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5th Semester

Subject Type	Course Name	Course Code	Credit Points	Credit Distribution			Mode of Delivery			Proposed MOOCS
				Theory	Practical	Tutorial	Offline	Online	Blended	
CC 11	Financial Management & International Accounting	BBA GB 501	6	5	0	1	✓			As per MAKAUT Notification
CC 12	Global Supply Chain Management	BBA GB 502	6	5	0	1	✓			
DSE 1 (Any one)	International Marketing	BBA GB 503 (A)	6	5	0	1			✓	
	Marketing Analytics	BBA GB 503 (B)	6	5	0	1			✓	
DSE 2 (Any one)	International Human Resource Management	BBA GB 504 (A)	6	5	0	1			✓	
	Human Resource Analytics	BBA GB 504 (B)	6	5	0	1			✓	
Semester Credits			**24**							

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CC 11: Financial Management & International Accounting
Course Code: BBA GB 501
Credits- 5L+1T
Course Objective:
- To discuss the concepts of the International Financial Management.
- To outline the financial functions.
- To make use of the methods and tools for performance of the financial functions

Sl	Course Outcome	Mapped modules
1	Define Financial Management and Scope of Financial Management and remembering the basics of International Financial Management	M1
2	Explain the problems	M1, M2, M3, M4, M5, M6
3	Apply the general problem	M1, M2, M3, M4, M5, M6
4	Analyse the problems	M2, M3, M4, M5, M6
5	Evaluate the problems after analysing	M3, M4, M5, M6
6	Create solution approaches using the evaluation process	M4, M5, M6

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Module Number	Content	Total Hours	%age of questions	Blooms Level	Remarks
M 1	Meaning and Scope of Financial Management and basics of International Financial Management	15	25%	1, 2, 3	
M 2	Capital Budgeting	10	25%	1, 2, 3	
M 3	Cost of Capital & Leverage	10	15%	1, 2, 3	
M 4	Capital Structure Decision	10	10%	2, 3, 4	
M 5	Concept of Dividend Factors	8	10%	3, 4, 5	
M 6	Costing Concepts	7	15%	3, 4, 5	
		60	**100**		
	Tutorial	**16**			

Module I: Meaning and Scope of Financial Management and International Financial Management:

Profit vs wealth maximization; Financial functions –investment, financing, and dividend decisions;

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Overview of the Foreign Exchange Market

Foreign Exchange Rates – Direct & Cross rates (concept and simple numerical problems)

Basic understanding of Spot Exchange rate, bid-ask spread, forward exchange rate, swap rate.

International Parity Relationships:

Concepts on:

- Interest rate parity
- Purchasing power parity
- International Fisher effect

Foreign Exchange Risk and Hedging: Concept of Transaction, Economic & Translation exposure. Concepts on Forward Contracts, Foreign Currency Option & Money Market Operation.

Financing International Operation:

Concepts on:

- Eurocurrency Loans
- LIBOR
- Eurobonds and Foreign Bonds
- Depository Receipts

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Module II: Capital Budgeting:

Techniques used in Capital Budgeting - Payback period, net present value, Internal rate of return, Profitability Index.

Module III: Cost of Capital & Leverage

Significance of cost of capital; Calculating cost of debt; Preference shares, equity capital, and retained earnings; Combined (weighted) cost of capital.

Operating and Financial Leverage, Effects on Profit, Indifference Point Analysis,
EBIT-EPS Analysis

Module IV: Capital Structure Decision:

Designing optimum capital structure; Different theories. (NI, NOI &MM).

Module V: Concept of Dividend Factors

Determinants of dividend, Walter, Gordons, MM.

Module VI: Costing Concepts:

Basic Cost Accounting Concept- Cost Concept-Cost Unit- Technique of Costing- Method of Costing- Cost center- Cost Unit- Cost Sheet preparation.

Marginal Costing, Break-even and Cost Volume Profit Analysis. Concept of limiting factor.

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Suggested Readings:

1. International Financial Management by Eun & Resnik: McGraw Hill
2. International Financial Management by Apte: McGraw Hill
3. Financial Management by I M Pandey: Vikas Publishing
4. Financial Management, Text Problems & Cases by Khan & Jain: Tata McGraw Hill
5. Financial Management by Prasanna Chandra: Tata McGraw Hill

CC 12: Global Supply Chain Management
Course Code: BBA GB 502
Credits- 5L+1T

Course Objective:
　　　To provide contemporary insights on:
- The concepts of supply chain management in the Global perspective
- Global supply chain process for different types of products and services
- The tools used by supply chain managers in decision making situations
- The logistics and transportation environment in of Global supply chain

Sl	Course Outcome	Mapped Modules
1	Define and relate the Global Supply Chain Concepts	M1

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2	Examine Market Globalization and Supply Chain Drivers	M1, M2
3	Analyse different strategies of Global supply chain management system	M2, M3
4	Explain the concept of Integrated Supply Chain	M2, M3, M4
5	Elaborate Global Logistics Concepts	M2, M3, M4, M5
6	Create awareness about Global purchasing policies, ERP implementation and international insurance in the perspective of Global Supply Chain management system	M3, M4, M5, M6

Module Number	Headline	Total Hours	%age of questions	Blooms Level	Remarks
M1	Global Trade & Global Supply Chain, Emerging Markets & Supply Chain Drivers	14	25%	1,2,3	
M2	Strategic Global Supply Chain Management	8	10%	1,2,3,4	
M3	Logistics in Global Supply Chain	8	15%	2,3,4,5,6	
M4	Purchasing in Global Supply Chains	14	20%	1,2,3,4,5	

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Module Number	Headline	Total Hours	%age of questions	Blooms Level	Remarks
M5	ERP and supply chain profitability	8	20%	1,2,3,4	
M6	International Insurance	8	10%	2,3,4	
		60	100		
	Tutorial	16			

Module-1: Global Trade & Global Supply Chain, Emerging Markets & Supply Chain Drivers

1. Supply Chain definition – Objectives – Types – Various definitions – Drivers – Need for SCM – SCM as a profession – SCM decisions and skills – Strategy formulation in SCM – Value in Supply Chain – Tradeoffs – CRM Strategy relationship matrix Strategic Sourcing – Source evaluation – collaborative perspective – Buyer Supplier Relationship – Partner Selection – develop of Partnership – importance of inventory – imbalances – uncertainties – inventory costs – inventory turnover ratio   [8L]

2. Electronically linking the supply chain – Supply chain performance measurement–Developing and implementing partnerships in the supply chain – Implementing supply chain management - Effect of Cost, Government, Competitors.   [6L]

Module-2: Strategic Global Supply Chain Management:

Locating Global Activities - Important Definitions & Distinction- Integration of Global Supply Chain Functions, Strategic Benefits of Global Supply Chains - Example implementation of any of the eight key business processes - Supply chain /logistics distinctions - Integrating the supply chain - Outsourcing (3pls-client) relationships - The supply chain strategy and corporate strategy interface - Creating supply chain value -

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Supply Chain Agility - Supply Chain Information Systems - Supply chain metrics
[8L]

Module-3: Logistics in Global Supply Chain

Transportation Selection – Trade off – modes of transportation – models for transportation and distribution – factors affecting network effectiveness – 3 PL advantages – Indian transport infrastructure – IT solutions – EDI, e-Commerce, e-Procurement – Bar Coding and RFID technology Critical business processes and information systems – DBMS – benefits of ERP –information system and bull whip effect – SCM software packages – modelling concepts – Vendor analysis model – Coordinated SCM – Simulation modellingReverse Vs forward supply chain – types of reverse flows – collaborative SCM's and CPFR – agile systems – sources of variability – characteristics – supplier interface – internal processes   [8L]

Module-4: Purchasing in Global Supply Chains:

1. Global Purchasing Strategy - From International to Global Purchasing - Types of Global Purchasing Strategy - Outsourcing & Off-shoring - Global Customers & Channels - Order Fulfilment & Delivery - Global Supplier Selection- Global Supplier Networks   [6L]

2. The Logistical Value Proposition – The Work of Logistics – Logistical Operating Arrangements – Flexible Structure – Supply Chain Synchronization, Transport Functionality, Principles and Participants – Transportation Service – Transportation Economics and Pricing – Transport Administration – Documentation International Logistics and Supply Chain Management: Meaning and objectives, importance in global economy, Characteristics of global supply chains,: Global Supply Chain Integration – Supply Chain Security – International Sourcing – Role of Government in controlling international trade and its impact on Logistics and Supply Chain
[8L]

Module-5: ERP and Supply Chain profitability

1. Supply chain automation and supply chain integration.   [4L]

2. Quality management – mass customization and globalization – ethical Supply Chains – e-business and SCM – Balanced Score Card – Benchmarking, Performance measurement   [4L]

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Module-6: International Insurance

Cargo movements – water damage – Theft – Privacy – pilferage – Other risk – perils with air shipments – Risk Retention – Risk Transfer – Marine Cargo Insurance – Coverage A,B,C classes – Elements of air freight Policy – Commercial Credit Insurance – Size of Vessels, Tonnage, Types of vessels- Container, Combination ships – Non vessel operating carriers

[8L]

Suggested Readings:

1. Supply Chain Management by Sunil Chopra & Peter Meindl (PHI)

2. Logistical Management by Donald J. Bouersox David J. Closs (TATA MC GRAW HILL)

3. Essentials of Supply Chain Management by Dr. R.P.Mohanty & Dr. S.G.Deshmukh (Jaico Student Edition)

4. Desiging & Managing –The Supply Chain by David Simchi Levi Philip Kaminsky Edit Simchi –Levi(TATA MCGRAW-HILL)

5. International Logistics: Global Supply Chain Management by Long Douglas, (2003). Springer ed.

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DSE 1: International Marketing
Course Code: BBA GB 503 A
Credits- 5L+1T

Course Objectives
- To extend disciplinary knowledge in International Marketing, entrepreneurial spirit in students in International Business and the analytical reasoning.

Sl	Course Outcome	Mapped Modules
1	Define the scope in International Marketing and the concept of MNCs and TNCs	M1
2	Choose International Market and get acquainted with Entry Modes and Market Entry Strategies	M1, M2
3	Apply knowledge about Product Standardization to position products internationally	M2, M3, M4
4	Analyse the role of Branding in International Market	M2, M3, M4
5	Assess the Global Pricing Policies	M2, M3, M4
6	Compile International Promotional decisions	M2, M3, M4

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Module Number	Content	Total Hours	%age of questions	Blooms Level	Remarks
M 1	Introduction to International Marketing	15	25%	1, 2	
M 2	International Market Entry and distribution strategy	15	25%	2, 3, 4, 5	
M 3	International Product Policy and Planning	15	25%	2, 3, 4, 5	
M 4	International Pricing and Promotion decisions	15	25%	2, 3, 4, 5	
		60	**100**		
	Tutorial	**16**			

Course Content:

Module 1: Introduction to International Marketing [15 L]
Definition of international marketing, International Marketing vs. Domestic Marketing, Principles of International Marketing, MNCs and TNCs.
Opportunities and challenges in International Marketing
Dynamics of World Market: Identifying and satisfying global needs, Coordinating activities and recognizing constraints

Module 2: International Market Entry and distribution strategy [15 L]
International market selection process, Foreign manufacturing strategies with and without Direct Investment, International Entry Modes and Market Entry Strategies of Indian firms

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International distribution strategy, Factors influencing the Channel decision, Channel Selection decision.

Module 3: International Product Policy and Planning [15 L]
Need for product planning, Product life cycle in International Marketing, International Product Policy, Product adaptation, Product Standardization, International product positioning, Planning the International Product Mix, Product and culture, Branding in International Market, International Branding Strategy, International Packaging, International Product Warranties and Services, International marketing Planning and control.

Module 4: International Pricing and Promotion decisions [15 L]
Environmental influences on Pricing Decisions, Grey Market goods, Transfer pricing, Global Pricing - Policy Alternatives.
International promotional decisions Global Advertising selecting an advertising agency.
Personal selling, Sales Promotion, Public Relations and Publicity& Sponsorship, Promotion

Suggesting Reading:
1. International Marketing by Michael R. Czinkota & Ilkka A. Ronkainen (Cengage Learning)
2. International Marketing Management by Varshney (Sultan Chand & Sons)
3. International Marketing by Rakesh Mohan Joshi (Oxford University Press)
4. International Marketing (Including Export Management) by Francis Cherunilam (Himalaya Publishing House)
5. Global Marketing Strategy by Douglas & Craig (McGraw-Hill Education; International Ed edition)

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DSE 1: Marketing Analytics
Course Code: BBA GB 503 B
Credits- 5L+1T

Course Objectives

Students will be able to make use of

- Marketing Analytics
- A systematic and analytical approach to marketing decision making,
- Techniques, and frameworks for measuring customer preferences to make marketing more efficient and effective and choose from that different tools and frameworks that are used in an integrated manner to solve strategic marketing problems.

Sl No.	Course Outcome	Mapped Modules
1	Examine and explain the Marketing Analytics Concepts	M1
2	Assess various marketing analytics tools	M1, M2
3	Apply analytical skills to improve efficiency of various components of marketing mix	M2, M3, M4, M5, M6, M7
4	Analyze the various concepts and its application	M2, M3, M4, M5, M6, M7
5	Extend the use of analytics to overcome challenges, and issues of marketing in a changing technological landscape	M2, M3, M4, M5, M6, M7
6	Build analytics to boost marketing through internet and social media	M2, M3, M4, M5, M6,

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		M7

Module Number	Content	Total Hours	%age of questions	Blooms Level	Remarks
M 1	Introduction to Marketing Analytics: Introduction, Using excel to summarize data	5	15%	1, 2, 3	
M 2	Forecasting: Simple Linear Regression, Multiple Linear Regression to forecast sales	5	10%	1, 2, 3, 4, 5, 6	
M 3	Pricing: Estimating Demand Curves, Price Bundling, Nonlinear Pricing, Price Skimming, Revenue Management	10	15%	1, 2, 3, 4, 5, 6	
M 4	Consumer Analytics: Calculation of customer lifetime value, using Monte Carlo Simulation to calculate customer value	10	15%	1, 2, 3, 4, 5, 6	
M 5	Retailing: Market Basket Analysis, Lift, RFM Analysis, Allocating Retail Space and Sales Resources	10	15%	1, 2, 3	

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M 6	Advertising: Measuring the effectiveness of advertisements, Pay Per Click Online Advertising	10	15%	1, 2, 3	
M7	Internet and Social Media Marketing	10	15%	1, 2, 3	
	Total	**60**	**100**		
	Tutorial	**16**			

Course Content

Module 1: Introduction to Marketing Analytics: Introduction, Using excel to summarize data. What is analytics, what is marketing analytics, why marketing analytics using excel [5 L]

Module 2: Forecasting: Simple Linear Regression, Multiple Linear Regression to forecast sales. What we can forecast, forecasting, planning and goals, forecasting data and methods, basic steps in forecasting, statistical forecasting perspective, linear model, forecasting with regression, multiple linear regression[5 L]

Module 3: Pricing: Estimating Demand Curves, Price Bundling, Nonlinear Pricing, Price Skimming, Revenue Management. Steps of setting a pricing policy, different pricing objectives, estimating demand, forms of demand curve, excel for estimating linear demand curve, non-linear pricing strategy, price skimming strategy, revenue management and handling uncertainty. [10 L]

Module 4: Consumer Analytics: Calculation of customer lifetime value, using Monte Carlo Simulation to calculate customer value.

[10L]

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Module 5: Retailing: Market Basket Analysis, Lift, RFM Analysis, Allocating Retail Space and Sales Resources. Market Basket Analysis and Lift, Computing Lift for Two Products, Computing Three Way Lifts, Using Lift to Optimize Store Layout, Identifying the Sales to Marketing Effort Relationship, Modeling the Marketing Response to Sales Force Effort, Optimizing Allocation of Sales Effort, Using the Gompertz Curve to Allocate Supermarket Shelf Space   [10 L]

Module 6: Advertising: Measuring the effectiveness of advertisements, Pay Per Click Online Advertising. Measuring the Effectiveness of Advertising: The Adstock Model, Another Model for Estimating Ad Effectiveness, Optimizing Advertising: Pulsing versus Continuous Spending Pay per Click (PPC) Online Advertising: Defining Pay per Click Advertising, Profitability Model for PPC Advertising, Google AdWords Auction, Using Bid Simulator to Optimize Your Bid [10 L]

Module 7: Internet and Social Media Marketing   [10 L]

Suggested Readings:

1. Kotler Philip and Armstrong Gary: Principles of Marketing, Pearson.

2. Arun Kumar: Marketing Management, Vikas Publishing House.

3. Saxena, Rajan: Marketing Management, TMH.

4. Gandhi, J.C.: Marketing, TMH.

5. Wayne L. Winston: Marketing Analytics, Willey.

6. Farris: Marketing Metrics, Pearson.

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DSE 2: International Human Resource Management

Course Code: BBA GB 504 A
Credits- 5L+1T

Course Objectives:
Students will be able to outline the international HR practices and issues, the basic problems inherent in IHRM contemporary knowledge, understanding, ability and skills to analyse IHRM in contemporary firms.

Sl	Course Outcome	Mapped Modules
1	Define various terms related to International HRM	M1
2	Examine issues, opportunities and challenges pertaining to international HRM	M1, M2
3	Make use of competency in dealing with cross cultural situations	M2, M3, M4, M5, M6
4	Analyse the performance criteria and approaches to international compensation	M2, M3, M4, M5, M6
5	Evaluate the effectiveness of human resource policies and practices in different national and organizational settings	M2, M3, M4, M5, M6
6	Critically appraise the opportunities and challenges involved in managing global workforce and international careers	M2, M3, M4, M5, M6

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Module Number	Content	Total Hours	%age of questions	Blooms Level	Remarks
M 1	Introduction to International Human Resource Management	10	20%	1, 2, 3	
M 2	Recruitment, Selection and Staffing in International Context	15	25%	1, 2, 3	
M 3	Training & Developing in International context	10	20%	2, 3, 4, 5	
M 4	Performance Management and International Compensation	10	20%	2, 3, 4, 5	
M 5	Industrial Relations in International Context	8	10%	2, 3, 4, 5	
M 6	HRM practices in different Countries	7	5%	2, 3, 4, 5	
	Total	**60**	**100**		
	Tutorial	**16**			

Module 1: Introduction to International Human Resource Management [10 L]
Definition and Meaning of International Human Resource Management (IHRM), scope, objectives and principles of International Human Resource Management (IHRM), Difference between domestic and International Human Resource Management, Global Challenges in HRM in the 21st Century, International business approaches and IHRM

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Module 2: Recruitment, Selection and Staffing in International Context [15 L]

International Managers – Parent Country Nationals, Third Country Nationals, Host Country Nationals, Head-hunters, Cross-national advertising, E-recruitment, advantages and disadvantages of different selection methods, selection criteria and techniques, use of selection tests, interviews for international selection, different approaches to multinational staffing decisions, approaches to multination staffing decisions, types of international assignments, successful expatriation, role of an expatriate, female expatriation, repatriation, re-entry and career issues.

Module 3: Training & Developing in International context [10 L]

Context of International training, Types of expatriate training, HCN training, Knowledge transfer in MNCs, cultural awareness training, impact of different learning styles on training, standardised vs tailor-made training, types of cross-cultural training, cultural assimilators.

Module 4: Performance Management and International Compensation [10 L]

Performance Management and MNE, Performance Management of International Assignees, third and host country employees, issues and challenges in international performance management, country specific performance management practices

Forms of compensation, Key components of international compensation, Approaches to international compensation, Compensation practices across the countries, Emerging issues in compensation management.

Module 5: Industrial Relations in International Context [8 L]

Impact of globalisation to industrial relations, key issues in International Industrial Relations, International Practices in Industrial Relations, Shifts in IHRM and IR, International Labour Organisation (ILO), International Labour Standards, Global Unions, HR/IR issues in MNCs

Module 6: HRM practices in different Countries [7 L]

HRM practices in Japan, USA, UK, India and China and their culture, HRM and other employee related values and best practices. A comparison of India with other listed Countries, Areas of improvement in Indian systems and culture.

Suggested Readings:

1. Peter J Dowling & D E. Welch: International Human Resource Management, Cengage Learning 4th Edition IE.

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2. Monir H. Tayeb: International Humana Resource Management, Oxford University Press, IE

3. P. Subba Rao: Essentials of IHRM & IR, Himalaya Publishers

4. Beardwell I. & Holden L: HRM A Contemporary Perspective, London: Pitman, 1997.

5. Rober L. Mathis & John H Jackson: Human Resource Management, Thomson – Western Publishers.

6. David A. Decenzo, Stephen P. Robbins: HRM, John Wiley & Sons, Canada Limited, 2010.

DSE 2: Human Resource Analytics
Course Code: BBA GB 504 B
Credits- 5L+1T

Course Objectives

Students will be able to infer and explain

- The importance of HR Analytics

- The metrics measured by HR analytics

- The use of data to analyse trends

- The implementation on effective employee engagement programs thereby reducing attrition

- The use of tools and technologies to stay ahead of competition

Sl	Course Outcome	Mapped Modules
1	Define HR Analytics and HR Metrics	M1, M7

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2	Assess the role and importance of analytics in managing human resource effectively	M1, M2
3	Examine analytical techniques in human resource domain to successfully conduct various HR functions	M2, M3, M4, M5, M6
4	Analyse employee engagement strategies	M2, M3, M4, M5, M6
5	Evaluate the concept and relevance of HR metrics	M2, M3, M4, M5, M6, M7
6	Build an idea about the usefulness of HR dashboard and application of software in HR domain	M2, M3, M4, M5, M6, M7

Module Number	Content	Total Hours	%age of questions	Blooms Level	Remarks
M 1	Understanding HR analytics	8	15%	1, 2, 3	
M 2	Basic concepts, module and application of HR information systems and data	8	15%	1, 2, 3	
M 3	Analysis strategies	8	15%	2, 3, 4, 5	
M 4	Employee attitude surveys – engagement and workforce perceptions	8	15%	2, 3, 4	
M 5	Predicting employee turnover and performance	16	25%	2, 3, 4	
M6	Recruitment and selection analytics	6	10%	2, 3, 4, 5	

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M7	HR Metrics	6	5%	2, 3, 4, 5	
	Total	60	100		
	Tutorial	16			

Course Content

Module 1: Understanding HR analytics [8 L]

Definition of analytics, why HR analytics, Understanding the need, Human capital data storage, Current state of HR analytic professional and academic training, HR analytics and HR people strategy, Becoming a persuasive HR function, Usage, ethics and limitations

Module 2: Basic concepts, module and application of HR information systems and data, Define HRIS, benefits of HRIS, HRIS function, HRIS analysts   [8 L]

Module 3: Analysis strategies [8 L]

From descriptive reports to predictive analytics, Statistical significance, Data integrity, Types of data, Concept of Independent-Dependent variable, when to use which test.

Module 4: Employee attitude surveys – engagement and workforce perceptions [8 L]

What is employee engagement. How do we measure employee engagement, Interrogating the measures, Cases

Module 5: Predicting employee turnover and performance [16 L]

Employee turnover and why it is such an important part of HR management information, Descriptive turnover analysis, measuring turnover at individual or team level, Exploring differences in both individual and team-level turnover, Method and measure to indicate performance, Cases.
[8 L]

Module 6: Recruitment and selection analytics [6 L]

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140 Credit (3-Year UG) MAKAUT Framework
w.e.f 2020-21

Reliability and validity of selection methods, Human bias in recruitment selection, Cases.

Module 7: HR Metrics [6 L]

Defining metrics, Demographics, data sources and requirements, Types of data, tying data sets together, Difficulties in obtaining data, ethics of measurement and evaluation. Human capital analytics continuum. Concepts of HR Dashboards, Statistical software used for HR analytics, Defining dashboard, use of dashboard, how to create a dashboard

Suggested Readings:

1. Dr Martin Edwards, Kirsten Edwards: Predictive HR Analytics: Mastering the HR Metric, Kogan Page.
2. Ramesh Soundararajan and Kuldeep Singh: Winning on HR Analytics: Leveraging Data for Competitive Advantage, Sage.
3. Dipak Kumar Bhattacharyya: HR Analytics: Understanding Theories and Applications, Sage.
4. Jac FITZ-ENZ: The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments, Amacom.