of files, Storing and retrieving data using rapid miner.
Unit-11	Data Import and Export in Rapid Miner: Graphical representation of data in rapid miner, Hands on practice problems on data import/export. Identification and removal of duplicates, apply operations for handling meta data like rename or attribute role definition, Identify and remove the missing values in the data set
Unit-12	Data Pre-processing using rapid miner: Apriori method for finding frequent item set Weka/Rapid miner tool Apply data mining pre-processing techniques and methods to large data sets, Hands on practice problems on data pre-processing
Unit-13	Introduction to classification: Introduction to Classification methods, applying model for prediction, Bayesian Classification on new imported data, Bayesian Classification on existed dummy data set, Decision Tree classification on both new and dummy data sets
Unit-14	Introduction to clustering: Introduction to Clustering algorithms, differentiate clustering and classification, K-means clustering, Hierarchical clustering algorithm

READINGS:

1. DATA MINING AND MACHINE LEARNING, A PROGRAMMER'S GUIDE TO DATA MINING, RON ZACHARSKI, 2015.
2. DATA MINING: CONCEPTS AND TECHNIQUES by JAWEI HAN, MICHELINE KAMBER AND JIAN PE, MORGAN KAUFMANN
3. INTRODUCTION TO DATA MINING by PANG-NING TAN , MICHAEL STEINBACH , VIPIN KUMAR, PEARSON

Course Code	DEFIN544	Course Title	CORPORATE VALUATION	
			WEIGHTAGE	
			CA	ETE(Th.)
			30	70

Course Outcomes:

CO1: Describe various concepts and principles related to business valuation and their application

CO2: Identify the value-relevant information contained within financial statements

CO3: Apply earnings capitalization multiples and other common valuation methodologies to value businesses and securities

CO4: Apply principles of pricing and valuation for taking sound Investment decision

Unit No.	Content
Unit 1	Overview of corporate valuation: context of valuation, approaches to valuation, process of valuation, corporate valuation in practice, importance of knowing intrinsic value
Unit 2	Cost of capital: cost of equity, estimating the equity beta of an unlisted company, cost of debt, cost of preference, target weights to determine the cost of capital, weighted average cost of capital
Unit 3	Enterprise DCF model-I: analyzing historical performance, forecasting performance, forecasting financial statements
Unit 4	Enterprise DCF model-II: estimating continuing and terminal value, free cash flow to firm, free cash flow to equity, calculate enterprise value and value of equity
Unit 5	Equity DCF model: dividend discount model, zero growth model, constant growth model, two stage growth model, three stage growth mode, H model
Unit 6	Other DCF models: free cash flow to equity model, adjusted present value model, economic profit model
Unit 7	Relative valuation-I: concept, process, steps involved in relative valuation, price-to-earnings multiple, price-to-book value multiple, price-to-sales multiple
Unit 8	Relative valuation-II: EV/EBITDA multiple, EV/EBIT multiple, EV/FCFF multiple, EV/Book Value multiple, EV/ sales multiple, choice of multiple, best practices using multiples, assessment of relative valuation
Unit 9	Other non-DCF approaches: book value approach, stock and debt approach, strategic approach to valuation
Unit 10	Advanced issues in valuation-I: valuation of multi-business companies, valuation of companies with subsidiaries, valuation of high growth companies, valuation of banks and insurance companies
Unit 11	Advanced issues in valuation-II: cross-border valuation, pricing an initial public offer, valuation of intangibles
Unit 12	Mergers and acquisitions: types of transactions, value creation in mergers and acquisitions, cost and benefit of a merger
Unit 13	Case studies in valuation-I: Bharat hotel company, Bharat heavy electricals limited, Bhoruka power corporation limited
Unit 14	Case studies in valuation-II: Sasken communication technologies, valuation of Infosys brand

READINGS:

1. CORPORATE VALUATION AND VALUE CREATION by PRASANNA CHANDRA, MCGRAW HILL EDUCATION
2. MERGERS & ACQUISITIONS AND CORPORATE VALUATION by MANU SHARMA, WILEY

Course Code	DEHRM615	Course Title	INDUSTRIAL RELATION AND LABOUR LAWS
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes:

C01: analyze the nature and importance of employee Relations in India with a reflection of the history of unions in India

C02: develop an understanding of the economic, social and political environment and labour force in the Indian context.

C03 analyze the constitution, laws and issues related to Trade Unions in India

C04: evaluate Role of government in Industrial Relations and Social dialogue

C05: analyze worker-management cooperation and importance of participation in Industrial Relations.

Unit No.	Content
Unit-1	Introduction to Industrial Relations: Theories and Models and Approaches of Industrial Relations and history of IR in India, Contemporary issues of IR and the Labour Force; Economic, Political and Social Environment of Industrial Relations
Unit-2	Trade Unions: Definition, objectives and legal Framework related to Trade unions in India; Trade Union Act, 1926; Landmark judgments and case laws related to TU; Types, Rights and Issues of TU; Problems confronting TUs; Women in TUs; Managerial Associations; Employer Associations; Paradigm shift in IR policy
Unit-3	Collective Bargaining: Concept, Nature and Legal Framework of CB; Levels of Bargaining and Agreements; Negotiating Techniques and Skills
Unit-4	Role of Government in IR: Types and Levels of Tripartism, Social dialogue and reform process; Bipartism's link with Tripartism Types and Means of government Interventions; Role of State at the State IR Level; Future Role of government
Unit-5	Contract of Employment: Industrial Employment Standing Orders Act, 1946; Test of supervision; Shops and Establishment Act; Inter-State Migrant Workmen Act, 1979; The Contract Labour Act, 1970; Contract Labour Code.
Unit-6	Public Policy and Wage and Reward System: Wage Theories; Wage System in India; The Payment of Wages Act, 1936; Minimum Wages Act, 1948; The payment of Bonus Act, 1965; Profit Sharing and Stock Options; National Wage Policy; Wage Policy at the Company Level; Pay Structures; Contemporary Issues in Wage System
Unit-7	Working Conditions, Safety, Health and Environment: Factories Act 1948, Workers Compensation Act, Employees' State Insurance Act related to social security; Workers Education
Unit-8	Social Security: Medical Care; Safety; Occupational health; Welfare funds; Social security reforms during the period of structural Adjustment; Social Security conventions of ILO
Unit-9	Dispute Resolution: Industrial Conflict, Legal Framework: The Industrial Dispute Act, 1947; Role of labour boards, courts and tribunals; Procedures, power and Duties of Authorities; General prohibition of Strikes and Lockouts; Unfair Labour practices;

Unit-10	Industrial Harmony: Recommendations of National Commission of labour, Guiding framework for sound Labour Management Relations, Labour Administrative Machinery
Unit-11	Employee Participation and Labour-Management Cooperation: Labour participation schemes; Constitutional and Legal framework; Indirect representation versus direct participation; Levels of Indirect Participation; Participation versus Collective Bargaining; Suggestion schemes; Quality Circles
Unit-12	Grievance and Discipline Handling: Managing Employee Grievance; Nature and Cause of Grievance; Guiding principles for Grievance procedure; Grievance Procedure; Interest Issues and Rights Issues; Managing Discipline; Different types of approaches; Different types of punishments
Unit-13	HRM and IR in India: Management philosophy and Approaches; Integrative Approaches to Human Resource Management; HRM-IR-HRD
Unit-14	ILO, India and International Labour Standards: ILO & India; The Case of India; Lessons from foreign Unions; OECD guidelines; The road ahead for Indian IR Contemporary issues

READINGS:

1. Mamoria, S., Mamoria, C.B. & Gankar. (2010). Dynamics of Industrial Relations. New Delhi: Himalaya Publishing
2. Venkata Ratnam, C.S., & Dhal, M. (2017). Industrial Relations. Oxford University Press, India
3. Monappa, A. (2000). Industrial Relations. New Delhi: Tata McGraw

Course Code	DEMKT613	Course Title	CONSUMER BEHAVIOR
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes:

C01: understand the implications of consumer behavior concepts & theories for businesses and wider society.

C02: discern how individuals and groups influence consumer behavior, and how marketers utilize this knowledge to help achieve organizational objectives.

C03: analyze the dynamic interplay of internal and external factors influencing consumer behavior and accordingly develop a marketing strategy.

C04: articulate practical and comprehensive managerial understanding of consumer behavior.

C05: develop the understanding of marketing regulation, consumer protection act and contemporary issues in consumer behaviour.

Unit No.	Content
Unit-1	Consumer Behavior and Marketing strategy: consumer behaviour, market strategy and applications of consumer behavior.
Unit-2	Market Analysis and Consumer Decisions: market analysis components, segmentation strategy and consumer decisions and consumer behavior models.
Unit-3	Culture and Group influence: cultural and group influence on consumer behavior, concept of culture, cross cultural marketing strategy, the household life cycle and marketing strategy.
Unit-4	Groups, Reference Group and Diffusion of Innovation: groups, types of groups, reference group influence on consumption process & marketing strategies and diffusion of innovation.
Unit-5	Perception: perception, exposure, attention and interpretation, perception and marketing strategy.
Unit-6	Learning and Personality: memory's role in learning, learning theories, brand image and product positioning, brand equity and brand leverage motivation, personality and emotion.
Unit-7	Motivation and Emotion: motivation theory and marketing strategy use of personality in marketing practice, emotions and marketing strategy.
Unit-8	Attitude and Market Segmentation: attitude, influencing attitude, attitude components and change strategies, market segmentation and product development strategies based on attitudes.
Unit-9	Self-Concept and Consumer Decisions: nature of lifestyle, the VALS system consumer decision process and types of consumer decisions.
Unit-10	Consumer Decision Making Process : process of problem recognition and uncontrollable determinants of problem recognition, marketing strategy and problem recognition, information, alternative evaluation and selection, types and sources of information, consumer decision making and evaluation criteria.
Unit-11	Decision Rules and Attributes of consumers: decision rules for attitude based choices, attributes affecting retail outlet selection, consumer characteristics and outlet choice, in-

	store and online influence on brand choice and evaluation criteria.
Unit-12	Post purchase Processes and Dissonance: post purchase processes, post purchase dissonance, product use and non-use, disposition.
Unit-13	Purchase Evaluation and Customer Satisfaction: purchase evaluation, customer satisfaction, dissatisfaction responses, repeat purchase and customer commitment.
Unit-14	Consumer Behavior and Marketing Regulation: regulation and marketing to children, regulation and marketing to adults, consumer protection act and contemporary issues in consumer behavior.

READINGS:

1. CONSUMER BEHAVIOR- BUILDING MARKETING STRATEGY by DEL I HAWKINS, DAVID L MOTHERSBAUGH, & AMIT MOOKERJEE, MCGRAW HILL EDUCATION
2. CONSUMER BEHAVIOR by KUMAR, S. R., SCHIFFMAN, L.G, WISENBLIT J., PEARSON
3. CONSUMER BEHAVIOR by RAJNEESH KRISHNA, OXFORD UNIVERSITY PRESS.
4. SCHIFFMAN, L. G., &KANUK, L. L. CONSUMER BEHAVIOR. NEW DELHI, PRENTICE HALL.

Course Code	DEENG514	Course Title	INTRODUCTION TO THE STUDY OF LANGUAGE
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes:

CO1: identify vowels and consonants in phonetics

CO2: distinguish between different parts of speech organs, place of articulation and manner of articulation

CO3: describe syllable and stress patterns in relationship with aspects of connected speech in English language

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

READINGS:

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

Course Code	DEHIS553	Course Title	HISTORY OF INDIA FROM 650-1200 AD
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes:

CO1: examine early medieval Indian history and culture with the help of archaeological and literary sources

CO2: identify various social, political, economic and cultural developments in early medieval Indian history

CO3: analyze the emergence of political structure, regional specification and urban processes in early medieval India

Unit No.	Content
Unit-1	Interpreting the period: changing pattern of polity, economy and society
Unit-2	Historical Sources: Sanskrit, Tamil and other literatures, archaeology, epigraphy and numismatics
Unit-3	Political Structure and Regional Variations-I: political structure and forms of legitimation, regional variations: northern and western India
Unit-4	Political Structure and Regional Variations-II: western and central India, Deccan and south India
Unit-5	Agrarian Economy: land grants, agricultural expansion, agrarian organization, irrigation, and technology
Unit-6	Urban Economy: trade and trade-routes, inter-regional and maritime trade, urban settlements, trade and craft guilds, forms of exchange, coinage and currency, interest and wages, traders, merchants and craftsmen
Unit-7	Society-I: social stratification, proliferation of castes, untouchability, status of women: matrilineal society, marriage, property rights, inheritance
Unit-8	Society-II: educational ideas and institutions, everyday life, migration and settlement of Aryan group in different regions of India
Unit-9	Religion: Bhakti movements: Saivism, Vaishnavism, Tantricism, Jainism, Buddhism, Judaism, Christianity, Islam, other popular religious movements
Unit-10	Philosophy: schools of Vedanta and Mimamsa
Unit-11	Literature: Sanskrit, Prakrit, Tamil and Apbhraṃśa
Unit-12	Rise of Regional Language and Literature: Marathi, Kannada, Telugu and other languages
Unit-13	Art and Architecture-I: Temple architecture: Nagara, Dravida and Vesara style
Unit-14	Art and Architecture-II: Ajanta, Ellora, Bagh and Kaneri, The Pallava and Chola Architecture

READINGS:

1. A HISTORY OF ANCIENT AND EARLY MEDIEVAL INDIA, FROM THE STONE AGE TO THE 12TH CENTURY by SINGH, UPINDER, PEARSON
2. THE MAKING OF EARLY MEDIEVAL INDIA by CHATTOPADHYAYA BRAJADULAL, OXFORD UNIVERSITY PRESS

Course Code	DEPOL527	Course Title	PUBLIC POLICY AND GOVERNANCE IN INDIA
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes:

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

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

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

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

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

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

READINGS:

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

Course Code	DESOC506	Course Title	GLOBALIZATION AND SOCIETY
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WEIGHTAGES	
CA	ETE (Th.)
30	70

Course Outcomes:

C01: identify concept of globalization as academic contested

C02: locate the economic dimension of globalization

C03: consider the political dimension of globalization

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

READINGS:

1. S.K. PRAMANIK, R GANGULY, GLOBALIZATION IN INDIA: NEW FRONTIERS AND EMERGING CHALLENGES, PHI Learning Pvt Ltd

2. BABITA AGARWAL, ANIL AGARWAL, GLOBALIZATION AND INDIAN SOCIETY, A P Publisher

3. MANFRED B. STEGERGLOBALIZATION: A VERY SHORT INTRODUCTION, OXFORD UNIVERSITY PRESS

Course Code	DECAP794	Course Title	ADVANCE DATA VISUALISATION
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WEIGHTAGES		
CA	ETE(Th.)	ETE (Pr.)
30	40	30

Course Outcomes:

C01: discuss the terminology used in Tableau Prep.

C02: identify how Tableau Prep approaches data sampling.

C03: construct and understand data prep flows that address common scenarios encountered in data preparation, as applied to common data use cases.

C04: review the quality of the data and perform exploratory analysis.

C05: manage and Connect Data Source.

Unit No.	Content
Unit-1	Introduction to Data Visualization: Acquiring and Visualizing Data, Simultaneous acquisition and visualization, Applications of Data Visualization, Keys factors of Data Visualization. Reading Data from Standard text files (.txt, .csv, XML), Displaying JSON content.
Unit-2	Making charts interactive and animated: Data joins, updates and exits, interactive buttons, Updating charts, Adding transactions, using keys , wrapping the update phase in a function, Adding a Play button to the page, Making the Play button go, Allow the user to interrupt the play, sequence.
Unit-3	Managing, organizing and enhancing data: Visualization of groups, trees, graphs, clusters, networks, software, Metaphorical visualization
Unit-4	Creation of Hierarchies: Create hierarchies to drill down into data, Creating groups for data, Creating and Using Sets Create data filters, Create calculated fields, Combine data sources using data blending, Creating & using Parameters, Bringing in More data with Joins
Unit-5	Chart types and their usage in tableau: Defining data and their different visualization ways, building various charts, visualizing data using Bar Chart, Lines Charts, Scatterplots, Heat maps, Histograms, Maps, Dual Axis, Charts, Pie Charts.
Unit-6	Visualization data with advanced analytics: Polygon Maps, Bump Charts, Control charts, Funnel charts, Pareto charts, Waterfall charts, Usage and filtration of data with charts, visualizing categorical data, visualizing time series data, visualizing multiple variables, Visualizing geospatial data, Mapbox integrations, Web Mapping Services, Background Images
Unit-7	Interactive dashboards and story points in tableau: Creating a dashboard, Designing dashboard, Add motions, Adding interactivity with actions, Dashboard layout and formatting, Add extra detail to visualization using Marks Shelf, Add Size, Shape, Labels, Details, Tool tips in visualization, Sharing and collaborating dashboards.
Unit-8	Story Points: and how to create them, Designing effective slide presentations to showcase data story, Publish online business dashboards with Tableau, Exporting Pdfs, Sharing Dashboard Securely
Unit-9	Introduction: Installation of TABLEAU, Tableau Interface, Data Types, Tableau features Tableau Data Sources: Connecting data with tableau, Joining data sources, Combine data

	sources using data blending, Creating and Using Sets Create data filters, Creating & using Parameters, Bringing in More data with Joins
Unit-10	Managing, organizing and enhancing data in tableau: Splitting data, Pivoting & Transforming data, Blue & green pills Filters, Blue & green pills effect on dates, Cleaning data by Bulk Re-aliasing, Setting data defaults, Create hierarchies to drill down into data, Creating groups for data, Create calculated fields
Unit-11	Sharing your Work: Tableau data source, Tableau data extract, Tableau workbook, Tableau packaged workbook.
Unit-12	Mathematical and visual analytics in tableau: Aggregate calculations, Date calculations, Logic calculations, Number calculations, String calculations, Type calculations, LOD Expressions, Add reference lines and trend lines
Unit-13	Interactive dashboards and story points in tableau: Creating a dashboard, Designing dashboard, Add motions, Adding interactivity with actions, Dashboard layout and formatting, Add extra detail to visualization using Marks Shelf, Add Size, Shape, Labels
Unit-14	Publishing work: Sharing and collaborating dashboards, Story Points and how to create them, Designing effective slide presentations to showcase data story, Publish online business dashboards with Tableau, Exporting Pdfs, Sharing Dashboard Securely

READINGS:

1. DESIGNING DATA VISUALIZATIONS: REPRESENTING INFORMATIONAL RELATIONSHIPS by JULIE STEELE, NOAH ILIINSKY, KINDLE EDITION
2. MASTERING PYTHON DATA VISUALIZATION PAPERBACK by KIRTHI RAMAN, PACKT PUBLISHING

Course Code	DEFIN611	Course Title	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
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WEIGHTAGES	
CA	ETE (Pr.)
30	70

Course Outcomes:

C01: assess the characteristics of different Investment alternatives and how to trade in the stock market.

C02: apply different valuation models to find the intrinsic value of the shares.

C03: use the fundamental and technical analysis to predict the stock price movement.

C04: construct, revise and evaluate portfolios of different securities.

Unit No.	Content
Unit-1	Introduction to Security Analysis: securities market structure, major Indian stock exchanges, stock exchange players, investment objectives, investment process, investment alternatives, investment alternatives evaluation, and common error in investment process
Unit-2	Risk and Return: concept of return, measurement of return, concept of risk, types of risk, measurement of risk
Unit-3	Equity valuation: balance sheet valuation, dividend discount model, free cash flow model, earning multiplier approach
Unit-4	Fixed Income and Other Investment Alternatives: pricing, yields and risks of investments in fixed income securities, real estate, commodities, other alternative investments, strategies for investments in various investment alternatives
Unit-5	Efficient Market Hypothesis: forms of EMH, test for EMH, depository system, depository process and participants, calculation of sensex and nifty, listing of securities
Unit-6	Fundamental Analysis: industry analysis, economic analysis, company analysis, introduction to fundamental analysis, financial health
Unit-7	Technical Analysis: technical indicators, Dow Theory, fundamental v/s technical analysis, Elliot wave theory, chart patterns
Unit-8	Portfolio Construction and Management: portfolio risk, portfolio return, diversification, Markowitz model
Unit-9	Portfolio Risk and Return Management: portfolio risk and return with different correlations, efficient frontier, optimal portfolio
Unit-10	Asset Pricing: standard capital asset pricing model, capital asset pricing model, arbitrage pricing theory
Unit-11	Derivative and Regulatory Aspect: meaning and reasons of derivative trading, types of derivatives, forward, futures and options, regulation of derivative market
Unit-12	Evaluation of Portfolio Performance: Sharpe's performance index, Treynor's performance index, Jensen performance index
Unit-13	Portfolio Revision: active and passive management, rupee cost averaging, constant rupee plan, constant ratio plan, variable ratio plan
Unit-14	Contemporary Issues in Investment: fintech scope and challenges, algo trading issues and development, robo advisors, high frequency trade

READINGS:

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

Course Code	DEHRM521	Course Title	HUMAN RESOURCE METRICS AND ANALYTICS
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes:

C01: understand qualitative and quantitative measures of human resource activities and processes

C02: apply best practices for using HR analytics to support making data-driven decisions

C03: analyze and use the Analytics Process Model to analyze HR data

C04: evaluate workforce and talent data to identify trends and actionable performance information

C05: construct the value analytics brings to human resources (HR)

Unit No.	Content
Unit-1	Measuring HR functions and processes: concepts, approaches and objectives; tools for compiling HR data and HR functions, Balanced Scorecard, Employee surveys, Employment test scores
Unit-2	HR functional metrics: workforce planning metrics, HR deployment metrics, recruitment metrics; selection metrics, performance metrics, learning and development metrics, compensation and benefits metrics, employee relations metrics
Unit-3	HR outcome metrics: attrition, absenteeism, job satisfaction, employee engagement, perceptions and attitude, HRD climate, safety, wellness, employee health
Unit-4	Socio-demographics metrics: social, demographics and occupational metrics
Unit-5	Aligning metrics with HR processes: methods of data capture and benchmarking, aligning HR metrics and organizational performance
Unit-6	Introduction to HR Analytics: steps to implement HR analytics, frameworks and models in HR analytics, framework and models in HR analytics, linking HR to business strategy and outcomes
Unit-7	HR data and decision making: HR data and data quality, HR data collection and big data for human resource, process of data collection for HR analytics
Unit-8	HR reporting and data visualization: data exploration, correlation, reporting
Unit-9	HR Analytics and Predictive Modeling: trend analysis, ratio analysis, different phases of HR analytics or predictive modeling
Unit-10	Predictive analysis tools and techniques: data and information for HR predictive analysis, predictive analysis tools and techniques
Unit-11	Acquiring high quality talent: business levers of talent acquisition, traditional measures and emerging measures of talent acquisition, opportunity cost of cycle time, talent acquisition for predictable joining
Unit-12	Talent development: measuring return on investment on talent development initiatives, metrics for measuring talent development
Unit-13	Competency mapping: competency baselining, measuring and managing competencies
Unit-14	Talent engagement and retention: business levers of employee engagement, optimizing compensation and benefits for effective performance, predictive modeling for attrition analysis

READINGS:

1. WINNING ON HR ANALYTICS LEVERAGING DATA FOR COMPETITIVE ADVANTAGE by RAMESH SOUNDARARAJAN AND KULDEEP SINGH, SAGE PUBLICATIONS
2. HR ANALYTICS UNDERSTANDING THEORIES AND APPLICATIONS by DIPAK KUMAR BHATTACHARYYA, SAGE PUBLICATIONS
3. APPLYING ADVANCED ANALYTICS TO HR MANAGEMENT DECISION by JAMES C. SESIL, PEARSON

Course Code	DEMKT687	Course Title	CUSTOMER RELATIONSHIP MANAGEMENT
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WEIGHTAGES	
CA	ETE (Th.)
30	70

Course Outcomes:

C01: develop an insight and new learning in the area of customer relationship management.

C02: identify and respond to customers' needs, expectations and issues to build productive and rewarding relationships with customers.

C03: discuss the conceptual foundations of relationship marketing and its implications for further knowledge development in the field of business.

C04: develop a conceptual understanding and the knowledge pertaining to practical application for building and managing partnering relationships with customers and suppliers.

C05: analyse how CRM is being used in consumer and business markets-implementation, management, benefits, problems and solutions.

Unit No.	Content
Unit-1	Introduction to CRM: definition, CRM as a business strategy, elements of CRM, processes and systems, entrance, applications and success of CRM.
Unit-2	Conceptual Foundations: evolution and benefits of CRM, building customer relationship and zero customer defection.
Unit-3	Strategy and Organization of CRM: customer-supplier relationships, CRM as an integral business strategy and the relationship-oriented organization.
Unit-4	CRM Marketing Aspects: customer knowledge, communication and multichannel, the individualized customer proposition and the relationship policy.
Unit-5	Analytical CRM: relationship data management, data analyses and data mining, segmentation and selections, retention and cross-sell analyses.
Unit-6	Operational CRM: call center management, use of internet, website and applications of direct mail.
Unit-7	CRM Systems and their Implementation: CRM systems, implementation of CRM systems, and the future aspects.
Unit-8	e-CRM: application of e-CRM technologies, emails, websites, chat rooms, forums and other channels.
Unit-9	CRM Process: introduction and objectives of a CRM process, an insight into CRM and ECRTA and online CRM.
Unit-10	Developing CRM Strategy: role of CRM in business strategy and understanding service quality with regard to CRM.
Unit-11	CRM Links in E-Business: E-Commerce and customer relationships on the internet.
Unit-12	Economics of Customer Relationship Management: market share Vs customer share orientation, customer life time value and customer profitability.
Unit-13	CRM Implementation: choosing the right CRM solution and framework for implementing CRM.
Unit-14	CRM Application in B2B and B2C Market: importance of CRM in B2B and B2C market, benefits of B2C and B2B CRM, B2B and B2C application in banking and hospitality sectors.

READINGS:

1. CUSTOMER RELATIONSHIP MANAGMENT by ED PEELEN, Pearson Education India
2. THE CRM HANDBOOK- A BUSINESS GUIDE TO CUSTOMER RELATIONSHIP MANAGEMENT by JILL DYCHE, Pearson Education India.
3. CUSTOMER RELATIONSHIP MANAGEMENT-GETTING IT RIGHT by JUDITH W. KINCAID. Pearson Education India.

Course Code	DEENG519	Course Title	POST-INDEPENDENCE INDIAN LITERATURE
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes:

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

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

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

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

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

READINGS:

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

Course Code	DEHIS632	Course Title	WOMEN IN INDIAN HISTORY
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WEIGHTAGES	
CA	ETE (Th.)
30	70

Course Outcomes:

CO1: analyze the changing role of women in Indian society from ancient period to modern age

CO2: evaluate the gender roles and identify gender bias to reconstruct the gender identity

CO3: review the concept of patriarchy from gender perspective in India

CO4: develop the sense of social responsibility and social consciousness about gender issues

Unit No.	Content
Unit-1	Feminist Consciousness in Ancient India: Women in Indian Thought: Arthashastra, Manusmriti, Therigathas
Unit-2	Feminist Consciousness in Medieval India: Cases of Queen Didda, Razia Sultana, Nurjahan and Jahanara
Unit-3	Feminist Consciousness in Modern India: Feminists in Colonial India: Begum Rokeya Sakhawat Hossain, Sarla Devi Chaudharani
Unit-4	Women's participation in the National Movement: Women participation in Civil Disobedience Movement, Quit India Movement
Unit-5	Women's Movement in Post-Independence period in India-I: Dalit Women's Issues, Chipko Movement
Unit-6	Women's Movement in Post-Independence period in India-II: Devadasi Movements, Anti-Arrack Movement
Unit-7	Partition and Women-I: Recovery, Restoration, Re-settlement, Official and unofficial records of the abducted women
Unit-8	Partition and Women-II: Victimization of Women during partition, The abducted and Widowed women, Plight of women during partition riots of 1947
Unit-9	Political Empowerment of Women: Committees and Commissions on Women's participation in PRI
Unit-10	Women in Panchayati Raj Institutions: With special reference to the 73rd Constitutional Amendment, Women in Urban Local Bodies (With reference to the 74th Constitutional Amendment)
Unit-11	Contemporary Issues taken up by Women's Movement in India-I: Trafficking of Women, Honour killings and Khap Panchayats,
Unit-12	Contemporary Issues taken up by Women's Movement in India-II: Violence against Women, NRI marriages
Unit-13	Crime against Women and Laws in India-I: Rape Laws (reference to Sec 375 IPC), Dowry Prohibition Act, 1961 (as amended in 1984 and 1986), Domestic Violence Act 2005
Unit-14	Crime against Women and Laws in India-II: Termination of Pregnancy Act 1971, Pre-Conception and Pre-Natal Diagnostic Techniques (Regulation and Prevention) Act, 1994 as amended in 2004, Sexual Harassment at the Workplace and Judicial attitude

READINGS:

1. THE POSITION OF WOMEN IN HINDU CIVILIZATION: FROM PREHISTORIC TIME TO THE PRESENT DAY
by ALTEKAR, A.S., MOTILAL BANARSIDASS PUBLISHERS
2. SAMAJ CHINTAN by AVINASH RAI KHANNA, Prabhat Prakashan
3. WOMEN IN GANDHI'S MASS MOVEMENTS by THAKUR BHARTI, DEEP & DEEP
PUBLICATIONS PVT. LTD.
4. WOMEN IN MANU'S PHILOSOPHY by DAS, RAM MANOHAR, SOUTH ASIA BOOKS
5. INDIAN WOMEN FROM PURDAH TO MODERNITY by NANDA, BAL RAM (ED), STOSIUS
INC/ADVENT BOOKS DIVISION
6. VIOLENCE, LAW AND WOMEN'S RIGHTS IN SOUTH ASIA by GOONESEKERE, SAVITRI
(ED.), SAGE PUBLICATIONS
7. CRIME AGAINST WOMEN by AHUJA, RAM, RAWAT PUBLICATIONS
8. CONTENTIOUS MARRIAGES: ELOPING COUPLES: GENDER, CASTE AND PATRIARCHY INNORTHERN
INDIA by CHOUDHARY PREM, OXFORD UNIVERSITY PRESS
9. VIOLENCE AGAINST WOMEN: AN ANALYSIS OF CONTEMPORARY REALITIES by MOHANTI BEDABATI,
KANISHKA PUBLISHERS, DISTRIBUTORS
10. FROM INDEPENDENCE, TOWARDS FREEDOM: INDIAN WOMEN SINCE 1947 by BHARATI RAY AND
APARNA BASU, OXFORD UNIVERSITY PRESS
11. WOMEN'S STUDIES IN INDIA: A READER by MARY E. JOHN, PENGUIN BOOKS INDIA
12. EMPOWERMENT FOR WOMEN THROUGH POLITICAL PARTICIPATION by SINHA NIROJ, KALPAZ
PUBLICATIONS
13. GANDHI AND THE STATUS OF WOMEN by BAKSHI, S.R, CRITERION PUBLISHERS

Course Code	DEPOL650	Course Title	COMPARATIVE POLITICAL ANALYSIS
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WEIGHTAGES	
CA	ETE (Th.)
30	70

Unit No.	Content
Unit-1	Introduction to comparative government and politics: significance of comparison and its nature
Unit-2	Scope of comparative politics, difference between comparative government and politics: meaning and definitions of comparative politics, growth and evolution of comparative politics
Unit-3	Approaches to the study of comparative politics: traditional approaches, modern approaches
Unit-4	Systems analysis: structural-functional analysis approach, input-output analysis, political economy approach
Unit-5	Theories of State: liberal-democratic state, totalitarian regimes
Unit-6	The Democratic steps and welfare state: its functions and role, states in third world countries
Unit-7	Constitutional structures: legislature and its role in political system, structure
Unit-8	Composition of legislature, office of prime minister and president: power and functions of prime minister and president
Unit-9	Judiciary and its importance: challenges and problems of judiciary in India, judicial activism
Unit-10	Classifications of governments: presidential and prime ministerial governments, unitary government
Unit-11	Federal systems, features of federal system and its advantages, characteristics of unitary government
Unit-12	Typology of states: totalitarian state and its features
Unit-13	Liberal state: Its role, Welfare state and its role on modern society
Unit-14	Advantages and disadvantages: totalitarian form of governments

READINGS:

1. COMPARATIVE GOVERNMENT AND POLITICS by A.S. NARANG, GITANJALI PUBLISHING HOUSE
2. COMPARATIVE POLITICS by J C JOHARI, STERLING PUBLISHING

Course Code	DESOC507	Course Title	GENDER AND SOCIETY
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes:

C01: identify social construction of gender in the context of gender role and its development

C02: classify the theoretical standpoint available and reinforced in the study of sociological analysis of gender construction with special reference to feminist thought

C03: articulate interdisciplinary connection between economic, political and religious dimensions of gender construction as social stratification

C04: categorize the various status of women in Indian context under the list of gendered social issues

C05: defend the position of women's studies and its development with special reference to its demographic profile

C06: design a model for role-play program on the development of women's movements contributing the contemporary social change

Unit No.	Content
Unit-1	Social construction of gender: gender vs Biology, equality vs difference
Unit-2	Gender roles: private public dichotomy, division of labor, patriarchy as ideology and practice
Unit-3	Emergence of Feminist thought: socio- historical perspective
Unit-4	Approaches to the study of gender: types of feminism, post-feminism and anti-feminism
Unit-5	Gender based Sociological analysis: Contemporary context, Social issues, Case studies
Unit-6	Economic: marginalization and sexual based division of labour
Unit-7	Politics: reservation for women
Unit-8	Religion and culture: marriage, dowry and property
Unit-9	Major gendered social issues: development, ecology, communalism, violence
Unit-10	Women in India: changing status of women in India - pre-colonial, colonial and post-colonial
Unit-11	Demographic profile: the gender gap
Unit-12	Development of women's studies in India: North India, South India, Central India, East India, West India
Unit-13	Women's movement in India: women and national freedom movement
Unit-14	Women's movement and Social Change: in post-independent India

READINGS:

1. Lindal L. Lindsey. Gender Role: A Sociological Perspective. Pearson

2. Desai, Neera and M. Krishnaraj, Women and Society in India, Ajanta Publications

Course Code	DECAP737	Course Title	MACHINE LEARNING
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WEIGHTAGES		
CA	ETE(Th.)	ETE (Pr.)
30	40	30

Course Outcomes:

C01: apply python libraries for data analysis and machine learning model development

C02: evaluate important features from a given dataset

C03: apply machine learning models for real world problems

C04: evaluate the performances of different machine learning models

Unit No.	Content
Unit-1	Introduction to Machine Learning: History of Machine Learning, Basic definitions, Supervised Learning, Unsupervised Learning, Reinforcement Learning, Issues in machine learning, Different Applications of Machine learning.
Unit-2	Python Basics: Introduction to Python, Jupiter Notebook, and Python packages for data Science.
Unit-3	Data Pre-processing: Introduction to Data Analysis, Importing and Exporting Data in python, Data wrangling, Exploratory Data Analysis.
Unit-4	Pre-processing Implementation in python
Unit-5	Regression: Simple Linear Regression, Multiple Linear Regression, Non-Linear Regression, A mathematical formulation of Regression models, Model Evaluation in Regression Models.
Unit-6	Regression Implementation: Implementation and performance analysis of Linear Regression, Multi Regression, Non-Linear Regression
Unit-7	Classification: Classification Problems, Decision Boundaries, K-Nearest Neighbours, Decision Trees, Building Decision Tree, Training and Visualizing a Decision Tree.
Unit-8	Classification Algorithms: Logistic Regression, Support Vector Machine, Margin, Kernel function and Kernel SVM.
Unit-9	Classification Implementation: Implementation and performance analysis of KNN, SVM and Logistic Regression
Unit-10	Clustering: Introduction, K-Means Algorithm, A mathematical formulation of the K-Means algorithm, Hierarchical Clustering.
Unit-11	Ensemble methods: Bagging, random forests, boosting.
Unit-12	Clustering Implementation: Implementation and performance analysis of k-Means and Hierarchical Clustering, Implement and compare any two ensemble-based machine learning approaches on different datasets.
Unit-13	Neural network: Biological Structure of a Neuron, Perceptron, multilayer networks and back propagation, introduction to deep neural Networks, Evaluation Metrics of machine learning models.
Unit-14	Neural network Implementation: Design of an Artificial Neural Network for given dataset, Implement and compare the performances of any three-machine learning based classification models on different datasets

READINGS:

1. Applied Machine Learning by Madan Gopal (2018), McGraw Hill Education, India
2. Machine Learning by Tom Mitchell (2017), McGraw Hill Education, India

Course Code	DEFIN526	Course Title	FINANCIAL ANALYTICS
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3. Principles of Soft Computing by S. N. Sivanandam and S. N. Deepa (2018), Wiley, India

WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes:

C01: analyze financial ratios to assess a firm's past performance as well as problems and suggest strategies for dealing with problems

C02: use trend and regression analysis to forecast sales and any other financial variables

C03: calculate the present value and future value of a stream of cash flows

C04: apply several discounted cash flow (DCF) models to value a common stock

C05: employ sensitivity and scenario analysis in capital budgeting decisions

C06: demonstrate various valuation techniques to make investment decisions and portfolio management

Unit No.	Content
Unit 1	Building basic financial statements: building an income statement, building a balance sheet, creating common-size income statements, creating a common-size balance sheet, building a statement of cash flows
Unit 2	Cash Budget: collections and disbursements, calculating the ending cash balance, adding interest and investment of excess cash
Unit 3	Financial statement analysis: financial ratios (liquidity ratios, efficiency ratios, coverage ratios, leverage and profitability ratios), z score model for financial distress prediction
Unit 4	Financial forecasting: forecasting the income statement, forecasting assets on the balance sheet, linear trend extrapolation, regression analysis
Unit 5	Break-Even and Leverage Analysis: calculating break-even points, leverage analysis, linking break-even points and leverage measures
Unit 6	Time value of money: present value (single and multiple cash flows), future value (single and multiple cash flows), annuity, perpetuity, growing annuity, loan amortization, compounding interest rates
Unit 7	Cost of Capital: capital structure components cost of debt, cost of common equity, cost of preferred equity, role of flotation costs, cost of overall capital structure WACC
Unit 8	Common stock valuation: fundamentals of valuation, analysis of beta, return on equity, determining required rate of return through CAPM, dividend discount models (constant growth, two stage growth and three stage growth)
Unit 9	Discounted cash flow models of business valuation: earnings model, free cash flow model (FCFF, FCFE), relative valuation
Unit 10	Capital budgeting and risk analysis: net present value, internal rate of return, pay back and discounted payback period, sensitivity analysis, scenario analysis
Unit 11	Analysis of bonds and long-term financing: valuation of bonds, current yield, bond equivalent yield, macaulay duration, modified duration, convexity
Unit 12	Financial risk measurement and analysis: risk measurement in fixed income markets, market risk analysis, credit risk measurement

Unit 13	Portfolio Statistics and Diversification: determining portfolio risk and return, portfolios with more than two securities, locating portfolios on the efficient frontier, charting the efficient frontier, role SML and CML in security portfolio management
Unit 14	Pricing of derivative instruments: charting futures pay offs, charting of options payoffs, futures and options pricing, variables affecting pricing of futures and options

READINGS:

1. FINANCIAL ANALYSIS WITH MICROSOFT EXCEL by TIMOTHY R. MAYES AND TODD M. SHANK, CENGAGE LEARNING
2. CORPORATE FINANCIAL ANALYSIS WITH MICROSOFT EXCEL by FRANCIS J. CLAUSS, MC GRAW HILL

Course Code	DEHRM611	Course Title	COMPENSATION MANAGEMENT
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes:

C01: understand components of executive and non-executive compensation

C02: apply tools and techniques of job evaluation for assessing and monetizing relative value of jobs

C03: analyze job evaluation tools and various compensation packages

C04: evaluate various approaches of compensation design and practices in dynamic global environment

C05: design a compensation policy on principles of equity, fairness and efficiency

Unit No.	Content
Unit-1	Conceptual dimension of wage: compensation and forms of pay, wages
Unit-2	Job evaluation: methods and techniques, bases of pay
Unit-3	Labor market: intra-inter industry differences in wages and compensation
Unit-4	Designing a compensation system: fixed and variable components and structuring
Unit-5	Performance and Compensation: perspectives of equity, efficiency and competitiveness
Unit-6	Employee benefits: components of benefits plan, administering the benefit plan, rational wage policy
Unit-7	Trade Union and Collective Bargaining: role of trade unions, negotiation and collective bargaining
Unit-8	Financial and Non-financial components: perks, benefits and services for managerial staff
Unit-9	Employee recognition and motivation: various employee recognition programs, motivating performance
Unit-10	Reward strategy and psychological contract: employee welfare and working conditions, statutory and voluntary measures
Unit-11	Statutory provisions related to compensation: national wage policy, wage boards, public sector pay, designing executive pay, designing employee benefits in SMEs and MNCs, wage legislation
Unit-12	Executive compensation: compensation and benefits administration program for executives
Unit-13	Performance Management and Reward System : traditional and contingent pay plans, reasons for introducing contingent pay plans, managing team performance, challenges of team performance management, evaluating efficacy of performance management system
Unit-14	Recent trends in rewards: employee stock options, investment advisory, tax planning, insurance, wellness

READINGS:

1. COMPENSATION by MILKOVICH T GEORGE, NEWMAN M JARRY, RATNAM CS VENKATA, MC GRAW HILL

Course Code	DEMKT622	Course Title	PRODUCT AND BRAND MANAGEMENT
			WEIGHTAGES
			CA ETE(Th.)
			30 70

Course Outcomes:

CO1 :: develop product and process related skills necessary to understand customer needs and competitive position

CO2 :: measure and formulate effective brand strategies to build, manage and measure brand equity

CO3 :: observe design and develop sustainable brand and product portfolio strategies

CO4 :: differentiate product and brand strategies of various companies

Unit No.	Content
Unit-1	Introduction to product management: product related concepts, competitive set & competitor analysis, category attractiveness, environmental analysis
Unit-2	Product strategy: developing product strategies, product modification, line extension, elements of product strategy, product strategy over the life cycle
Unit-3	Product lifecycle management: idea generation, idea screening, concept development and testing, business analysis, beta and market testing, implementation, product commercialization
Unit-4	Introduction to brand management: brand and brand management, brands versus products, branding challenges and opportunities, strategic brand management process
Unit-5	Customer based brand equity: defining customer-based brand equity, making a strong brand, sources of brand equity, building a strong brand: the four steps of brand building
Unit-6	Designing marketing programs to build brand equity: new perspectives on marketing, product strategy, pricing strategy, channel strategy
Unit-7	Designing and implementing branding strategies: brand architecture, brand hierarchy, designing a branding strategy
Unit-8	Managing brand extensions: brand extension, advantages of brand extensions, disadvantages of brand extension
Unit-9	Planning & Implementing brand marketing programs: criteria for choosing brand elements, options & tactics for brand elements
Unit-10	Strategic brand management process: introduction & phases, identifying & establishing brand positioning, building a strong brand, positioning guidelines
Unit-11	IMC in branding: use of IMC for brand building, leveraging secondary brand associations to brand building
Unit-12	Measuring & interpreting brand performance: developing a brand equity measurement & management system, measuring sources and outcome of brand equity
Unit-13	Growing & sustaining Brand Equity: designing & implementing branding strategies, managing brands over time
Unit-14	Managing brands: reinforcing brands, revitalizing brands and other ways to manage brands

READINGS:

1. STRATEGIC BRAND MANAGEMENT by KELLER, K L., PARMESWARAN, A.M.G. AND JACOB, I, PEARSON
2. BRAND MANAGEMENT: PRINCIPLES AND PRACTICES by DUTTA, K., OXFORD UNIVERSITY PRESS
3. BRAND MANAGEMENT: TEXT & CASES by VERMA, H V,, EXCEL BOOKS

Course Code	DEENG527	Course Title	POSTCOLONIAL LITERATURES AND CULTURAL STUDIES
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes:

CO1: identify the impact of colonialism on culture

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

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

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

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

READINGS:

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

Course Code	DEHIS631	Course Title	TWENTIETH CENTURY WORLD
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes:

C01: identify the important aspects of world history in the 20th century

C02: review the causes and outcomes of World War I and II in world history

C03: outline the socio-economic changes of the 20th century

Unit No.	Content
Unit-1	Legacy of the Nineteenth Century-I: Growth of capitalism and imperialism
Unit-2	Legacy of the Nineteenth Century-II: Liberalism and socialism, Nationalism
Unit-3	World Order up to 1919-I: Origins of first world war, Peace settlement and long term consequences, Russian revolution, Economic and political aspects, Responses and reactions in the west
Unit-4	World Order up to 1919-II: Russian revolution, Economic and political aspects, Responses and reactions in the west
Unit-5	World between the two wars-I: League of Nations, Working of League of Nations and Failure
Unit-6	World between the two wars II: Great Depression and New Economic Deal
Unit-7	World between the two wars-III: Ideologies of Nazism and Fascism
Unit-8	Second World war and the new political order-I: Origin, nature, results of war
Unit-9	Second World war and the new political order-II: Nationalist Movements and decolonization
Unit-10	Second World war and the new political order-III: Communist revolution in China
Unit-11	Cold war and its effects-I: Ideological and political basis of cold war, Non-Alignment Movement
Unit-12	Cold war and its effects-II: UNO concept of world peace, regional tensions, Apartheid Movement
Unit-13	Disintegration of Socialist Block and the end of cold war-I: Genesis and process of disintegration, Changes in political order from bipolar to unipolar
Unit-14	Disintegration of Socialist Block and the end of cold war-II: Socialism in decline, Globalization

READINGS:

1. HISTORY OF THE WORLD by ARJUN DEV, ORIENT BLACKSWAN PVT. LTD
2. HISTORY OF MODERN WORLD by B V RAO, STERLING PUBLISHING
3. ISSUES IN TWENTIETH CENTURY WORLD HISTORY by SNEH MAHAJAN, MACMILLAN

Course Code	DEPOL617	Course Title	POLITICAL PROCESSES IN INDIA
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WEIGHTAGES	
CA	ETE(Th.)
30	70

Course Outcomes:

C01: discuss nature of Indian state, economy and developmental models

C02: assess the social and civil society movements in consolidating democracy in India

C03: examine the regional disparities, demand for new states and its implications

C04: analyse the nature of political party, electoral system and emerging trends

Unit No.	Content
Unit-1	State, Economy and Development: Nature of Indian State, Development
Unit-2	Planning model: Five Year Plans and Results
Unit-3	New Economic Policy: NEP, Growth and Human Development.
Unit-4	Process of Globalization: social and economic implications.
Unit-5	Identity Politics: Religion, Tribe, Caste, Region, and Language.
Unit-6	Social Movements: Dalit, Tribal, Women, Farmers and labour
Unit-7	Civil Society Groups: Non-Party Social Formations, Non-Governmental Organizations and Social Action Groups.
Unit-8	Regionalization of Indian Politics: Reorganization of Indian States, States as Political and Economic Units and Sub-State Regions
Unit-9	Regional Disparities: Regional issues and demand for New States,
Unit-10	Gender and Politics in India: Issues of Equality and Representation.
Unit-11	Ideology and Social basis of Political Parties: National Parties and State Parties.
Unit-12	Electoral Politics: Participation and Contestation
Unit-13	Election and Emerging Trends in India: Representation and Emerging Trends.
Unit-14	Challenges: Political Processes in India, Challenges and Solutions

READINGS:

1. THE POLITICS OF INDIA SINCE INDEPENDENCE by P. R. BRASS, CAMBRIDGE UNIVERSITY PRESS AND FOUNDATION BOOKS
2. STATE AND POLITICS IN INDIA by P. CHATTERJEE, OXFORD UNIVERSITY PRESS

Course Code	DESOC614	Course Title	SOCIOLOGY OF HEALTH
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WEIGHTAGES	
CA	ETE (Th.)
30	70

Course Outcomes:

- CO1: Define the core concepts of the sociology and health and allied areas like social epidemiology
CO2: Interpret and classify the available content in health discourse and its embodiment
CO3: Solve or plan to resolve the problems in health organization with the practice of community health
CO4: Analyze the contrast dimensions between sociology of risk and care system in modern society
CO5: Reframe/prioritize the social construction of illness and the determinants of health
CO6: Design political and economic collaboration for better health and medical practices in the society

Unit No.	Content
Unit-1	Sociology of Health: Definition, Nature and Importance of sociology of health; Sociology with Health and well-being –Interplay of structure and agency
Unit-2	Social Epidemiology: Epidemiology of diseases, Natural history of Diseases, Ecology of Diseases, Social etiology, Social epidemiology
Unit-3	Health as discourse: Understanding health as discourse in Foucault term
Unit-4	Health as embodiment: Health as process of embodiment.
Unit-5	Hospitals: Types of hospitals-general, Specialty, sanatoria, Dispensaries and cooperative Hospitals; Hospital as a Social organization, Functions of hospital, Hospital as a community organization, Medical social service in hospitals
Unit-6	Community Health: Primary Health Centers, their organization and functioning, Community health problems in India, Concept of integrated health service, Implementation and utilization of health programmes in rural and urban communities
Unit-7	Sociology of Risk: Rise of risk society; Risk society and health care
Unit-8	Sociology of Care: Rise of care society; Interplay of care and health
Unit-9	The Social Construction of Illness: Rise of medicalization; Its implication on health and well being
Unit-10	Social Determinants of Health: Politics and economy of health
Unit-11	The Political Economy of Medicine: Bio-politics, political economy of medical knowledge
Unit-12	The state and Health: Health as a Fundamental Right, Health policy of government of India, Medical Council of India, Health insurance, food and Drug adulteration, issues of consumer protection and the government
Unit-13	Therapy and Rehabilitation: Social components in Therapy and Rehabilitation, Importance of therapy and Rehabilitation, Principles of Rehabilitation, Rehabilitation Agencies: State and Nation, Rights and Care of handicapped
Unit-14	Social Inclusion and Exclusion in health: Meaning, Nature, issues and problems of Social Inclusion/Exclusion among Scheduled Caste and Class-Scheduled Tribes; Women empowerment and LGBT community in Health, illness and pandemic

READINGS:

1. NAYAR, K.R, ECOLOGY AND HEALTH, APH PUBLISHING CORPORATION
2. ANNIE MARRIE BARRY, CHRIS YUILL, UNDERSTANDING THE SOCIOLOGY OF HEALTH, SAGE PUBLICATIONS
3. William C. Cockerham, (ed.)2006:The Blackwell Companion to Medical Sociology, Blackwell
4. Aihwa Ong and Nancy Chen(eds.).2010. Asian Biotech: Ethics and Communities of Fate.Durham, NC: Duke University Press