

School of Management Studies and Research

Course Code: 22MBAE811	Course Title: Behavioural Finance	
L-T-P: 2-1-0	Credits: 3	Contact Hrs: 04 Sessions/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 28hrs		Exam Duration: 3 hrs
Course Content		
Particulars		Hours
Module 1: Introduction, History of behavioral finance, market inefficiency, behavioral finance hypothesis and rationality. Market that drives the market: Greed, Hope, and Fear.		05 hrs
Module 2: Investment strategies and behavioral finance, traditional strategies and their drawbacks, behavioral based modern strategies, trend in behavioral investment strategies.		06hrs
Module 3: Emotional and social forces role in behavioral finance Introduction to emotional finance theory, unconscious phantasies, phantastic objects, state of mind and its impact on judgment to investors, application of emotional finance in real world. Asset pricing bubbles: An emotional finance perspective. Social and its influence on investors behavior, culture and its impact on investors behavior, social interaction and investment, impact of social interactions on investor behavior, portfolio construction with mood effects, modeling moods' using Kano.		09 hrs
Module 4: Institutional investors (II) behavioral biases, understanding irrational behaviors of II's, psychological, sociological and biological factors affecting behavior, behavioral anomalies, investment decision making process of II's. Demystifying behavioral biases of portfolio managers, financial analysts, planners and advisors, practical application of behavioral finance, and way forward.		08 hrs
References:		
<ul style="list-style-type: none"> • Sujata Kapoor and Jaya Mamata Prosad, Behavioural finance, 2019, Sage Publication. 		

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Course Code: 22MBAE821	Course Title: HR Analytics	
L-T-P: 3-0-0	Credits: 3	Contact Hrs: 03 Sessions/week
ISA Marks: 50	ESA Marks: 50	Total Marks: 100
Teaching Hrs: 40hrs		Exam Duration: 3 hrs
Course Content		
Particulars		Hours
Module 1: HR Analytics in Perspective: Traditional HRM, Changing Trends in HRM and Emergence of Strategic HRM, Role of Analytics, Defining HR Analytics, HR Analytics: The Third Wave for HR value creation, HR Measurement journey in tune with HR maturity journey Understanding the organizational system (Lean), Locating the HR challenge in the system, Valuing HR Analytics in the organizational system		08 hrs
Module 2: Understanding HR Analytics: Introduction, How to Conduct a Purposeful Workforce Analytics, Key Influencers in the HR Analytics Process, Model for Adoption of HR Analytics, Application and Status of HR Analytics HRA Frameworks: Current approaches to measuring HR and reporting value from HR contributions, Strategic HR Metrics versus Benchmarking, HR Scorecards & Workforce Scorecards and how they are different from HR Analytics,		08 hrs
Module 3: HR Analytics Tools and Techniques: Importance of Data, Types of Data, Data-Capturing Methods, Data Examination and Purification Data Analyzing Techniques, Types of HR Analytics: Descriptive, Predictive and Perspective analytics. Case study on types of analytics.		08 hrs
Module 4: Insight into Data Driven HRA: Typical data sources, Typical questions faced (survey), Typical data issues, Connecting HR Analytics to business benefit (case studies), Techniques for establishing questions, Building support and interest, Obtaining data, Cleaning data (exercise), Supplementing data. HR Metrics: 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.		08 hrs
Module 5: HR Dashboards: Statistical software used for HR analytics: MS-Excel, IBM- SPSS, IBMAMOS, SAS, and R programming and data visualisation tools such as Tableau, Plotly, Click view and Fusion Charts.		08 hrs
References: <ul style="list-style-type: none"> • Moore, McCabe, Duckworth, and Alwan. The Practice of Business Statistics: Using Data for Decisions, Second Edition, New York: W.H.Freeman, 2008. • Predictive analytics for Human Resources, Jac Fitz-enz, John R. Mattox, II, Wiley, 2014. • Human Capital Analytics: Gene Pease Boyce Byerly, Jac Fitz-enz, Wiley, 2013. • The HR Scorecard: Linking People, Strategy, and Performance, by Brian E. Becker, Mark A. Huselid, Mark A Huselid, David Ulrich, 2001. • HR Analytics: The What, Why and How, by Tracey Smith 		