

SRM VALLIAMMAI ENGINEERING COLLEGE

(An Autonomous Institution)

Department of Management Studies



POST GRADUATE CURRICULUM AND SYLLABUS (REGULATION 2023)

SRM VALLIAMMAI ENGINEERING COLLEGE

(An Autonomous Institution)

SRM Nagar, Kattankulathur 603203

REGULATION – 2023 CHOICE BASED CREDIT SYSTEM

MASTER OF BUSINESS ADMINISTRATION

PROGRAM EDUCATIONAL OBJECTIVES (PEOs)

MBA programme curriculum is designed to prepare the post graduate students

1. PEO1: To have a thorough understanding of the core aspects of business to build professional competencies.
2. PEO2: To provide the learners with the management tools to create business opportunities and solve problems in the chosen functional areas.
3. PEO3: To prepare them to have a holistic approach towards management functions.
4. PEO4: To inspire and motivate them towards lifelong learning.
5. PEO5: To inspire and make them socially conscious and practice ethical standards in business.

PROGRAM OUTCOMES (POs)

On successful completion of the programme,

1. PO1: Apply knowledge of management theories and practices to solve business problems.
2. PO2: Foster Analytical and critical thinking abilities for data based decision making.
3. PO3: Ability to develop Value based Leadership ability.
4. PO4: Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.
5. PO5: Ability to lead themselves and others in the achievement of organisational goals and contributing effectively to a team environment.
6. PO6: Upgrade their Management and Entrepreneurial Competencies.
7. PO7: Nurture Commitment to profession to have a fulfilling career.
8. PO8: Create an interest to engage in lifelong learning.

Programme Educational Objectives	Programme Outcomes							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
PEO 1	3	2		1		2		
PEO 2	2	3				1		1
PEO 3	1		3		2	2		
PEO 4			3		1		1	2
PEO 5			2	3			2	1

Contribution

1: Reasonable

2: Significant

3: Strong

S.No	Course code	Course title	Category	Hrs/Week	L	T	P	C	Total Hrs
1	MA 3127	Statistics for Management	BSC	4	3	1	0	4	60
2	BA 3161	Economic Analysis for Business	PC	3	3	0	0	3	45
3	BA 3162	Management Concepts and Organisational Behaviour	PC	3	3	0	0	3	45
4	BA 3163	Accounting for Management	PC	4	3	1	0	4	60
5	BA 3164	Legal Aspects of Business	PC	3	3	0	0	3	45
6	BA 3165	Entrepreneurship Development	PC	3	3	0	0	3	45
7	BA 3166	Management Information System	PC	3	3	0	0	3	45
8	BA 3141	Spreadsheet Modelling Laboratory	EEC	4	0	0	4	2	60
9	BA 3142	Soft skill Development Laboratory #	EEC	2	0	0	2	1	30
TOTAL				29	21	2	6	26	435
S.No	Course code	Course title	Category	Hrs/Week	L	T	P	C	Total Hrs
1	BA 3261	Applied Operations Research	PC	4	3	1	0	4	60
2	BA 3262	Business Research Methods	PC	3	3	0	0	3	45
3	BA 3263	Financial Management	PC	4	3	1	0	4	60
4	BA 3264	Human Resource Management	PC	3	3	0	0	3	45
5	BA 3265	Operations Management	PC	3	3	0	0	3	45
6	BA 3266	Marketing Management	PC	3	3	0	0	3	45
7	BA 3267	Business Analytics	PC	3	3	0	0	3	45
8	BA 3241	Data Analysis and Business Modelling Laboratory	EEC	4	0	0	4	2	60
9	BA 3242	Managerial Skills Development Laboratory #	EEC	2	0	0	2	1	30
TOTAL				29	21	2	6	26	435
S.No	Course code	Course title	Category	Hrs/Week	L	T	P	C	Total Hrs
1	BA 3361	Strategic Management	PC	4	4	0	0	4	60
2	BA 3362	International Business Management	PC	4	4	0	0	4	60
3		Professional Elective I ***	PE	3	3	0	0	3	45
4		Professional Elective II***	PE	3	3	0	0	3	45
5		Professional Elective III***	PE	3	3	0	0	3	45
6		Professional Elective IV***	PE	3	3	0	0	3	45
7		Professional Elective V***	PE	3	3	0	0	3	45
8		Professional Elective VI***	PE	3	3	0	0	3	45
9	BA 3341	Creativity and Innovation Laboratory	EEC	2	0	0	2	1	30
10	BA 3342	Internship Report	EEC	0	0	0	0	3	
TOTAL				28	26	0	2	30	420
S.No	Course code	Course title	Category	Hrs/Week	L	T	P	C	Total Hrs
1	BA 3441	Project Work	EEC	40	0	0	40	12	480
TOTAL				40	0	0	40	12	480
TOTAL CREDITS								94	

**Students are provided with Dual Specialization
Specialization – Marketing Management**

S.No	Course code	Course title	Category	Hrs/Week	L	T	P	C	Total Hrs
1.	PBA101	Brand Management	PE	3	3	0	0	3	45
2.	PBA102	Consumer Behaviour	PE	3	3	0	0	3	45
3.	PBA103	Customer Relationship Management	PE	3	3	0	0	3	45
4.	PBA104	Retail Marketing	PE	3	3	0	0	3	45
5.	PBA105	Services Marketing	PE	3	3	0	0	3	45
6.	PBA106	Digital Marketing	PE	3	3	0	0	3	45
• Note : Students choose 3 Courses out of 6 from Specialization									

Specialization - Finance Management

S.No	Course code	Course title	Category	Hrs/Week	L	T	P	C	Total Hrs
1.	PBA201	Banking and Financial Management	PE	3	3	0	0	3	45
2.	PBA202	Corporate Finance	PE	3	3	0	0	3	45
3.	PBA203	Derivatives Management	PE	3	3	0	0	3	45
4.	PBA204	Merchant Banking and Financial Services	PE	3	3	0	0	3	45
5.	PBA205	Security Analysis and Portfolio Management	PE	3	3	0	0	3	45
6.	PBA206	International Trade Finance	PE	3	3	0	0	3	45
• Note : Students choose 3 Courses out of 6 from Specialization									

Specialization – Human Resource Management

S.No	Course code	Course title	Category	Hrs/Week	L	T	P	C	Total Hrs
1.	PBA301	Cross cultural and Diversity Management	PE	3	3	0	0	3	45
2.	PBA302	Industrial Relations and Labour welfare	PE	3	3	0	0	3	45
3.	PBA303	Labour Legislations	PE	3	3	0	0	3	45
4.	PBA304	Managerial Behaviour and Effectiveness	PE	3	3	0	0	3	45
5.	PBA305	Organizational Theory, Design and Development	PE	3	3	0	0	3	45
6.	PBA306	Strategic Human Resource Management	PE	3	3	0	0	3	45
• Note : Students choose 3 Courses out of 6 from Specialization									

Specialization – Systems Management

S.No	Course code	Course title	Category	Hrs/Week	L	T	P	C	Total Hrs
1.	PBA401	Advanced Database Management System	PE	3	3	0	0	3	45
2.	PBA402	Data Mining for Business Intelligence	PE	3	3	0	0	3	45
3.	PBA403	Enterprise Resource Planning	PE	3	3	0	0	3	45
4.	PBA404	Software Project Management and Quality	PE	3	3	0	0	3	45
5.	PBA405	E-Business Management	PE	3	3	0	0	3	45
6.	PBA406	Decision Support System	PE	3	3	0	0	3	45
<ul style="list-style-type: none"> Note : Students choose 3 Courses out of 6 from Specialization 									

Specialization – Operations Management

S.No	Course code	Course title	Category	Hrs/Week	L	T	P	C	Total Hrs
1.	PBA501	Logistics Management	PE	3	3	0	0	3	45
2.	PBA502	Materials Management	PE	3	3	0	0	3	45
3.	PBA503	Product Design	PE	3	3	0	0	3	45
4.	PBA504	Project Management	PE	3	3	0	0	3	45
5.	PBA505	Services Operations Management	PE	3	3	0	0	3	45
6.	PBA506	Supply Chain Management	PE	3	3	0	0	3	45
<ul style="list-style-type: none"> Note : Students choose 3 Courses out of 6 from Specialization 									

Specialization - Banking Financial Services and Insurance Management

S.No	Course code	Course title	Category	Hrs/Week	L	T	P	C	Total Hrs
1.	PBA601	Financial Institutions in India	PE	3	3	0	0	3	45
2.	PBA602	Banking Technology Management	PE	3	3	0	0	3	45
3.	PBA603	Information Security for Banks	PE	3	3	0	0	3	45
4.	PBA604	Retail Banking Operations	PE	3	3	0	0	3	45
5.	PBA605	Principles and Practice of Insurance	PE	3	3	0	0	3	45
6.	PBA606	Insurance Law and Regulations	PE	3	3	0	0	3	45
<ul style="list-style-type: none"> Note : Students choose 3 Courses out of 6 from Specialization 									

CURRICULUM AND SYLLABUS

SEMESTER – III

S. No	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
THEORY								
1	BA 3361	Strategic Management	PC	4	4	0	0	4
2	BA 3362	International Business Management	PC	4	4	0	0	4
3		Professional Elective I ***	PE	3	3	0	0	3
4		Professional Elective II***	PE	3	3	0	0	3
5		Professional Elective III***	PE	3	3	0	0	3
6		Professional Elective IV***	PE	3	3	0	0	3
7		Professional Elective V***	PE	3	3	0	0	3
8		Professional Elective VI***	PE	3	3	0	0	3
PRACTICAL								
9	BA 3341	Creativity and Innovation Laboratory#	EEC	2	0	0	2	1
10	BA 3342	Internship Report #	EEC	0	0	0	0	3
				28	26	0	2	30

No End Semester Examination is required for this course. Internship will be carried out during the summer vacation after the first year and the report will be submitted by the students and the marks will be included in the Third Semester.

SEMESTER – IV

S. No	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
1	BA 3441	Project Work	EEC	40	0	0	40	12

SEMESTER – I

CODE	COURSE TITLE	L	T	P	C
MA 3127	STATISTICS FOR MANAGEMENT	3	1	0	4

OBJECTIVES:

1. To learn the applications of statistics in business decision making.
2. To understand the concept of sampling distribution and estimations.
3. To provide the learners with the management tools for conducting parametric tests.
4. To provide the learners with the management tools for conducting non - parametric tests.
5. To familiarize the students on the concept of correlation and regression.

UNIT I: PROBABILITY AND DISTRIBUTIONS 12

Basic definitions and rules for probability- conditional probability independence of events- Bayes' theorem and random variables- Probability distributions: Binomial, Poisson and Normal distributions.

UNIT II: SAMPLING DISTRIBUTION AND ESTIMATION 12

Introduction to sampling distributions, sampling distribution of mean and proportion-Application of central limit theorem-sampling techniques - Estimation: Point and Interval estimates for population parameters of large sample and small samples-determining the sample size.

UNIT III: TESTING OF HYPOTHESIS - PARAMETRIC TESTS 12

Hypothesis testing: one sample and two sample tests for means of large samples (z-test) - one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations. Chi-square tests for independence of attributes and goodness of fit- Design of experiments one way classification.

UNIT IV: NON-PARAMETRIC TESTS 12

Sign test for paired data- Rank sum test - Kolmogorov-Smirnov – test for goodness of fit-comparing two populations- Mann – Whitney U test and Kruskal Wallis test. One sample run test.

UNIT V: CORRELATION AND REGRESSION**12**

Correlation – Coefficient of Determination – Rank Correlation – Regression – Estimation of Regression line – Method of Least Squares – Standard Error of estimate.

TOTAL HOURS: 60**OUTCOMES:**

1. Students will have knowledge on statistical tools and its application in business decisions.
2. Students will be able to understand sampling distribution and estimation.
3. Students will be able to perform parametric analysis using various tests.
4. Students will be able to perform nonparametric tests.
5. Students will be able to study correlation and regression among variables.

REFERENCES:

1. Levin R.I. and Rubin D.S., Statistics for Management, 7th Edition, Prentice Hall of India Pvt. Ltd., New Delhi, 2013.
2. Srivastava TN, Shailaja Rego, Statistics for Management, 3rd Edition, Tata Mc Graw Hill, 2017.
3. Anand Sharma, Statistics for Management, Himalaya Publishing House, 2nd Edition, 2009.
4. Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 9th Edition, Thomson (South – Western) Asia, Singapore, 2005.
5. Prem S. Mann, Introductory Statistics, Wiley Student Edition, 9th Edition, 2016.

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	3						
CO2	1	2		1				
CO3		3		1				
CO4		3						
CO5		2						
	2	3		1				

CODE	COURSE TITLE	L	T	P	C
BA 3161	ECONOMIC ANALYSIS FOR BUSINESS	3	0	0	3

OBJECTIVES:

1. To introduce the concepts of micro, macroeconomics and fundamental economic problems.
2. To introduce the concepts of Law of demand and supply, Consumer Behaviour, short run and long run production function.
3. To explain different types of market structures and explain the factors of production.
4. To familiarise the concept of Macroeconomic components and National income computation.
5. To introduce the concept of Unemployment, its effect and Government programs towards employment.

UNIT I: INTRODUCTION 09

Introduction - Definition of Economics – Basic concept of Economics – Fundamental principles of Economics – Positive & Normative analysis – Corporate decision making and public policy decision - Economic Systems and Types - Social, Capitalistic and Mixed Economy - Forecasting - The Role of Markets and Government.

UNIT II: CONSUMER AND PRODUCER BEHAVIOUR 09

Demand & Supply – Elasticity of Demand & Supply – Consumer Behaviour – Law of Diminishing Marginal Utility – Law of Equi Marginal Utility – Indifference Curve Analysis – Production – Short run & Long run production function – Returns to scale - Analysis of Cost – short run and Long run Cost function – Economies and Diseconomies of Scale

UNIT III: PRODUCT AND FACTOR MARKET 09

Markets - Definition, types, and the role of markets – Market Structure – Determinants and Characteristics – Perfect and Imperfect Competition – Monopoly – Monopolistic and Oligopoly Markets – Equilibrium of a Firm – Factor Markets – Factors of Production – Characteristics – Factor market Equilibrium – Determination of Factor Price.

UNIT IV: PERFORMANCE OF AN ECONOMY – MACROECONOMICS 09

Definition & Nature of Macroeconomics - System - Macro-Economic Components – Circular Flow of Money in Economy – Households – Firms – Government - National Income – Components –

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1			2				
CO2	1	1		3				1
CO3	1	1	1	2		1		
CO4	1			2				
CO5	1			1			1	
	1	1	1	2		1	1	1

CODE	COURSE TITLE	L	T	P	C
BA 3162	MANAGEMENT CONCEPTS AND ORGANISATIONAL BEHAVIOUR	3	0	0	3

OBJECTIVES:

1. To familiarize the students with the basics of management and understanding the dynamics of Organizational behaviour.
2. To understand the dynamics of human relations in organisations.
3. To evaluate the behaviour of individual, group and organization.
4. To motivate and lead the employees towards objectives.
5. To apply the Management process for effective Organizational behaviour.

UNIT I: INTRODUCTION TO MANAGEMENT 09

Basics of Management - Importance of management, Levels of Management, Evolution of Management - Classical era- Contribution of F.W.Taylor, Henri Fayol, Neo-Classical-Mayo & Hawthorne Experiments- Modern era – system & contingency approach - Managerial Skills - Effective Communication Process.

UNIT II: FUNCTIONS OF MANAGEMENT 09

Nature and purpose of planning – Planning premises - Planning process, Objectives – setting objectives – Management by Objectives, Decision Making – Type of decision – Significance of Decision making, Staffing Process, Coordination and Controlling - Process and types of Control.

UNIT III: ORGANISATION BEHAVIOUR 09

Organization - Formal and informal - organization structure – Types - delegation of authority – centralization and decentralization, Meaning of Organizational behavior- contributing disciplines- importance of organizational Behavior - Frame work – Organisational behaviour models.

UNIT IV: INDIVIDUAL & GROUP BEHAVIOUR 09

Individual Behaviour - Perception and Learning – Personality - Types of Personality, Motivation Theories, Values, Attitudes and Beliefs, Leadership – Process – Styles of Leadership - Theories and Significance, Formation of Groups – Group Dynamics

UNIT V: DYNAMICS OF ORGANIZATION BEHAVIOUR**09**

Organisational Creativity and Innovation, Organization Change & development, Organization culture and climate, Conflict Management process – Stages and styles, Power and politics, Managing Stress, Managing cultural diversity.

TOTAL HOURS: 45**OUTCOMES:**

1. Students will be able to have a clear understanding on management concepts and skills required in the business field.
2. Acquire an in-depth knowledge on managerial functions and its application.
3. Clarity on the models of Organization behaviour
4. Understanding the significance of individual behavior in the organization context.
5. Knowledge on recent trends in the organization practices

REFERENCES:

1. Samuel C. Certo and S.Trevis Certo, Modern Management: Concepts and Skills, Pearson education, 15th edition, 2018.
2. Harold Koontz and Heinz Wehrich, Essentials of Management: An International, Innovation, And Leadership Perspective, 10th edition, Tata McGraw-Hill Education, 2015.
3. Stephen P. Robbins & Mary Coulter, "Management", 14th Edition, Pearson, 2017
4. JAF Stoner, Freeman R. E and Daniel R Gilbert "Management", 6th Edition, Pearson, 2004. Stephen A. Robbins & David A. Decenzo & Mary Coulter, "Fundamentals of Management" 10th Edition, Pearson Education, 2016.
5. Robert Kreitner & Mamata Mohapatra, "Management", Biztantra, 2008.
6. Harold Koontz & Heinz Wehrich "Essentials of management" Tata Mc Graw Hill, 2006.
7. Tripathy PC & Reddy PN, "Principles of Management", Tata McGraw Hill, 6th edition 2017.

E - REFERENCES:

1. Bauer Talya, Carpenter Mason, Erdogan Berrin, 1st Edition, Principles of Management ,2009.

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
C01	3			2				1
C02	2	2	1			1		
C03	1		1	1		1	1	
C04	1			2	1	1		
C05	1		1			1		1
	2	2	1	2	1	1	1	1

CODE	COURSE TITLE	L	T	P	C
BA 3163	ACCOUNTING FOR MANAGEMENT	3	1	0	4

OBJECTIVES:

1. To familiarize the basic accounting concepts and process used to find out profit or loss of business.
2. To introduce the concept of Company Accounts and profit or loss prior to Incorporation.
3. To analyze and interpret financial position of the company using Ratio analysis, Funds flow statement and Cash flow statement.
4. To familiarise the concept of Cost accounting, budgetary control and Variance analysis.
5. To introduce the concept of Computerized Accounting and Recent trends in Accounting System.

UNIT I: FINANCIAL ACCOUNTING 12

Introduction to Financial, Cost and Management Accounting – Generally Accepted Accounting Principles, Conventions and Concepts – Journal – Ledger – Trial Balance – Preparation of final accounts: Trading, Profit and Loss Account and Balance sheet – Reading the financial statements.

UNIT II: COMPANY ACCOUNTS 12

Introduction to Company Final Accounts – Maintenance of Books of Accounts – Statutory Books – Profit or Loss Prior to Incorporation – Preferential allotment, Employees stock option – Buyback of securities.

UNIT III: ANALYSIS OF FINANCIAL STATEMENTS 12

Analysis of financial statements: Comparative Statements – Common size statements – Trend analysis – Financial ratio analysis, Interpretation of ratio for financial decision – Cash flow (as per Accounting Standards 3) and Funds flow statement analysis.

UNIT IV: COST ACCOUNTING & BUDGETARY CONTROL 12

Cost Accounts Systems – Classification of manufacturing costs – Elements of Cost – Cost Sheet – Marginal costing including exploring new markets and Make or Buy decisions – Budget – Budgetary Control – Standard cost system and Variance Analysis.

UNIT V: ACCOUNTING IN COMPUTERISED ENVIRONMENT AND TRENDS 12

Terms used in Computerised Accounting – Significance of Computerised Accounting System – Codification and Grouping of Accounts, Maintaining the hierarchy of ledgers – Prepackaged Accounting Software – Accounting standards and accounting disclosure practices in India.

TOTAL HOURS: 60

OUTCOMES:

1. Students will have an understanding on basic concepts of Accounting system and Final Accounts.
2. Students will be able to prepare Company Final Accounts and Profit or Loss prior to incorporation.
3. Students will be able to do Ratio Analysis and prepare Funds flow and Cash flow statements.
4. Students will have an understanding on elements of Cost Accounting and be able to prepare Budgets and analyse variances.
5. Students will have an understanding on Computerized Accounting and recent trends in Accounting.

REFERENCES:

1. M.Y. Khan & P.K. Jain, Management Accounting, Tata Mc Graw Hill, 8th edition 2018.
2. Jan Williams, Susan Haka, Mark S better, Joseph V Carcello, Financial and Managerial Accounting–The basis for business decisions, 18th Edition, Tata Mc Graw Hill Publishers, 2017.
3. Earl K.Stice & James D.Stice, Financial Accounting, Reporting and Analysis, 8th edition, Cengage Learning, 2015.
4. N.M.Singhvi, Ruzbeh J.Bodhanwala, Management Accounting -Text and cases, 3rd edition, PHI Learning, 2018.
5. Ashish K. Battacharya, Introduction to Financial Statement Analysis, Elsevier, 2012.
6. Sawyers, Jackson, Jenkins, Arora, Managerial Accounting, 2nd Edition, Cengage, 2011.

7. Godwin, Alderman, Sanyal, Financial Accounting: A South Asian Perspective with Course mate, 2nd Edition, Cengage, 2016.
8. Narashiman. M.S, Financial statement analysis, Cengage, 2016.
9. R. Narayansamy, Financial Accounting-A Managerial Perspective, PHI learning Private Limited, 6th Edition, 2017.
10. Indian Institute of Banking and Finance, Accounting and Finance for Bankers, Macmillan Education, 3rd Edition, 2017.

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	1	1	1			1
CO2	1	2						
CO3	1	2						
CO4	1	2						
CO5	1			1		1		1
	1	1	1	1	1	1		1

CODE	COURSE TITLE	L	T	P	C
BA 3164	LEGAL ASPECTS OF BUSINESS	3	0	0	3

OBJECTIVES:

1. To understand the dimensions of Indian Contract Act.
2. To get a basic understanding related to the Sale of Goods Act and Negotiable Instruments Act.
3. To get knowledge about Companies Act and Industrial Laws.
4. To understand the basic aspects of Corporate Tax Planning and Good and Services Tax.
5. To enable students to understand the provisions in Consumer Protection Act and Cyber laws.

UNIT I: THE INDIAN CONTRACT ACT 1872 9

Definition of contract and Agreement, Proposal and Acceptance, essentials elements and types of a contract, Formation of a contract, performance of contracts, Discharge of a contract, breach of contract and its remedies, Quasi contracts – Contract of Agency: Nature of agency, Creation and types of Agents, Authority and liability of Agent and Principal: Rights and duties of Principal and Agents, Termination of agency.

UNIT II: THE SALE OF GOODS ACT 1930 & NEGOTIABLE INSTRUMENTS ACT 1881 9

Nature of Sales contract, Documents of title, risk of loss, Guarantees and Warranties, performance of sales contracts, conditional sales and rights of an unpaid seller – Negotiable Instruments Act 1881: Nature and requisites of negotiable instruments – Types of Negotiable Instruments, liability of parties, holder in due course, special rules for Cheque and drafts, discharge of Negotiable Instruments.

UNIT III: COMPANY LAW AND INDUSTRIAL LAW 9

Major principles – Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies, Companies Act, 2013

UNIT IV: INDUSTRIAL LAW AND GST**9**

An Overview of Factories Act –Industrial Disputes Act – Strike, Layoff, Retrenchment, Lockout – Redressal Mechanism. Corporate Tax Planning, Income Tax, Goods and Services Tax – Introduction, Objectives, Classification and practical implications of GST.

UNIT V: PROTECTION ACT AND INTRODUCTION OF CYBER LAWS**9**

Consumer Protection Act – Consumer rights, right to Information act, Procedures for Consumer grievances redressal, Types of Consumer Redressal Mechanism and Forums – Competition Act 2002 – Cybercrimes, IT Act 2000 and 2002, Digital Signature, Cyber Laws – Introduction of IPR – Copy Rights, Trade marks, Patent Act, Trade Secret, Geographical Indications, Right to Information Act 2005.

TOTAL HOURS: 45**OUTCOMES:**

1. Students will be able to conduct business based on his knowledge about Indian Contract Act.
2. Students will be able to conduct business based on Sale of Goods Act.
3. Students will be able to understand the important provisions of the Companies Act as well as Industrial Dispute Act.
4. Student will be thoughtful of the corporate tax planning and understand the influence of GST.
5. Students will be able to use their knowledge of various provisions of Consumer Protection Act for the smooth functioning of the business.

REFERENCES:

1. N. D. Kapoor, Elements of Mercantile Law, 38th Revised Reprint Edition, Sultan Chand & Sons, New Delhi, 2021.
2. Akhileshwar Pathak, Legal Aspects of Business, Tata McGraw Hill, 6th Edition 2018.
3. P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, 12th Edition, 2016.
4. Ravindra Kumar, Legal Aspects of Business, 5th Edition –Cengage–2021
5. R S N Pillai & Bagavathi, Business Law, revised Edition, S Chand & Company Pvt Ltd, 2015

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
C01	3			2				1
C02	2	1		1				
C03	1				1			
C04	2		1	2		1	1	
C05	1			1	1			1
	2	1	1	2	1	1	1	1

CODE	COURSE TITLE	L	T	P	C
BA 3165	ENTREPRENEURSHIP DEVELOPMENT	3	0	0	3

OBJECTIVES:

1. To understand the skills and characteristics of successful Entrepreneurs.
2. To understand Entrepreneurial environment.
3. To familiarise students to prepare feasible Business plan.
4. To impart knowledge on mobilising resource and launching a New business.
5. To impart knowledge to students in monitoring and evaluation of Small business.

UNIT I: ENTREPRENEURIAL COMPETENCE 06

Entrepreneurship concept – Entrepreneurial Career Dos and Don'ts – Entrepreneurial Personality – Characteristics of Successful Entrepreneur – Knowledge and Skills of Entrepreneur.

UNIT II: ENTREPRENEURIAL ENVIRONMENT 12

Environment – Features – Types – Role of Family and Society – Entrepreneurship Development Training and Other Support Organizational Services – Central and State Government Industrial Policies and Regulations – International Business.

UNIT III: BUSINESS PLAN PREPARATION 12

Sources of Product for Business – Prefeasibility Study – Criteria for Selection of Product – Ownership – Capital – Budgeting – Project Profile Preparation – Matching Entrepreneur with the Project – Fundamentals and components of a good feasibility plan – Project Profitability Analysis.

UNIT IV: LAUNCHING OF SMALL BUSINESS 10

Functional areas of business – Finance and Human Resource Mobilization – Operations Planning – Market and Channel Selection – Product Launching – Incubation, Venture capital, IT startups – Agripreneurship Development.

UNIT V: MANAGEMENT OF SMALL BUSINESS 05

Monitoring and Evaluation of Business – Preventing Sickness and Rehabilitation of Business Units – Success factors for small business.

TOTAL HOURS: 45

OUTCOMES:

1. Students will have an understanding about knowledge and skills needed to run a Business.
2. Students will be able to understand the Entrepreneurial environment and make decisions.
3. Students will be able to do a preliminary survey and also prepare a Business plan to start a business.
4. Students will be able to understand the concepts of Incubation, Startups and Project launch in business.
5. Students will have knowledge about the evaluation and rehabilitation of Small business.

REFERENCES:

1. Hisrich, Entrepreneurship, 9th Edition, Tata Mc Graw Hill, New Delhi, 2014
2. S.S. Khanka, Entrepreneurial Development, S. Chand and Company Limited, New Delhi,
3. (Revised Edition) 2013.
4. Entrepreneurship McGraw hill 11th Edition Paperback – 6 August 2020
5. Prasanna Chandra, Projects – Planning, Analysis, Selection, Implementation and Reviews,
6. Tata Mc Graw Hill, 1996.
7. P. Saravanel, Entrepreneurial Development, Ess Pee Kay Publishing House, Chennai 1997.
8. Arya Kumar, Entrepreneurship, Pearson, 2012
9. Donald F Kuratko, T.V Rao, Entrepreneurship: A South Asian perspective, Cengage, 2012.
10. C. Sekhar, Entrepreneurship in Indian Agriculture, MJP Publishers, Delhi.

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3		1			1	2	
CO2	1			2				
CO3	1	2				1	1	
CO4				2	1			1
CO5	1		1					
	2	2	1	2	1	1	2	1

CODE	COURSE TITLE	L	T	P	C
BA 3166	MANAGEMENT INFORMATION SYSTEM	3	0	0	3

OBJECTIVES:

1. To introduce the basic concepts of Information Systems in Business.
2. To analyse and design Information Systems using design tools.
3. To impart knowledge on Database Management System and their applications.
4. To educate on system security control processes and manage security threats.
5. To familiarise students on the emerging trends in the field of Information Technology.

UNIT I: INTRODUCTION 09

Data, Information, Information System, evolution, types based on functions and hierarchy, Enterprise and functional information systems.

UNIT II: SYSTEM ANALYSIS AND DESIGN 09

System development methodologies, Systems Analysis and Design, Data flow Diagram (DFD), Decision table, Entity Relationship (ER), Object Oriented Analysis and Design(OOAD), UML diagram.

UNIT III: DATABASE MANAGEMENT SYSTEMS 09

DBMS – types and evolution, RDBMS, OODBMS, RODBMS, Data warehousing, Data Mart, Data mining.

UNIT IV: INTEGRATED SYSTEMS, SECURITY AND CONTROL 09

Knowledge based decision support systems, integrating social media and mobile technologies in Information system, Security, IS Vulnerability, Disaster Management, Computer Crimes, Securing the Web.

UNIT V: NEW IT INITIATIVES 09

Introduction to Deep learning, Big data, Pervasive Computing, Cloud computing, Advancements in AI, IoT, Block chain, Crypto currency, Quantum computing.

TOTAL HOURS: 45

OUTCOMES:

1. Students will gain basic knowledge on Information Systems and its applications.
2. Students will be able analyse and use system tools in developing system designs.
3. Students will have an understanding on DBMS Systems and their applications.
4. Students will have knowledge on InfoSec Systems and managing security risks.

REFERENCES:

1. Ralph Stair and George Reynolds, Information Systems, Cengage Learning, 10th Edition, 2012.
2. James O Brien, Management Information Systems – Managing Information Technology in the E- business enterprise, Tata McGraw Hill, 2019.
3. Haag, Cummings and Mc Cubbrey, Management Information Systems for the Information Age, McGraw Hill, 9th Edition, 2013.
4. Kenneth C. Laudon and Jane Price Laudon, Management Information Systems – Managing the digital firm, PHI Learning / Pearson Education, PHI, Asia,2012.
5. Thomas Erl, Zaigham Mahmood, and Ricardo Puttini, Cloud Computing Concepts, Technology & Architecture, Prentice Hall, 2013.
5. Students will be able to explain emerging trends and applications in the field of IT.

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2					1		1
CO2	2	3						
CO3	2	3	1			1		
CO4	2			1				
CO5	2			1	1		1	
	2	3	1	1	1	1	1	1

CODE	COURSE TITLE	L	T	P	C
BA 3141	SPREADSHEET MODELLING LABORATORY	0	0	4	2

OBJECTIVES:

1. To introduce the students on the basics of MS Excel.
2. To educate students on creating Data Tables, Charts and Graphs using MS Excel.
3. To familiarise students Cell Referencing in MS Excel.
4. To educate students on analysing large volume data using Look up Functions.
5. To familiarise students to use Pivot Tables.

S. No	Details of Experiment	Duration
1	MS Excel - Introduction	4
2	MS Excel - Data Tables	4
	Extended Experiment	4
3	MS Excel – Charts and Graphs	4
	Extended Experiment	4
4	MS Excel – Cell Referencing	4
	Extended Experiment	4
5	MS Excel – Lookup Function	4
	Extended Experiment	4
6	MS Excel – V Lookup	4
	Extended Experiment	4
7	MS Excel – H Lookup	4
	Extended Experiment	4
8	MS Excel – Pivot Tables	4
	Extended Experiment	4
TOTAL HOURS:		60

OUTCOMES:

1. Students will have an understanding of Microsoft Excel.
2. Students will be able to create Data Tables, Charts and Graphs in MS Excel.
3. Students will be able to perform Cell Referencing using MS Excel.
4. Students will be able to perform analysis on complex data using Lookup functions.
5. Students will be to Pivot Table analysis using MS Excel.

REFERENCES:

1. Joan Lambert, Curtis Frye, Microsoft Office Step by Step, 1st Edition, Microsoft Press, 2022.
2. Peter Weverka, Microsoft Office for Dummies, John Wiley & Sons, 2022.
3. Hansa Lysander Manohar, Data Analysis and Business Modelling using MS Excel, PHI Learning Private Ltd, 2017.
4. Wayne L. Winston, Microsoft Excel 2010: Data Analysis & Business Modeling, 3rd Edition, Microsoft Press, 2016.
5. Vikas Gupta, Comdex Business Accounting with MS Excel, 2010 and Tally ERP 9.0 Course Kit, Wiley India, 2012.

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	2						1
CO2	1	3						
CO3	1	2		1				
CO4	1	2		1				
CO5	2	3		1				1
	1	2		1				1

CODE	COURSE TITLE	L	T	P	C
BA 3142	SOFTSKILL DEVELOPMENT LABORATORY	0	0	2	1

OBJECTIVES:

1. Helps students to apply business communication principles
2. Helps in the creation of effective business documents and oral presentations.
3. Utilizes the use of technology to facilitate the communication process.
4. To apply business communication strategies and principles to prepare effective communication for domestic and international business situations.
5. To select appropriate organizational formats and channels used in developing and presenting business messages and communicate via electronic mail, Internet, and other technologies.

UNIT I: INTRODUCTION 6

Purpose of communication – Framework for Business Communication. Oral and Written Communication – Interpersonal communication – group communication- Verbal and non-Verbal Communication.

UNIT II: SPEAKING SKILLS 6

Oral Communication - Structuring and delivering a talk - Articulation - Active Reading Skills - Speed Reading - Introduction to etymology.

UNIT III: WRITING SKILLS 6

Writing skills - I Writing business messages: Envisioning the purpose and type of the message – context – channel and medium – prepare draft - Prepare Good-neutral-bad-persuasive messages. Writing Skills – II : Letter writing – business letters –Business and Technical report writing.

UNIT IV: LISTENING SKILLS 6

Basics of Listening- Giving and Getting Feedback- Understanding Natural Speech -Strategies of Effective Listening - Distinguish between Facts, Opinion and Inferences - Evaluate What You Hear-Follow Oral Directions.

UNIT V: ELECTRONIC COMMUNICATION**6**

Appropriate use of technology, EMAIL, WEB PAGE communication, Voice and wireless communication. Email etiquette - Effective telephone conversation

TOTAL HOURS: 30**OUTCOMES:**

1. To understand the importance of communication and barriers of communication.
2. To develop their oral presentation skills
3. To develop the Business writing skills
4. To develop the listening skills.
5. To formulate the messages appropriate for the digital tools.

REFERENCES:

1. Lehman, Dufrene, Sinha, (2016), Business Communication – A South Asian Perspectives, 2nd edition, South-Western Cengage Learning India (P) Ltd
2. Courtland L. Bovee, C. Allen Paul, John V. Thill. (2015). Business Communication Today, 13th edition, Pearson.
3. McGrath, E. H., S.J, (2011) Basic Managerial Skills for All, 9th edition, Prentice-Hall of India.
4. Guffey, Mary Ellen, (2010) Business Communication: Process and Product, 7th edition, South-Western Cengage Learning India (P) Ltd.
5. Adler, R. B., Elmhurst, J.Marquardt (2012), communicating at work, 11th edition, McGraw - Hill Publications.
6. Jay Sullivan, (2018), Simply Said: Communicating Better at Work and Beyond, 1st edition, Wiley.

E – BOOKS:

1. <https://open.umn.edu/opentextbooks/textbooks/672>

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1			3				1
CO2				1				
CO3				2	1			
CO4				2				
CO5				1				1
	1			2	1			1

SEMESTER – II

CODE	COURSE TITLE	L	T	P	C
BA 3261	APPLIED OPERATIONS RESEARCH	3	1	0	4

OBJECTIVES:

1. To understand the concept of optimization based on linear programming approaches.
2. To understand techniques to solve Transportation models and Assignment models.
3. To understand Game theory constructively to make effective business decisions for conflict and competitive environment.
4. To learn appropriate Inventory models and Simulation techniques that helps business in determining the optimum level of inventories and Demand forecasting.
5. To design new simple models in solving Queuing problems and Replacement models.

UNIT I: INTRODUCTION TO LINEAR PROGRAMMING 12

Introduction to applications of Operations Research in functional areas of management – Linear Programming – formulation, solution by Graphical and Simplex methods, Special cases – Dual simplex method – Principles of Duality.

UNIT II: TRANSPORTATION AND ASSIGNMENT 12

Transportation Models (Minimizing and Maximizing Problems) – Balanced and unbalanced Problems – Initial Basic feasible solution by N-W Corner Rule, least cost and Vogel's approximation methods. Check for optimality – Solution by MODI, Case of Degeneracy – Assignment Models (Minimizing and Maximizing Problems) – Balanced and Unbalanced Problems – Solution by Hungarian and Branch and Bound Algorithms – Travelling Salesman problem.

UNIT III: INTEGER PROGRAMMING AND GAME THEORY 12

Integer Programming – Introduction and types – Game Theory – Two-person Zero sum games - Saddle point, Dominance Rule, Graphical and LP solutions, Nash Equilibrium.

UNIT IV: INVENTORY MODELS, SIMULATION AND DECISION THEORY 12

Inventory Models – EOQ and EBQ Models (With and without shortages), Quantity Discount Models - Decision making under risk – Decision trees – Decision making under uncertainty – Monte-Carlo Simulation.

UNIT V: QUEUING THEORY AND REPLACEMENT MODELS 12

Queuing Theory – Single and Multi-Channel models – Infinite number of customers and Infinite calling resource Replacement Models – Individual Replacement Models (With and without time value of money) – Group Replacement Models.

TOTAL HOURS: 60

OUTCOMES:

1. Students will have an understanding on optimized solutions and able to solve Linear programming problems.
2. Students will be able to apply Transportation and Assignment models in business environment.
3. Students will be able to choose the right strategic decisions to solve business issues using Game theory.
4. Students will be able to make effective decisions in Inventory planning and understand system simulation.
5. Students will be able use Queuing theory in deriving solutions to business problems and design Replacement policies.

REFERENCES:

1. Hamdy A Taha, Introduction to Operations Research, Prentice Hall India, Tenth Edition, Third Indian Reprint 2019.
2. Er. Prem Kumar Gupta, Dr. D. S. Hira, Operations Research, S. Chand & Company and Pvt. Ltd, Reprint 2016
3. G. Srinivasan, Operations Research – Principles and Applications, PHI, July 2017.
4. Paneerselvam R., Operations Research, Prentice Hall of India, June 2016.

5. Frederick & Mark Hillier, Introduction to Management Science – A Modeling and case studies approach with spreadsheets, Tata McGraw Hill Jan 2012

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1	2		1				
CO2	1	3						
CO3	2	1	1		1			
CO4	2	3				1		1
CO5	1	2						1
	1	2	1	1	1	1		1

CODE	COURSE TITLE	L	T	P	C
BA 3262	BUSINESS RESEARCH METHODS	3	0	0	3

OBJECTIVES:

1. To familiarize the students with the scientific methodology involved in research process.
2. To help students to understand various concepts related to Research design and measurement.
3. To learn to design and validate data collection tools.
4. To comprehend different techniques to code and analyse data using various statistical techniques.
5. To know the importance of report writing and ethical behaviour in research.

UNIT I: INTRODUCTION 09

Business Research – Definition and Significance – Research process – Research Problem – Review of Literature – Research objectives – Research hypotheses – Characteristics – Testing of Hypothesis

UNIT II: RESEARCH DESIGN AND MEASUREMENT 09

Research design – Definition – Types of Research design and its application – Exploratory and causal research design – Descriptive and Experimental design – Different types of Experimental design – Validity of findings – Internal and external validity Variables in Research – Measurement and Scaling – Different scales – Construction of instrument – Validity and Reliability of instrument – Errors in Research design.

UNIT III: DATA COLLECTION 09

Data Sources & Types – Primary Vs Secondary data – Methods of data collection - Questionnaire Design — Sampling plan and designing –Sampling techniques – Probability Vs Non – Probability sampling methods.

UNIT IV: DATA ANALYSIS 09

Data Preparation – Editing – Coding – Tabulation of Data – Validity of data – Qualitative Vs Quantitative data analysis – Univariate, Bivariate and Multivariate statistical techniques – Introduction to SPSS, Chi-Square, ANOVA, Factor analysis – Cluster analysis – Multiple regression.

UNIT V: REPORT DESIGN, WRITING RESEARCH PROPOSAL AND ETHICS IN BUSINESS RESEARCH 09

Research report – Different types – Contents of report – Report format – Title of the report – Report Presentation – Proposal: purpose, Topic selection, types and structure. Ethics in research – Ethical behaviour of research

TOTAL HOURS: 45

OUTCOMES:

1. The students will get a thorough understanding of how research is conducted in Business management domain.
2. The students will understand the concept of scaling and measurement in management research particularly relating to qualitative data.
3. The students will be familiarized with the data collection methods and procedures and make their research studies scientific.
4. Students will be able to work with a number of statistical techniques for analysing the data gathered by them.
5. Students will be able to use a logical and descriptive writing approach in their presentation of research findings and also adopt ethical behaviour in research.

REFERENCES:

1. Ranjit Kumar, Research Methodology, Pearson India, 2005.
2. C.R. Kothari, Gaurav Garg, Research Methodology, New Age International Publishers, 2019.
3. Alan Bryman and Emma Bell, Business Research methods, 3rd Edition, Oxford University Press, New Delhi, 2018.

4. Uma Sekaran and Roger Bougie, Research methods for Business, 5th Edition, Wiley India, New Delhi, 2015.
5. William G Zikmund, Barry J Babin, Jon C. Carr, Atanu Adhikari, Mitch Griffin, Business Research methods, A South Asian Perspective, 8th Edition, Cengage Learning, New Delhi,2012.

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3			1				1
CO2	1	2						
CO3	1	2		1				
CO4	1	3			1	1		
CO5	1			2			1	1
	1	2		1	1	1	1	1

CODE	COURSE TITLE	L	T	P	C
BA 3263	FINANCIAL MANAGEMENT	3	1	0	4

OBJECTIVES:

1. To make students to understand about major financial decisions.
2. To help the students to understand principles and techniques in investment decisions.
3. To make students understand financing and dividend decisions
4. To educate students about working capital management
5. To acquire knowledge about Long term financing strategies.

UNIT I: FOUNDATIONS OF FINANCE 12

Introduction to finance - Financial Management – Emerging role of finance manager, organization of financial functions, objectives of Financial management, Major financial decisions – Time Value of Money - Valuation of shares and bonds – Concept of risk and return – Single asset and of a portfolio – Risk Analytics

UNIT II: INVESTMENT DECISIONS 12

Capital Budgeting: Principles and techniques - Nature of Capital budgeting - Identifying relevant cash flows - Evaluation Techniques: Payback, Discounted Payback, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index - Comparison of DCF techniques, Concept and measurement of Cost of capital - Specific cost and overall Cost of capital.

UNIT III: FINANCING AND DIVIDEND DECISION 12

Leverages - Operating and Financial leverage – Measurement of leverages – Degree of Operating & Financial leverage – Combined leverage. Capital structure – Theories – Net Income Approach, Net Operating Income Approach, MM Approach - Determinants of Capital structure - Dividend decision - Importance, Relevance & Irrelevance theories – Walter’s Model, Gordon’s model and MM model – Factors determining Dividend policy – Types of Dividend policies – Forms of Dividend - Issues in Dividend Decisions.

UNIT IV: WORKING CAPITAL MANAGEMENT 12

Principles of Working capital: Concepts, Needs, Determinants, issues and estimation of working capital, Accounts Receivables Management and Factoring - Cash management – Models - Working capital finance: Trade credit, Bank finance and Commercial paper.

UNIT V: LONG TERM SOURCES OF FINANCE 12

Fund based Financing: Indian Capital and Stock market, New issues market, Long term finance: Shares, Debentures and term loans. Asset Based Financing: Lease, types of Leases, Hire purchase, Idea based Financing: Venture capital financing. Private Equity.

TOTAL HOURS: 60

OUTCOMES:

1. Students will have an understanding on Time value of money and role of a finance manager.
2. Students will be able to apply various techniques for Investment decisions.
3. Students will be able to choose the right approach for financing and dividend decisions to solve business issues.
4. Students will be able to analyze the requirement and management of working capital and sources of short-term finance.
5. Students will be able to analyze the various avenues available to generate long term funds for investments through capital markets and other sources.

REFERENCES:

1. I.M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 11th edition, 2018.
2. M.Y. Khan and P.K. Jain Financial Management, text, problems and cases Tata McGraw Hill, 8th edition 2017.
3. Stephen Ross, Randolph Westerfield, Bradford Jordan, "Corporate Finance", 11th edition, Tata McGraw Hill Publishing Company Ltd, 2016.
4. Prasanna Chandra, Financial Management – Theory and Practice, 9th edition, Tata McGraw Hill, 2017.

5. Brigham and Houston, "Fundamentals of Financial Management" Theory and Practice, 13th edition, Cengage Publications 2015.
6. Parasuraman, N.R Financial Management: a step-by-step approach, 2nd edition; Cengage Learning India Pvt. Ltd., 2019.

E-Book:

1. James C. Van Horne & John M. Wachowicz, Jr, Fundamentals of Financial Management, 13th edition, 2008.

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2			1				
CO2	1	2				3		
CO3	1	2			1	1	1	
CO4	1	3	1					
CO5	2			1		1		1
	1	2	1	1	1	2	1	1

CODE	COURSE TITLE	L	T	P	C
BA 3264	HUMAN RESOURCE MANAGEMENT	3	0	0	3

OBJECTIVES:

1. To enable students to gain knowledge on Human resource management concepts and principles.
2. To familiarise students about HRP process and Job Analysis.
3. To illustrate the techniques and tools for Training and Development and Performance appraisal.
4. Students will be able to illustrate the techniques and tools for compensation.
5. To understand concepts of Performance evaluation, Industrial Relations System and Grievance redressal mechanism.

UNIT I: PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT 05

Evolution of Human resource management – The importance of the People Management – Role of Human resource manager – Challenges of HR manager - Human resource policies – HR Structure and Strategy in MNCs – Diversity and inclusive growth.

UNIT II: TALENT INDUCTION 08

Human Resource Planning – Forecasting human resource requirement – Environment Fit concept– Internal and External sources of recruitment - selection – Induction - HRM issues and practices in the context of Outsourcing

UNIT III: TRAINING AND EXECUTIVE DEVELOPMENT 10

Training - Purpose – Benefits –Types – Executive development programmes – Common practices – Benefits – Self-development – Personnel Empowerment including Delegation – Career Management – Career Stages.

UNIT IV: EMPLOYEE ENGAGEMENT THEORIES AND MODELS 12

Compensation Management – Introduction, Compensation and Non-Compensation Dimensions – Principal Compensation Issues & Management – Productivity, Mentoring and Coaching.

UNIT V: PERFORMANCE EVALUATION AND CONTROL PROCESS 10

Performance Management System – Feedback – Industry practices - Promotion, Demotion, Transfer and Separation – Implication of job change – Human Resource Accounting and Audit.

TOTAL HOURS: 45

OUTCOMES:

1. Students will be able to gain knowledge on Human resource management concepts and principles.
2. Students will be able to do human forecasting and handle HRM issues in the context of outsourcing.
3. Students will be able to design and implement appropriate Training and Development programmes.
4. Students will be able to develop relevant Compensation system to meet individual and organisational strategic needs.
5. Students can develop Performance appraisal system and effectively handle Disciplinary and grievance mechanisms.

REFERENCES:

1. S S Khanka, Human Resource Management (Text and Cases), S. Chand Publishing, 2019.
2. Decenzo and Robbins, Fundamentals of Human Resource Management, Wiley, 11th Edition, 2013.
3. Luis R. Gomez-Mejia, David B. Balkin, Robert L Cardy, Managing Human Resource, PHI Learning, 2012.
4. Bernadin, Human Resource Management, Tata Mc Graw Hill, 8th Edition 2012.
5. Wayne Cascio, Managing Human Resource, Mc Graw Hill, 9th Edition, 2012.
6. Ivancevich, Human Resource Management, Mc Graw Hill, 2012.
7. Uday Kumar Haldar, Juthika Sarkar. Human Resource Management, Oxford.2012.

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2			1				
CO2	2			1	1			
CO3	1		1			2	3	1
CO4	1	1			2			
CO5	3		2				1	2
	2	1	2	1	2	2	2	2

CODE	COURSE TITLE	L	T	P	C
BA 3265	OPERATIONS MANAGEMENT	3	0	0	3

OBJECTIVES:

1. To understand the basic concepts in Production and operation activities.
2. To enable students to identify factors influencing Plant location, Plant layout and Demand forecasting.
3. To enable students to understand the Production process and techniques to improve productivity.
4. To educate students to manage the materials effectively by using appropriate Inventory techniques.
5. To understand how to improve productivity by using effective Project management techniques.

UNIT I: INTRODUCTION TO OPERATIONS MANAGEMENT 08

Introduction to Operations Management, Nature, Importance, Functions, Recent Trends - Implication of Operations Function(Strategy) in a Firm; Challenges in International Operations Management; Examples of World class manufacturing Practices. Productivity; Relationship of production with other Principles of Management - SCM & Functions.

UNIT II: OPERATIONS AND THE VALUE CHAIN 12

Capacity Planning – Long range, Types, Developing capacity alternatives, tools for capacity planning. Facility Location – Theories, Steps in Selection, Location Models. Sourcing and procurement - Strategic sourcing, make or buy decision, procurement process, managing vendors.

UNIT III: DESIGN OPERATIONS 09

Product Design - Criteria, Approaches. Product development process - stage-gate approach - tools for efficient development. Process - design, strategy, types, analysis. Facility Layout – Principles, Types, Planning tools and techniques.

UNIT IV: PLANNING AND CONTROL OF OPERATIONS**09**

Demand Forecasting – Need, Types, Objectives and Steps - Overview of Qualitative and Quantitative methods. Operations planning - Resource planning - Inventory Planning and Control. Operations Scheduling - Theory of constraints - bottlenecks, capacity constrained resources, synchronous manufacturing.

UNIT V: PROJECT MANAGEMENT AND LEAN MANUFACTURING**07**

Project Management – Nature, Constraints in Projects, Project Life Cycle. Evolution of Lean Manufacturing – Lean Principles – Framework of Lean Processes - Lean Production - 7 hidden wastes – Lean and Green Manufacturing. Overview of JIT.

TOTAL HOURS: 45**OUTCOMES:**

1. Students will gain knowledge of Production and operation activities.
2. Students will be able to apply the concept of Demand forecasting and facility design.
3. Students will have an understanding on New product development phases, work systems and techniques to improve products.
4. Students will be able to apply the Materials management and inventory management techniques.
5. Students will be able to solve Scheduling problems while managing projects.

REFERENCES:

1. Norman Gaither and Gregory Frazier, Operations Management, South Western Cengage, 2002.
2. William J Stevenson, Operations Management, Tata Mc Graw Hill, 13th Edition, 2018.
3. Russel and Taylor, Operations Management, Wiley, 8th Edition, 2015.
4. Kanishka Bedi, Production and Operations Management, Oxford University, 3rd Edition, 2013.
5. Aswathappa K and Shridhara Bhat K, Production and Operations Management, Himalaya Publishing House, Revised Second Edition, 2008.
6. Mahadevan B, Operations Management Theory and practice, Pearson Education, 3rd Edition, 2015.
7. Panner selvam R, Production and Operations Management, Prentice Hall, 2nd Edition, 2008.

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3							
CO2	2	3		1				
CO3	2	1			1	1		
CO4	1	2			1			
CO5		2		1	1	1		1
	2	2		1	1	1		1

CODE	COURSE TITLE	L	T	P	C
BA 3266	MARKETING MANAGEMENT	3	0	0	3

OBJECTIVES:

1. To understand the concepts of marketing management.
2. To educate about the various Marketing strategies and Marketing mix components.
3. To understand the tools used by marketing managers in decision-making situations.
4. To learn about marketing process for different types of products and services.
5. To develop an understanding of ideas and nuances of modern marketing.

UNIT I: INTRODUCTION 09

Marketing – Definitions - Conceptual framework – Marketing Process - Marketing environment: Internal and External - Marketing interface with other functional areas – Production, Finance, Human Resource Management, Information System. Marketing in global environment. Adapting marketing practices to new liberalised economy.

UNIT II: MARKETING MIX DECISIONS 09

Product planning and development – Product life cycle – New product Development and Management- Market Segmentation – Targeting and Positioning – Multi Channel Distribution strategies - Channel dynamics – Vertical Marketing System, Horizontal Marketing System, Multi-Channel Marketing System – Advertising and sales promotions – Pricing Objectives, Policies and methods, Strategic Marketing Mix components – Marketing Mix in International Environment.

UNIT III: MARKETING STRATEGY 09

Marketing strategy formulations – Key Drivers of Marketing Strategies - Strategies for Industrial Marketing – Consumer Marketing –Services Marketing- Market Estimation - Market potential, demand forecasting and sales forecasting– Competitor analysis - Analysis of consumer and industrial markets.

UNIT IV: BUYER BEHAVIOUR 09

Understanding industrial and individual buyer behavior - Influencing factors – Buyer Behaviour Models- Online buyer behaviour - Building and measuring customer satisfaction – Customer

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2		1	1				
CO2	2	2	1					
CO3	2					1		
CO4	3			2	1			1
CO5	2			1	1	1	1	1
	2	2	1	1	1	1	1	1

CODE	COURSE TITLE	L	T	P	C
BA 3267	BUSINESS ANALYTICS	3	0	0	3

OBJECTIVES:

Learn to

1. Use business analytics for decision making
2. To apply the appropriate analytics and generate solutions.
3. Model and analyse the business situation using analytics.

UNIT I: INTRODUCTION 09

Business Analytics - Terminologies, Process, Importance, Relationship with Organisational Decision Making, BA for Competitive Advantage.

UNIT II: MANAGING RESOURCES FOR BUSINESS ANALYTICS 09

Managing BA Personnel, Data and Technology. Organisational Structures aligning BA. Managing Information policy, data quality and change in BA.

UNIT III: DESCRIPTIVE ANALYTICS 09

Introduction to Descriptive analytics - Visualising and Exploring Data - Descriptive Statistics - Sampling and Estimation - Probability Distribution for Descriptive Analytics - Analysis of Descriptive analytics

UNIT IV: PREDICTIVE ANALYTICS 09

Introduction to Predictive analytics - Logic and Data Driven Models - Predictive Analysis Modeling and procedure - Data Mining for Predictive analytics. Analysis of Predictive analytics

UNIT V: PRESCRIPTIVE ANALYTICS 09

Introduction to Prescriptive analytics - Prescriptive Modeling - Non Linear Optimisation - Demonstrating Business Performance Improvement.

TOTAL HOURS: 45

OUTCOMES:

1. Ability to understand the role of Business Analytics in decision making.
2. Ability to identify the appropriate tool for the analytics scenario.
3. Ability to apply the descriptive analytics tools and generate solutions.
4. Understanding of Predictive Analytics and applications.
5. Knowledge of Prescriptive Analytics and demonstrating business process improvement.

REFERENCES:

1. Marc J. Schniederjans, Dara G. Schniederjans and Christopher M. Starkey, " Business Analytics Principles, Concepts, and Applications - What, Why, and How", Pearson Ed, 2014.
2. Christian Albright S and Wayne L. Winston, "Business Analytics - Data Analysis and Decision Making", Fifth edition, Cengage Learning, 2015.
3. James R. Evans, "Business Analytics - Methods, Models and Decisions", Pearson Ed, 2012.

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2					1		1
CO2	2	3						
CO3	2	3	1			1		
CO4	2			1				
CO5	2			1	1		1	
	2	3	1	1	1	1	1	1

CODE	COURSE TITLE	L	T	P	C
BA 3241	DATA ANALYSIS AND BUSINESS MODELLING LABORATORY	0	0	4	2

Exp. No	Title of the Experiment	Duration
1	Descriptive Statistics	4
2	Hypothesis Testing – Parametric Test	4
3	Hypothesis Testing – Non-Parametric Test	4
4	Correlation & Regression	4
5	Forecasting	4
6	Extended experiment – 1	4
7	Portfolio Selection	4
8	Risk Analysis & Sensitivity Analysis	4
9	Revenue Management	4
10	Extended experiment – 2	4
11	Transportation & Assignment	4
12	Networking Models	4
13	Queuing Theory	4
14	Inventory Models	4
15	Extended experiments – 3	4
TOTAL HOURS:		60

OUTCOMES:

1. Students will be able to show understanding on the SPSS and perform Descriptive statistical analysis.
2. Students will perform Parametric, Non-Parametric, Correlation & Regression Analysis.
3. Students will be able to effectively use POM QM for forecasting applications.
4. Students will be able to solve problems in Portfolio selection, Risk analysis and Scenario analysis using Excel.
5. Students will be able to solve Transportation, Assignment, Networking and Queuing Problems using TORA.

REFERENCES:

1. David M. Levine et al, Statistics for Managers using MS Excel, 6th Edition Pearson, 2010.
2. David R. Anderson, et al, 'An Introduction to Management Sciences: Quantitative approaches to Decision Making, 13th Edition South-Western College Pub, 2011.
3. Hansa Lysander Manohar, "Data Analysis and Business Modelling using MS Excel ", PHI Learning Private Ltd, 2017.
4. William J. Stevenson, Ceyhun Ozcgur, 'Introduction to Management Science with Spreadsheet', Tata Mc Graw Hill, 2009.
5. Wayne L. Winston, Microsoft Excel 2010: Data Analysis & Business Modeling, 3rd Edition, Microsoft Press, 2016.
6. Vikas Gupta, Comdex Business Accounting with Ms Excel, 2010 and Tally ERP 9.0 Course Kit, Wiley India, 2012.
7. Kiran Pandya and Smriti Bulsari, SPSS in simple steps, Dreamtech, 2011

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2	3						1
CO2	2	3						1
CO3	2	3	1					1
CO4	2	3	1					1
CO5	2	3		1		1		1
	2	3	1	1		1		1

CODE	COURSE TITLE	L	T	P	C
BA 3242	MANAGERIAL SKILLS DEVELOPMENT LABORATORY	0	0	2	1

OBJECTIVES:

1. Helps students to understand the importance of skills in organization.
2. Helps in understanding problem solving techniques.
3. To understand the concept of Group dynamics and team building.
4. To provide knowledge about self-managing abilities.
5. To learn the basic skill of selling an idea.

UNIT I: INTRODUCTION 6

Introduction to skills & personal skills - skills of effective managers - - learning of skills and applications of skills.

UNIT II: PROBLEM SOLVING 6

Problem solving - creativity, innovation - impediments of creativity - multiple approaches to creativity.

UNIT III: TEAM BUILDING 6

Developing teams and team work -Team Building Practices through group exercises - team task / role play.

UNIT IV: SELF MANAGEMENT 6

Self-Evaluation - Self Discipline - Self Criticism - Self Awareness.

UNIT V: SELLING SKILLS 6

Product Knowledge: Selling technique for B2C and for B2B - How to prepare sales pitch for telecallers. Product presentation, In – store selling.

TOTAL HOURS: 30

OUTCOMES:

1. To Understand the importance of managerial skills required in an organization life.
2. To Develop their skills on problem solving.
3. To have exposure on Group dynamics and team building.
4. To Develop the self-managing skills.
5. To Develop the skill of selling an idea in Organization.

REFERENCES:

1. V.S.P. Rao Managerial Skills Excel Books,2010, New Delhi
2. David A Whetten, Cameron Developing Management skills, PHI 2008
3. Kevin Gallagher, Skills development for Business and Management Students, Oxford,2010
4. The 7 Habits of Highly Effective People, Stephen R. Covey, Franklin Covey Co.,2021.
5. Monipally, Mutthukutty Business Communication Strategies Tata McGraw Hill.,2001
6. Hopkins T (2005), How To Master the Art of Selling, Little, Brown & Company.

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2			1		1		
CO2	3	1						
CO3	1				2			
CO4	1							
CO5	1							1
	2	1		1	2	1		1

SEMESTER – III

CODE	COURSE TITLE	L	T	P	C
BA 3361	STRATEGIC MANAGEMENT	4	0	0	4

OBJECTIVES:

1. To introduce the concept of Strategy, Formation Process, Corporate Governance and Social Responsibility.
2. To familiarise the students in performing Competitive analysis using SWOT and Porter's Model.
3. To educate on various Strategic alternatives and its applications in promoting business initiatives.
4. To provide information relating to Strategy implementation in different perspectives of decision making for organisational effectiveness.
5. To impart Technological and managerial knowledge while dealing with any other different situations with required evaluation and control.

UNIT I: STRATEGY AND PROCESS 12

Concept of Strategy, Nature and Characteristics of Strategy, Strategy Formation Process – Conceptual framework for Strategic management, Functional level Strategy, Benefits, Risk of Strategic Management – Stakeholders in business – Strategic Business Unit – Corporate Governance and Social responsibility.

UNIT II: COMPETITIVE ADVANTAGE 12

Internal and External Environment – SWOT Analysis - Porter's Five Forces Model - Strategic Groups - National Competitive advantages (India) and Competitive advantage Resources - Capabilities and competencies – Core competencies - Low cost and differentiation Generic Building Blocks of Competitive Advantage - Distinctive Competencies - Resources and Capabilities durability of competitive Advantage - Avoiding failures and sustaining competitive advantage.

UNIT III: STRATEGIES 12

The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies – Functional Strategy, Network Level Strategy, Business level strategy - Corporate Strategy - Vertical Integration - Diversification and Strategic Alliances - Building and Restructuring the

Corporation - Strategic analysis and choice - Corporate Portfolio Analysis - McKinsey's 7s Framework - GE 9 Cell Model, Strategic Position and Action Evaluation (Space) - Distinctive competitiveness - Selection of matrix - Balance Score Card.

UNIT IV: STRATEGY IMPLEMENTATION & EVALUATION 12

Implementation process - Resource allocation, designing organisational structure - Designing Strategic Control Systems - Matching structure and control to strategy - Implementing Strategic change - Politics - Power and Conflict - Techniques of strategic evaluation & control, Strategic Audit.

UNIT V: OTHER STRATEGIC ISSUES 12

Managing Technology and Innovation - Strategic issues for Non-Profit organisations - New Business Models and strategies for Internet Economy - Strategies for Foreign Direct Investment, Strategies for International Trade in India.

TOTAL HOURS: 60

OUTCOMES:

1. Students will have an understanding on Strategic management concepts and principles.
2. Students will be able to apply various models in developing Competitive Analysis.
3. Students will be able to choose the right Strategic decisions to solve business issues.
4. Students will be able to make effective decisions in Strategy Implementation.
5. Students will be able to use Technology and managerial knowledge in deriving solutions to business problems in Modern Economy.

REFERENCES:

1. Fred R. David, Forest R. David, Purva Kansal, Strategic Management Concepts: A Competitive Advantage Approach - Sixteenth Edition - Pearson – 30 July 2018.
2. John A. Pearce II, Richard B. Robinson, Amita Mital, Strategic Management: Planning for Domestic and Global Competition, 14th Edition, September 2018.
3. Gregory Dess Gerry McNamara Alan B Eisner, Strategic Management 8th Edition, McGraw Hill, October 2018.
4. Hill, Strategic Management: An Integrated approach, Wiley 2012.
5. John A. Parnell, Strategic Management, Theory and practice Biztantra, 2012.
6. Azhar Kazmi, Strategic Management and Business Policy, 4th Edition, Tata Mc Graw Hill, 2012.

E BOOKS:

1. Strategic Management 2nd edition© 2017 Neil Ritson &bookboon.com ISBN 978-87-403-0506-7.
2. Strategic Management Kennedy B. Reed, Virginia Tech Copyright Year: 2020 ISBN 13: 9781949373950, Publisher: Virginia Tech Publishing

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2		1					
CO2	2					1		1
CO3	3	3		1				
CO4	2		1				1	
CO5	1			2	1			1
	2	3	1	2	1	1	1	1

CODE	COURSE TITLE	L	T	P	C
BA 3362	INTERNATIONAL BUSINESS MANAGEMENT	4	0	0	4

OBJECTIVES:

1. To introduce the concept of International Business and Global Environment.
2. To familiarise the students on the role of International Trade Block and Associations.
3. To educate students on International Strategic Management Planning, Process and Control.
4. To provide International perspectives related to production, marketing, finance and human resource management.
5. To familiarise the students on managing conflicts and ethical practices in International Business.

UNIT I: INTRODUCTION 12

International Business – Definition – Globalization of Markets – Differences between domestic and International business – International business environment, Cross cultural management in international business– Modes of entry in international business- Ethics in International business

UNIT II: INTERNATIONAL TRADE AND INVESTMENT 12

Promotion of Global business – Role of GATT/WTO, NAFTA, BRICS, BREXIT, EU, IMF, Role of IMF, IBRD, Features of IBRD – Challenges for global business – Global trade and investment – Theories of International trade, ECGC, Mercantilism, Absolute advantage, Comparative advantage, Heckscher – Ohlin, Product life cycle theory and Porter’s Diamond model – Regional Trade Block (RTB) – Types – Advantages and disadvantages – International Trade wars – Foreign investments, types of Foreign investments, motives.

UNIT III: INTERNATIONAL STRATEGIC MANAGEMENT 12

International strategic Management (ISM) - Importance- forces necessitating the adoption of ISM – Strategy for International business - Concept MNC’s as well as Indian companies conducting a Global strategy analysis – Standardisation Vs Differentiation – Strategic options Strategic Planning, Strategic Management Process – Modes of Global entry – Different forms of international business - advantages - Organisational issues of international business – Controlling of international business- Approaches to control – Performance of global business – Performance evaluation system.

UNIT IV: PRODUCTION, MARKETING, FINANCIAL AND HUMAN RESOURCE MANAGEMENT OF GLOBAL BUSINESS 12

Global Marketing - promotional mix strategies – Nature of International Marketing- International advertising programme – International Labour recruitment – function – E- recruitment – International staffing choice- International financial system- Meaning & types - Make or Buy decisions – Global capital Market and Instruments. International Marketing and Strategies – production and channel management – Economic- Political risk – Export Promotion Schemes, Export and Import Finance – Strategic orientation – – Training and development – Compensation.

UNIT V: GLOBAL BUSINESS 12

Trends in Globalization, Effects of Globalization – Global Mergers and Acquisitions - Innovative global start up culture– Negotiation – Role of international agencies.

TOTAL HOURS: 60

OUTCOMES:

1. Students will have understanding on the concepts of International Business and Global Environment.
2. Students will be able to analyse the role & importance of International Trade Block & Associations.
3. Students will be able to apply concepts of Strategic management in developing plans, processes and control in International Business.
4. Students will be able to make decisions in all functional areas with an International Perspective.
5. Students will be able to make effective decisions in Managing conflicts applying ethical Practices

REFERENCES:

1. Charles W.I. Hill, Arun Kumar Jain, International Business, 6th Edition, Tata Mc Graw Hill, 2010
2. John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, 12th Edition, New Delhi, 2010
3. K. Aswathappa, International Business, 6th Edition, Tata Mc Graw Hill, New Delhi, 2015.
4. Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business, 8th Edition, Cengage Learning, New Delhi, 2013.

5. Rakesh Mohan Joshi, International Business, Oxford University Press, New Delhi, 2009.
6. Vyuptakesh Sharan, International Business, 3rd Edition, Pearson Education in South Asia, 2011.

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1			2				
CO2	3			1		1		
CO3	2		1	1		2		
CO4	1	1	1	2				
CO5	1			2	1		1	1
	2	1	1	2	1	2	1	1

SPECIALISATION: MARKETING MANAGEMENT

CODE	COURSE TITLE	L	T	P	C
PBA101	BRAND MANAGEMENT	3	0	0	3

OBJECTIVES:

1. To understand the basic principles of Branding.
2. To understand the importance of Brand management process.
3. To develop knowledge of Brand image building in practice.
4. To understand the Brand adoption and Brand extensions.
5. To understand the key issues in crafting and evaluating Brand strategies.

UNIT I: INTRODUCTION 08

Basic understanding of Brands – Definitions – Branding Concepts – Functions of Brand – Significance of Brands – Different Types of Brands – Co-branding – Store brands.

UNIT II: BRAND STRATEGIES 10

Strategic Brand Management process – Building a strong brand – Brand positioning – Establishing Brand values – Brand Value Chain– Brand vision – Brand Elements – brand name decision- Logos and Symbols – The Trade and Merchandise Marks Act 1958 – Branding for Global Markets – Competing with foreign brands.

UNIT III: BRAND COMMUNICATION 09

Brand image Building – Brand Loyalty programmes – Brand Promotion Methods – Role of Brand Ambassadors, celebrities – On line Brand Promotions. Digital and online technology- Digital Branding-Employment Branding – Social Proofing.

UNIT IV: BRAND EXTENSION 09

Brand Adoption Practices – Different type of brand extension – Factors influencing Decision for Extension – Re-branding and re-launching.

UNIT V: BRAND PERFORMANCE 09

Measuring Brand Performance – Brand Equity Management – Global Branding strategies – Brand Audit – Brand Equity Measurement – Brand Hierarchy – Brand Leverage - Role of Brand Managers – Corporate Branding – Branding challenges & opportunities.

TOTAL HOURS: 45

OUTCOMES:

1. Students will have an understanding of the key Branding concepts.
2. Students will gain knowledge of the Brand management process.
3. Students will be able to engage more confidently and contribute to Brand building.
4. Students will understand Brand adoption and Brand extension in practice.
5. Students will develop appropriate strategies for Brand measurement.

REFERENCES:

1. Kevin Lane Keller, Strategic Brand Management: Building, Measuring and Managing Brand Equity, Pearson, 5th Edition, 2020.
2. David Aaker, Building Strong Brands, Simon and Schuster, 1995
3. Kapferer J.N, Strategic Brand Management, 4th Edition, Kogan Press, 2008
4. Moorthi YLR, Brand Management, 1st Edition, Vikas Publishing House 2003.
5. Isaac C. Jacob Kevin Lane Keller, Vanitha Swaminathan, Ambi M.G. Parameswaran, Strategic Brand Management, Fifth Edition, Pearson Paperback, 2020

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1		1	2				
CO2	2	2			1	1		
CO3			3	1		2		1
CO4	1		1	2				
CO5			2			1	2	
	1	2	2	2	1	1	2	1

CODE	COURSE TITLE	L	T	P	C
PBA102	CONSUMER BEHAVIOUR	3	0	0	3

OBJECTIVES:

1. To understand the concept of Consumer behaviour and its applications in purchase decisions.
2. To educate students on Consumer behaviour models.
3. To enable students in designing and evaluating Marketing strategies.
4. To understand Personal, sociocultural and environmental dimensions that influence consumer behaviour.
5. To educate the students on Online purchase decisions.

UNIT I: INTRODUCTION 09

Concepts – Significance – Dimensions of Consumer Behavior – Effects of Technology, Demographics and Economy on Consumer behaviour.

UNIT II: CONSUMER BEHAVIOR MODELS 09

Industrial and individual consumer behaviour models – Howard Sheth, Engel – Kollat, Webstar and wind Consumer Behaviour Models – Implications of the models on marketing decisions – Multidimensional Scaling – Consumer Imaginary.

UNIT III: INTERNAL INFLUENCES 09

Psychological Influences on consumer behaviour – Motivation – Perception – Personality Learning and Attitude - Self Image and Life styles – Persuasion and Persuasibility.

UNIT IV: EXTERNAL INFLUENCES 09

Socio-Cultural, Cross Culture – Family group – Reference group – Communication – Influences on Consumer behaviour – Self Esteem – Body image and Body Esteem.

UNIT V: PURCHASE DECISION PROCESS 09

Consumer decision making process – Steps, Levels and decision rules – Evolving Indian Consumers - Online purchase decision process – Diffusion of Innovation – Managing Dissonance – Emerging Issues – Consumer Socialisation – Values and Beliefs – Rituals and Customs.

OUTCOMES:

1. Students will be able to analyse the major factors that affect Consumer decision making process.
2. Students will be able to apply various models in Consumer behaviour.
3. Students will be able to design and evaluate Marketing strategies.
4. Students will be able to identify the major Social and cultural factors that affect consumers decision making process.
5. Students will be able to design strategies for Online marketing.

REFERENCES:

1. Leon G Schiffman, Joseph Wisemblit, S Ramesh Kumar, Consumer Behaviour, 12th edition, Pearson, 2018.
2. Barry J. Babin, Eric G. Harris, Ashutosh Mohan, Consumer Behavior: A South Asian Perspective, Cengage Learning, Indian Edition, 6th Edition, 2016.
3. P.C. Jain and Monika Bhatt., Consumer Behavior in Indian Context, S. Chand & Company, 2013.
4. Srabanti Mukherjee, Consumer behaviour, Cengage Learning, 2012.
5. Assael, Consumer Behavior – A Strategic Approach, Biztranza, 2008
6. Dinesh kumar, Consumer Behaviour, Oxford University Press, 2015

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3			2		1		
CO2	3	1	1					
CO3	1		2			1		
CO4	1			1	1		1	
CO5		1	1			2		1
	2	1	1	2	1	1	1	1

CODE	COURSE TITLE	L	T	P	C
PBA103	CUSTOMER RELATIONSHIP MANAGEMENT	3	0	0	3

OBJECTIVES:

1. To understand the need and importance of maintaining a good Customer relationship.
2. To study the concept of Customer information database.
3. To familiarise the Customer relationship management process.
4. To familiarise the process and implementation of CRM strategies in business organisations.
5. To educate students about the trends in CRM Solutions.

UNIT I: INTRODUCTION 09

CRM Definition, Need and Importance: 4 Steps of Customer Relationship Management; The Value Pyramid, Customer Interaction Cycle, Customer Profiling and Total Customer Experience, Goals of a CRM Strategy and Obstacles, CRM Solutions Map, Discussing People, Processes and Technology, CRM myths.

UNIT II: UNDERSTANDING CUSTOMERS 09

Customer information Database – Customer Profile Analysis – Customer perception, Expectations analysis – Customer behavior in relationship perspectives – Individual and group customers – Customer life time value – Selection of Profitable customer segments – Call Scripting – Customer Satisfaction Measurement.

UNIT III: CRM STRATEGIES 09

CRM - Issues and Strategies; Winning Markets through Effective CRM; CRM as a business strategy, CRM Process, Effective Customer Relation Management through Customer Knowledge Management; Customer Interaction Management, Call Centre management in CRM. Customer Centricity in CRM-Concept of Customer centricity, Customer touch points, Customer Service, Measuring Customer life time value - Customer life cycle Management.

UNIT IV: CRM PLANNING AND IMPLEMENTATION 09

Strategic CRM planning process – Implementation issues – CRM development Team – Role of CRM Managers. Data Mining for CRM - Some Relevant Issues; Changing Patterns of e-CRM Solutions

in the Future; Structuring a Customer Focused IT Organization to Support CRM; Organizational Framework for Deploying Customer Relationship; measuring profitability CRM implementation –step by step process.

UNIT V: SERVICES IN CRM

09

Status of Customer Relationship Management in service industry in India; Relevance of CRM for Hospital Services; Customer Relationship Management in Banking and Financial Services; CRM in Insurance Sector, Supply-Demand Mismatches and their impact on CRM; The Past, Present and Future of CRM.

TOTAL HOURS: 45

OUTCOMES:

1. Students will be able to understand the aspects of Customer Relationship Management.
2. Students will have an understanding on Customer information database and customer satisfaction measurement.
3. Students will be capable of developing Customer relationship management strategies.
4. Students will be able to understand the CRM process and Strategies.
5. Students will be able to identify innovative CRM Solutions.

REFERENCES:

1. Jagdish N Sheth, Parvatiyar Atul, G Shainesh, Customer Relationship Management: Emerging Concepts, Tools and Applications, 1st Edition, Tata McGraw Hill, June 2008.
2. G. Shainesh, Jagdish, N. Sheth, Customer Relationship Management A Strategic Perspective, Macmillan 2010.
3. Alok Kumar, Customer Relationship Management: Concepts and applications, Biztantra, 2008 3. H. Peeru Mohamed and A. Sahadevan, Customer Relation Management, Vikas Publishing, 2005.
4. Jim Cathcart, The Eight Competencies of Relationship selling, Macmillan India, 2005.
5. Assel, Consumer Behavior, Cengage, 6th Edition.
6. Kumar, Customer Relationship Management - A Database Approach, Wiley India, 2007.

E-REFERENCES:

1. https://repository.dinus.ac.id/docs/ajar/customer_relationship_management.pdf
2. <https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&ved=2ahUKEwiBuJfU1939AhXVIrcAHW6pAaYQFnoECBsQAQ&url=https%3A%2F%2Fbooks.mec.biz%2Fdownload-book%2F3579&usg=AOvVaw1v8qaB0GvMSc9QkMnPR4VF>
3. <https://www.pdfdrive.com/customer-relationship-management-customer-relationship-management-d38359745.html>

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2							1
CO2	2	2			1			
CO3		2		2				
CO4	1	2						
CO5		1		2		1		

E-REFERENCES:

1. https://www.academia.edu/13180608/E_Book_IMC_Integrated_Marketing_Communication_
2. https://soniapsebastiao.weebly.com/uploads/2/0/3/9/20393123/ebook_strategi_imc.pdf.

CODE	COURSE TITLE	L	T	P	C
PBA104	RETAIL MARKETING	3	0	0	3

OBJECTIVES:

1. To understand the challenges and opportunities in effective Retailing.
2. To understand the organised and unorganized Retail formats.
3. To understand the various Retail decisions.
4. To provide adequate knowledge about Retail shop management.
5. To study retail Shopper behaviour and Customer satisfaction.

UNIT I: INTRODUCTION 09

An overview of Global Retailing – Challenges and opportunities – Retailing environment - Legal, Social, Economic, Technological, issues – Retail trends in India – Recent policies of the Government of India: FDI in Indian Retail Scenario, Green Retailing, Airport Retailing.

UNIT II: RETAIL FORMATS 09

Organized and unorganized formats – Different organized retail formats – Characteristics of each format – Globalization and changing retail formats – Virtual store – e-tailing – MNC's role in organized retail formats-IT in retail: Importance, Advantages and applications.

UNIT III: RETAILING DECISIONS 09

Retail store location and layout – Internal and external atmospherics – Positioning of retail shops – Building retail store Image: Young and Rubicam's Brand Asset Valuator, Chat bots interaction – Retail service quality management – Retail Supply Chain Management – Retail Pricing Decisions - Merchandising and category management.

UNIT IV: RETAIL SHOP MANAGEMENT 09

Visual Merchandise Management – Space Management – Retail Inventory Management – Retail accounting and audits – Retail store brands – Retail advertising and promotions, Retail selling process – Retail database – In-store customer service- Mall Management-Meaning and Components, Positioning, Zoing, Promotion.

UNIT V: RETAIL SHOPPER BEHAVIOUR**09**

Understanding of Retail shopper behavior – Shopper Profile Analysis – Shopping Decision Process – Factors influencing retail shopper behavior – Complaints Management – Retail sales force Management – Customer Satisfaction Measurement, tools for measuring Customer Satisfaction – CSAT and NPS.

TOTAL HOURS: 45**OUTCOMES:**

1. Students will have an understanding of challenges and opportunities in Retailing environment.
2. Students will have an understanding of the organised and unorganised Retail formats
3. Students will be able to take Retail decisions effectively.
4. Students will be able showcase exemplary ideas in Retail formatting, retail space utilisation
5. Students will be able to analyse Shopper profiles and measure Customer satisfaction.

REFERENCES:

1. Michael Havy Baston, Aweitz and Ajay Pandit, Retail Management, Tata Mc graw Hill, 6th Edition, 2007.
2. J K Nayak, Prakash C. Dash, Retail Management, Cengage,2017.
3. Dr. Harjit Singh, Retail Management A Global Perspective, S. Chand Publishing, 3rd Edition,2014
4. Patrick M. Dunne and Robert F Lusch, Retailing, Cengage, 9th Edition, 2020.
5. Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press, 3rd Edition 2016.
6. Swapna Pradhan, Retail Management -Text and Cases, Tata McGraw Hill, 4th Edition, 2017.
7. Ramkrishnan and Y.R. Srinivasan, Indian Retailing Text and Cases, Oxford University Press, 2008.

E BOOK:

1. Booma Halpeth ,Dr.Veena Prasad, Retail Management, Himalaya Publishing House,First Edition, 2007

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1			3				1
CO2				2				
CO3	3	1	1		2			
CO4			1			2		
CO5	1	1		2		1	1	
	1	1	1	2	2	2	1	1

CODE	COURSE TITLE	L	T	P	C
PBA105	SERVICES MARKETING	3	0	0	3

OBJECTIVES:

1. To understand the significance of services and the evolution and growth of Service sector.
2. To understand the various Service marketing opportunities.
3. To understand the various modes of Service marketing and Service design and development.
4. To understand the concepts of Service delivery and promotion.
5. To understand the various Service marketing strategies for service industries.

UNIT I: INTRODUCTION 09

Definition – Service Economy – Evolution and growth of service sector – Nature and Scope of Services – Unique characteristics of services – Need for service marketing and growth in Services Marketing – Challenges and Issues in Services Marketing.

UNIT II: SERVICE MARKETING OPPORTUNITIES 09

Assessing service market potential – Classification of services – Expanded marketing mix – Service marketing - Environment and trends – Service market segmentation, strategies in targeting and positioning.

UNIT III: SERVICE DESIGN AND DEVELOPMENT 09

Service Life Cycle – New service development – Service Blue Printing – GAP model of service quality – Measuring Service quality – SERVQUAL – Service Quality function development.

UNIT IV: SERVICE DELIVERY AND PROMOTION 09

Positioning of services – Designing service delivery System, Service Channel – Employee role in service delivery – Pricing of services, methods – Service marketing triangle – Managing Demand and Supply of Service - Integrated Service marketing communication.

UNIT V: SERVICE STRATEGIES 09

Service Marketing Strategies for Health and Education – Hospitality – Tourism – Financial and Banking – Logistics – Entertainment – Public utility – Information Technology – Marketing of Online Services – Marketing of Professional Services.

TOTAL HOURS: 45

OUTCOMES:

1. Students will have an understanding on the evolution of Service economy and the unique characteristics of Services marketing.
2. Students will know about the opportunities in Services marketing.
3. Students will have knowledge on Service design and development.
4. Students will be able to make effective Service delivery systems and promotions.
5. Students will have the ability to identify and develop industry specific Service marketing strategies.

REFERENCES:

1. Christropher H. Lovelock and Jochen Wirtz, Services Marketing: People Technology, Strategy Pearson Education, New Delhi, 8th edition, 2016.
2. Vinnie Jauhari & Kirti Dutta, Services Marketing: Text and Cases, Oxford University Press; Second edition 2017.
3. Hoffman, Marketing of Services, Cengage, 5th Edition, 2017.
4. John.E.G.Bateson, K.Douglas Hoffman, Services Marketing, South Western Cengage learning, 4th Edition, 2011.
5. Kenneth E Clow, et al, Services Marketing Operation Management and Strategy, Biztantra, 2nd Edition, New Delhi, 2004.
6. Valarie Zeithaml et al, Services Marketing, 6th International Edition, Tata Mc Graw Hill, 2012.
7. Gronroos, Service Management and Marketing, Wiley India, 3rd Edition, 2009

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1			1				
CO2				2			1	
CO3	3	3	1			1		
CO4	2		1	1	1			
CO5		1		1				2
	2	2	1	1	1	1	1	2

CODE	COURSE TITLE	L	T	P	C
PBA106	DIGITAL MARKETING	3	0	0	3

OBJECTIVES:

1. To introduce the students, the concepts of digital marketing and the emerging trends.
2. To educate students on the formulation and implementation of digital marketing strategy.
3. To make the students understand the customer journey in the digital marketing landscape.
4. To educate students on digital marketing tools and techniques.
5. To impart knowledge on evaluating the success of digital marketing strategy.

UNIT I: INTRODUCTION 09

Introduction to Digital Marketing – Concepts – Features – Applications – Digital Marketing and Traditional Marketing – Digital and Traditional Communications – Benefits and Challenges - Digital Technologies in Marketing Transformation – Digital Marketing in Practice and Emerging Trends.

UNIT II: DIGITAL MARKETING STRATEGY 09

Digital Marketing Strategy – Features, Applications, Benefits and Challenges – Strategic Framework for developing DMS – Scope, Goals and Objectives of DMS – Strategy Formulation for Digital Marketing – Strategy Implementation – Digital Media Channels – Types.

UNIT III: THE DIGITAL MARKETING LANDSCAPE 09

Understanding the Customer Journey – Consumer Analysis – Demand Analysis and Implications for Marketing Planning – Consumer Choice and Digital Influence – Online Consumer Behaviour – Characteristics – Consumer Persona – New Channel Structures – Online Macro Environment – Political, Economic, Social, Technological and Legal Forces.

UNIT IV: DIGITAL MARKETING TOOLS AND TECHNIQUES 09

Web Design and Development – Mobile Development – Email Marketing – Online Advertising – Affiliate Marketing – Search Engine Marketing – Search Engine Optimisation – PPC Advertising – Social Media Channels – Social Media Strategy – Online Reputation Management – Mobile Engagement – CRM.

UNIT V: EVALUATING DIGITAL MARKETING SUCCESS 09

Impact of Digital Media on Marketing Mix (Product, Price, Place and Promotion) – Digital Campaign Management - Performance management for digital channels - Customer Experience and Content Management Process – B2B and B2C Digital Marketing Practice.

TOTAL HOURS: 45

OUTCOMES:

1. Students will have knowledge and understanding of the concepts and trends in digital marketing.
2. Students will be able to develop a digital marketing strategy for driving campaigns.
3. Students will be able to demonstrate understanding on consumer choices and influence of digital marketing.
4. Students will have knowledge of digital marketing tools and techniques.
5. Students will be able to evaluate the impact of digital marketing towards the elements of marketing mix.

REFERENCES:

1. Dave Chaffey, Fiona Ellis-Chadwick, Digital Marketing Strategy, Implementation and Practice, Pearson Publication, 6th Edition, 2016.
2. Rob Stokes, E Marketing – The Essential Guide to Digital Marketing, Quirk eMarketing (Pty) Ltd, 4th Edition, 2011.
3. Simon Kingsnorth, Digital Marketing Strategy – An Integrated Approach to Online Marketing, Kogan Page, 1st Edition, 2016.
4. Alan Tapp, Ian Whitten, Mathew Housden, Principles of Direct, Database and Digital Marketing, Pearson Publication, 5th Edition, 2014.
5. Puneet Singh Bhatia, Fundamentals of Digital Marketing, Pearson Publication, 1st Edition, 2017.
6. Alan Charlesworth, Digital Marketing : A Practical Approach, Routledge, 3rd Edition, 2018

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3							
CO2	1	2						
CO3	1			1				1
CO4		2		1				
CO5	1							1
	1	2		1				1

CODE	SPECIALISATION: FINANCIAL MANAGEMENT				
	COURSE TITLE	L	T	P	C
PBA201	BANKING AND FINANCIAL MANAGEMENT	3	0	0	3

OBJECTIVES:

1. To make the students familiarize with Banking concepts and functions.
2. To grasp how Banks, raise their sources of funds and how they deploy it.
3. To understand the techniques of Credit monitoring and risk management.
4. To know how the performance of Banks are analyzed.
5. To understand e-banking and the threats that go with it.

UNIT I: OVERVIEW OF INDIAN BANKING SYSTEM AND FINANCIAL SERVICES 09

Overview of Indian Banking System, Functions of banks, key Acts governing the functioning of Indian banking system – RBI Act 1934, Banking Regulations Act 1948 – Rights and obligations of a banker – Overview of Financial Services : nature, scope and importance, Financial System and Markets: Types, Constituents and functioning.

UNIT II: SOURCES AND APPLICATION OF BANK FUNDS 09

Deposits and non-deposit sources, Designing of deposit schemes and pricing of deposit services, application of bank funds – Investments and Lending functions, Types of lending – Fund based, non-fund based, asset based – Different types of loans and their features, Major components of a typical loan policy document – Steps involved in Credit analysis, Credit delivery and administration, Pricing of loans.

UNIT III: CREDIT MONITORING AND RISK MANAGEMENT 09

Need for credit monitoring, Signals of borrower’s financial sickness, Financial distress prediction models – Rehabilitation process – Risk management – Interest rate, liquidity, forex, credit, market, operational and solvency risks – Risk measurement process and mitigation, Basic understanding of NPAs and Asset and Liability Management.

UNIT IV: MERGERS, DIVERSIFICATION AND PERFORMANCE EVALUATION 09

Mergers and Diversification of banks into securities market – Underwriting – Mutual funds and Insurance business – Performance analysis of banks – Background factors, Ratio analysis and CAMELS Rating System.

UNIT V: HIGH TECH E – BANKING**09**

E – Banking – advantages – Plastic money (Debit, Credit & Smart Card) E-money – Forecasting of cash demand at ATMs – Security threats in e-banking and RBI’s initiatives – Payment Systems.

TOTAL HOURS: 45**OUTCOMES:**

1. Students will have an understanding of the functioning of Banks.
2. Students will know the various types of loans proposed by banks to prospective Borrowers.
3. Students will be familiar about Credit monitoring system and risk management techniques in banks.
4. Students will be able to analyse performance of Banks.
5. Students have the knowledge and understanding of evolving trends in Banking.

REFERENCES:

1. Padmalatha Suresh and Justin Paul, Management of Banking and Financial Services, 4th Edition, Pearson, Delhi, 2017.
2. Meera Sharma, Management of Financial Institutions – with emphasis on Bank and Risk Management, PHI Learning Pvt. Ltd., New Delhi 2010.
3. Peter S. Rose and Sylvia C. and Hudgins, Bank Management and Financial Services, Tata McGraw Hill, 8th Edition, New Delhi, 2014.
4. Madura, Financial Institutions & Markets, 10th Edition, Cengage, 2016.
5. M. Y. Khan, Financial Services, 10th Edition, McGraw Hill, July 2019.

E-REFERENCE:

1. <https://www.studynama.com/community/threads/banking-financial-services-management-notes-book-ebook-for-mba-finance-free-pdf-download.4345/>

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2		1	2				
CO2	2					1		
CO3	1		2	1	1			
CO4		3		1			1	
CO5			1	1				1
	2	3	1	1	1	1	1	1

CODE	COURSE TITLE	L	T	P	C
PBA202	CORPORATE FINANCE	3	0	0	3

OBJECTIVES:

1. To know about the Indian Capital Market and reforms.
2. To make the students understand nuances involved in short term corporate financing.
3. To enrich the students with Project selection techniques.
4. To understand the Cash flow.
5. To familiarize the students with good Ethical practices and Professionalism.

UNIT I: INDUSTRIAL FINANCE 09

Indian Capital Market and Reforms – Indian Financial system – Equity – Debenture financing – Guidelines from SEBI – International Corporate Finance – Finance from international sources, financing of exports – role of EXIM bank and commercial banks - International Financial Institutions.

UNIT II: SHORT TERM-WORKING CAPITAL FINANCE 06

Working capital – Concepts, Factors, estimating working capital requirements – Approach adopted by Commercial banks, Commercial paper – Public deposits and inter corporate investments.

UNIT III: ADVANCED FINANCIAL MANAGEMENT 12

Appraisal of Risky Investments – certainty equivalent of cash flows and risk adjusted discount rate – risk analysis in the context of DCF methods using Probability information – nature of cash flows – Sensitivity analysis – Simulation and investment decision – Decision tree approach in investment decisions.

UNIT IV: FINANCING DECISION 10

Cash flows as per AS3 – Simulation and financing decision – Bankruptcy Models – Altman’s Z – Score Model - Cash inadequacy and cash insolvency – Determining the probability of cash insolvency – Financing decision in the Context of option pricing model, Binomial and Black Scholes Model and agency costs – Interdependence of investment-financing and Dividend decisions.

UNIT V: CORPORATE GOVERNANCE 08

Corporate Governance – SEBI Guidelines – Corporate Disasters and Ethics – Corporate Social Responsibility – Stakeholders and Ethics – Ethics, Managers and Professionalism.

TOTAL HOURS: 45

OUTCOMES:

1. Students can able to understand the Indian Capital Market and reforms.
2. Students can able to use the different sources of Short-term finance for business.

3. Students can analyse the feasibility of different projects based on Capital budgeting techniques.
4. Students should be able to decide the Financing and Dividend related decisions.
5. Students will be able to practice the business Ethics and Professionalism.

REFERENCES:

1. Richard A. Brealey, Stewart C. Myers and Mohanthy, Principles of Corporate Finance, Mc Graw Hill, ebook, 14th Edition, 2023.
2. I. M. Pandey, Financial Management, Vikas Publishing House Pvt., Ltd., 12th Edition, 2015.
3. Brigham and Ehrhardt, Corporate Finance - A Focused Approach, Cengage Learning, 7th Edition, 2020.
4. M.Y Khan, Indian Financial System, Tata Mc Graw Hill, 8th Edition, 2013.
5. Smart, Megginson, and Gitman, Corporate Finance, 2nd Edition, 2011.
6. Krishnamurthy and Viswanathan, Advanced Corporate Finance, PHI Learning, 2011.
7. Website of SEBI
8. Besley, Brigham, Parasuraman, Corporate Finance, Cengage Learning, 2nd Edition 2018.
9. Michael C. Ehrhardt, Eugene F. Brigham, Corporate Finance – A focused approach, Cengage Learning, 7th Edition 2020.
10. Madura, International Corporate Finance, 10th Edition, Cengage Learning, 2014.

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1			2				
CO2	2		1				1	
CO3		3		3		1		
CO4		2		1				
CO5			1	2	1		2	1
	2	3	1	2	1	1	2	1

OUTCOMES:

1. Students can able to understand the concept of financial derivatives, its structures and trading strategies.
2. Students can able to understand the relationship of Future and Forward prices.
3. Students can able to understand options, its types and pricing of Options.
4. Students will be familiar with the Financial Intermediaries.
5. Students will be able to understand the Derivative markets in India.

REFERENCES:

1. David Dufresne, Option and Financial Futures – Valuation and Uses, Mc Graw Hill International Edition.
2. Don M. Chance, Robert Brooks - An Introduction to Derivatives and Risk Management, Edition, Cengage, 2016.
3. John. C. Hull, Options, Futures and Other Derivative Securities, PHI Learning, 10th Edition, 2018.
4. Keith Redhead, 'Financial Derivatives – An Introduction to Futures, Forwards, Options SWAPs', – PHI Learning, 2011.
5. S. L. Gupta, Financial Derivatives- Theory, Concepts and Practice, Prentice Hall of India 2011.

E-REFERENCES:

1. Website of NSE and BSE.
2. Sundaram Janakiraman, Derivatives and Risk Management, Pearson India, 1st Edition 2011. (ebook)

PO - CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3			2				
CO2	1			1				
CO3		2				1		
CO4	1	1	1	1				
CO5				2			1	1
	1	2	1	2		1	1	1

CODE	COURSE TITLE	L	T	P	C
PBA204	MERCHANT BANKING AND FINANCIAL SERVICES	3	0	0	3

OBJECTIVES:

- To make students understand the legal and regulatory framework of Merchant Banking Services.
- To familiarize with the modes of issuing Securities
- To familiarize with the Fee-based services.
- To make students acquire knowledge about Fund based financial services.
- To make students learn about novel fund based Financial services.

UNIT – I: MERCHANT BANKING 5

Introduction – Merchant Banking Services – Legal and Regulatory Framework – Developments and Challenges - Merchant Banking in India – An Over view of Indian Financial System – NBFC’S offering merchant banking – Banking system – types of banks – payment banking – Relevant Provisions of Companies Act – SERA – SEBI guidelines – FEMA, etc. – Relation with Stock Exchanges and OTCEI.

UNIT – II: ISSUE MANAGEMENT 12

Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments – Issue Pricing – Book Building – Preparation of Prospectus Selection of Bankers, Advertising Consultants – Role of Registrars – Bankers to the Issue, Underwriters, and Brokers – Offer for Sale – Green Shoe Option – E-IPO, Private Placement – Bought out Deals – Placement with FIs, MFs, FIIIs – Off Shore Issues – Issue Marketing – Advertising Strategies – NRI Marketing – Post Issue Activities.

UNIT – III: OTHER FEE BASED SERVICES 10

Mergers and Acquisitions – Procedure, Differences, Financial Evaluation – Portfolio Management Services – Credit Syndication – Credit Rating, Role of Credit Rating Agencies – Mutual Funds – Framework, Types – Business Valuation.

UNIT – IV: FUND BASED FINANCIAL SERVICES 10

Leasing and Hire Purchasing – Basics and types of Lease – Benefits Off the Balance Sheet Financing

– Hire purchasing– Difference between lease and Hire Purchase – Financial Evaluation.

UNIT – V: OTHER FUND BASED FINANCIAL SERVICES

8

Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – Role of RBI in Bills Discounting – Factoring and Forfeiting – Venture Capital – Introduction – Types – Process – Role of VC Institutions – Benefits.

TOTAL: 45 PERIODS

OUTCOMES:

1. Students will get knowledge about Merchant Banking Services.
2. Students will be familiarized with the modes of issuing Securities.
3. Students will get the knowledge about the Fee-based services.
4. Students will acquire knowledge about Fund-based securities.
5. Students are able to understand novel fund based financial services.

REFERENCES:

1. M.Y. Khan, Financial Services, Tata Mc Graw Hill, 12th Edition, 2012
2. Nalini Prava Tripathy, Financial Services, PHI Learning, 2011.
3. Machiraju, Indian Financial System, Vikas Publishing House, 5th Edition, 2019.
4. J.C. Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi,
5. Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi.
6. Sasidharan, Financial Services and System, Tata Mc Graw Hill, New Delhi, 2nd Edition, 2011.
7. Madura, Financial Institutions & Markets, 12th Edition, Cengage, 2018.
8. Prof. (Dr.) Raju Agrawal, Dr. Ruby Khan, Dr. Shabnam Khan, Dr. Ghousia Nasreen, Merchant Banking and Financial Service, Book Rivers Publisher, Edition: 2022.

E-REFERENCES:

1. Website of SEBI.
2. https://oms.bdu.ac.in/ec/admin/contents/316_P16MBA4EF6_2020052401560627.pdf

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3			2				
CO2	2			1		1		
CO3	1	2						
CO4	1	2	1					1
CO5					1		1	1
	2	2	1	2	1	1	1	1

CODE	COURSE TITLE	L	T	P	C
PBA205	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	3	0	0	3

OBJECTIVES:

1. To develop the students to analyze the major investment instruments.
2. Familiarise the students with Regulatory authorities and national stock exchange.
3. To enable students, learn about fundamental analysis
4. To enable students, learn about technical analysis.
5. To equip students to design appropriate portfolio management strategies to meet objectives and needs of investors.

UNIT I: INVESTMENT SETTING 09

Investment – Meaning – Financial and economic meaning of Investment – Characteristics and objectives of Investment – Investment Process – Investment alternatives – Investment Information - Choice and Evaluation – Risk and return concepts.

UNIT II: SECURITIES MARKETS 08

Securities Market - Meaning - Capital market - Primary market and Secondary market - Process of IPO - FPO - Listing of Securities - Secondary Market Trading Operations - Regulating Bodies - SEBI - Stock Exchanges in India - BSE and NSE - Types of Indices.

UNIT III: FUNDAMENTAL ANALYSIS 09

Fundamental Analysis – EIC Framework - Economic Analysis – Economic forecasting and stock Investment Decisions – Forecasting techniques. Industry Analysis: Industry classification, Industry lifecycle – Company Analysis – Measuring Earnings – Ratio Analysis - Forecasting Earnings.

UNIT IV: TECHNICAL ANALYSIS 10

Technical Analysis – Concepts – Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators. Trend – Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators – Market Indicators - Efficient Market theory – Different forms of EMH – Basic Concepts - Random Walk Theory - Market Inefficiencies.

UNIT V: PORTFOLIO MANAGEMENT**09**

Portfolio analysis – Portfolio Selection –Capital Asset Pricing model – Portfolio Revision, Portfolio Evaluation - Sharpe’s, Treynor’s and Jensen Index – Mutual Funds-Types-Net Asset Value.

TOTAL HOURS: 45**OUTCOMES:**

1. Students will be able to understand the techniques involved in deciding upon purchase or sale of investment instruments.
2. Students would be aware of the nuances of stock market operations.
3. Students will be capable of doing economic, industry and company analysis.
4. Students will be able to apply technical analysis.
5. Students will be able to develop an investment portfolio and manage a portfolio.

REFERENCES:

1. Donald E. Fischer & Ronald J. Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8th edition, 2011.
2. Prasanna Chandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2011.
3. Reilly & Brown, Investment Analysis and Portfolio Management, Cengage, 11th edition, 2019.
4. S. Kevin, Securities Analysis and Portfolio Management, PHI Learning, 2nd Edition 2015.
5. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing House, 2nd Edition, 2012.
6. V.K. Bhalla, Investment Management, S. Chand and Company Pvt. Ltd, 19th Edition, 2013.

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3		2				1
CO2	1			1	1			
CO3	1	1			3	1		
CO4	1	2		1				
CO5	1	2		2		1		1
	1	2		2	2	1		1

CODE	COURSE TITLE	L	T	P	C
PBA206	INTERNATIONAL TRADE FINANCE	3	0	0	3

OBJECTIVES:

1. To familiarize the students with the basics of International trade.
2. To enable students to understand Export and Import finance.
3. To familiarise students with Forex management.
4. To make students understand the documentation involved in International trade.
5. To make students understand the Export promotion schemes.

UNIT I: INTERNATIONAL TRADE 09

International Trade – Meaning and Benefits – Basis of International Trade – Foreign Trade and Economic Growth – Balance of Trade – Balance of Payment – Current Trends in India – Barriers to International Trade – WTO – Indian EXIM Policy. IEC (Import/Export Code) Registration Process.

UNIT II: EXPORT AND IMPORT FINANCE 09

Special need for Finance in International Trade – INCO Terms (FOB, CIF, etc.) – Payment Terms – Letters of Credit – Pre-Shipment and Post Shipment Finance – Forfeiting – Deferred Payment Terms – EXIM Bank – ECGC and its schemes - Import Licensing – Financing methods for import of Capital goods.

UNIT III: FOREX MANAGEMENT 09

Foreign Exchange Markets – Spot Prices and Forward Prices – Factors influencing Exchange rates – The effects of Exchange rates in Foreign Trade – Tools for hedging against Exchange rate variations – Forward, Futures and Currency options – FEMA – Determination of Foreign Exchange rate and Forecasting.

UNIT IV: DOCUMENTATION IN INTERNATIONAL TRADE**09**

Export Trade Documents – Financial Documents – Bill of Exchange – Type – Commercial Documents – Proforma, Commercial, Consular, Customs, Legalized Invoice, Certificate of Origin Certificate Value, Packing List, Weight Certificate, Certificate of Analysis and Quality, Certificate of Inspection, Health certificate – Transport Documents – Bill of Lading, Airway Bill, Postal Receipt, Multimodal Transport Document – Risk Covering Document: Insurance Policy, Insurance Cover Note – Official Document – Export Declaration Forms, GR Form, PP Form, COD Form, Softer Forms, Export Certification, GSPS – UPCDC Norm.

UNIT V: EXPORT PROMOTION SCHEMES**09**

Government Organizations Promoting Exports – Export Incentives – Duty Exemption – IT Concession – Marketing Assistance – EPCG, DEPB – Advance License – Other efforts - Export Promotion – EPZ – EQU – SEZ and Export House.

TOTAL HOURS: 45**OUTCOMES:**

1. Students would possess knowledge on International trade.
2. Students can be able to understand the financing methods for import and export of Capital goods.
3. Students can be able to determine the Foreign exchange rate and forecast it.
4. Students will be able to do International Trade documentation.
5. Students will be able to understand export promotion schemes and incentives.

REFERENCES:

1. Cheol Eun, Bruce Resnick and Tuugi Chuluun. International Financial Management, 9 th Edition, Tata McGraw Hill, 2021.
2. Jeff Madura, International Corporate Finance, Cengage Learning, 12th Edition, 2015.
3. Alan C. Shapiro, Multinational Financial Management, PHI Learning, 9th Edition, 2012.
4. Eun and Resnik, International Financial Management, Tata Mcgraw Hill, 7th Edition, 2017.
5. Apte P.G., International Financial Management, 5 th Edition, Tata McGraw Hill, 2017.
6. C. Jeevanandham, Foreign Exchange & Risk Management, Sultan Chand, 2020.
7. Website of Indian Government on EXIM policy

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1			3				
CO2	1			1				
CO3		2				1		
CO4	2			1	1			1
CO5	1			1				
	1	2		1	1	1		1

SPECIALISATION: HUMAN RESOURCE MANAGEMENT

CODE	COURSE TITLE	L	T	P	C
PBA301	CROSS CULTURAL AND DIVERSITY MANAGEMENT	3	0	0	3

OBJECTIVES:

1. To focus on the HR related challenges in Cross cultural management
2. To understand the scope and opportunities in cultural background
3. To provide an insight on the cross cultural dimensions
4. To develop the skills on managing diversified HR environment
5. To make the students to explore the opportunities in Global environment

UNIT-I: INTRODUCTION TO CULTURE

09

Culture –Importance- Cultural values in business – Values & practices across countries – Cross cultural development - reaction towards cultural differences- Comparing cultures-cultural differences.

UNIT-II: CROSS CULTURAL MANAGEMENT

09

Major Cultural types – Individualistic – Collectivist – Mixed Cultures.

UNIT-III: CROSS CULTURAL ISSUES

09

Cross cultural issues – UK, US, France, German, India, China & Japan- Communicating across cultures – Overcoming cultural barriers.

UNIT – IV: MANAGING DIVERSITY

09

Diversity Management – Managing Conflict – Multicultural work places - Respect cultural differences -Conflict and negotiation- multi-ethnicity.

UNIT-V: LEADERSHIP LEGACY

09

Global leader – Legacy Leader – Managing Global Managers – Conflict & synergy - Managing for cross-cultural effectiveness.

TOTAL HOURS: 45

OUTCOMES:

1. Students will be able to understand the scope of Culture
2. Students will be exposed to cross cultural management
3. Students will be able to overcome the challenging issues in cross cultural management
4. Students will be able to effectively work in the diversified environment
5. Students will be able to understand the significance of Global leaders and their skills in managing the teams

References

1. Farren, Caela and Nelson, Bob, (1999). “Retaining Diversity”, Executive Excellence, New Delhi: Sage.
2. Hayes, Erika, (1999). “Winning at Diversity”, Executive Excellence, New Delhi: Sage,
3. Hodgetts, R M and Luthans, Fred, (1994). International Management, New York: McGraw, Hill.
4. Luthans, Fred, (1995). Organizational Behaviour, New York: McGraw-Hill.

Web Links

- www.ontario.ca/document/...scan-culture-sector...culture...../importance-culture
- www.ocai-online.com/about-the...Culture. OCAI/Organizational-Culture-Types
- www.impactfactory.com › Library
- https://www2.gwu.edu/.../2003_cross_cultural_differences_managin_international_proje...
- <https://www.itapintl.com/.../57-organizational-culture-and-national-culture>
- www.forbes.com/sites/jeffboss/2014/06/12/6-principles-of-a-leadership-legacy/

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2		2				1
CO2	2			1	1	1		
CO3	3	1	2					
CO4		1	3	1				
CO5	1			2			1	1
	2	1	3	2	2	2	2	2

CODE	COURSE TITLE	L	T	P	C
PBA302	INDUSTRIAL RELATIONS AND LABOUR WELFARE	3	0	0	3

OBJECTIVES:

1. To understand the need and scope of Industrial relations
2. To make students explore the contemporary knowledge and gain a conceptual understanding of Industrial relations.
3. To make students learn functions of Labour welfare and statutory measures.
4. To make students learn the concept and importance of Industrial relations.
5. To make students familiar with the code of conduct, trends and future of Industrial relations.

UNIT I: INDUSTRIAL RELATIONS 09

Industrial Relations – Concepts –Determinants of Industrial Relations – Approaches - Industrial relation system – Negotiation and Collective Bargaining – Workers Participation in Management – Codes of Discipline - Industrial Relations in India – Employee Grievances Redressal.

UNIT II: INDUSTRIAL DISPUTES 09

Disputes– Factors–Causes– Forms – Strikes and Lockouts –Prevention–Industrial Peace– The Industrial Employment (Standing Orders) Act, 1946 - Industrial Disputes Act 1947 – Redressal Machinery– Conciliation – Arbitration–Adjudication – Trade Unions Act 1926 - Impact of Employer and employee relationship in promoting industrial relations.

UNIT III: LABOUR WELFARE 09

Concept – Objectives – Scope – Types – Voluntary and Statutory Welfare Measures – Theories and Principles – Labour Welfare officer– Role and Responsibilities - Role of ILO in labour administration.

UNIT IV: INDUSTRIAL SAFETY 09

Causes of Accidents – Prevention – Safety Provisions – Industrial Health and Hygiene – Importance – Problems – Occupational Hazards – Diseases – Psychological problems –. Social security schemes – Social assistance and assurance - Case study on industry’s safety process

UNIT V: WELFARE OF SPECIAL CATEGORIES OF LABOUR**09**

Child Labour – Female Labour – Contract Labour – Construction Labour – Agricultural Labour - Differently abled Labour – Welfare Boards for unorganized workers.

TOTAL HOURS: 45**OUTCOMES:**

1. Students will be able to understand the industrial relations prevailing in India.
2. Students will be equipped with Industrial grievance redressal machineries and its working.
3. Students will be able to ensure statutory non-statutory welfare measures in the Organisation.
4. Students will be able to learn the concepts and importance of Industrial safety
5. Students will be able to understand code of conduct and contemporary trends and future of Industrial relations.

REFERENCES:

1. Taxmann, New Labour & Industrial Laws of India, Taxmann; 2023
2. S.C. Srivastava, INDUSTRIAL RELATIONS AND LABOUR LAWS, S Chand and Company Ltd, 8E 19 June 2022
3. Dr. Vijay Gupta, Industrial and Labour Laws, SBPD Publishing House,2021
4. Dr. Satish Kumar Saha, Industrial Relation & Labour Law, SBPD Publications, 2020
5. Mamoria C.B., Sathish Mamoria, Gankar, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi,2012.
6. Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj. Industrial relations &Labour Laws. Tata Mc GrawHill.2012.
7. Ratna Sen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi, 2007.
8. S. Venkata Ratnam, Globalisation and Labour Management Relations, Response Books,2007.
9. Srivastava, Industrial Relations and Labourlaws, Vikas,2007.

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1				2				1
CO2	3			1	1	1		
CO3	3		2					
CO4		1		1				
CO5	1			2			1	1
	3	1	2	2	1	1	1	1

CODE	COURSE TITLE	L	T	P	C
PBA303	LABOUR LEGISLATIONS	3	0	0	3

OBJECTIVES:

1. To have a broad understanding of the legal principles governing the employment relationship at Individual and collective level.
2. To understand the application of Labour laws
3. To acquire knowledge on various concepts of labour laws - Factories act, Trade union act etc.
4. To familiarise the practical problems inherent in the implementation of Labour laws.
5. To educate on the legal provisions relating to wages, working conditions and labour welfare and Industrial relations.

S. No	Name of the Act	Hours
1	The Factories Act,1948	3
2	The Trade Unions Act,1926	3
3	The Payment of Wages Act,1936 - The Payment of Wages (Amendment) Act 2017 – Wage Boards	2
4	The Minimum Wages Act,1948	2
5	The Industrial Disputes Act,1947	3
6	The Employees' Compensation Act, 1923 - The Employees' Compensation (Amendment) Act 2017	2
7	The Payment of Gratuity Act,1972	2
8	The Payment of Bonus Act,1965 - The Payment of Bonus (Amendment) Act 2015	3
9	The Employee's Provident Fund & Misc.Act,1952	3
10	The Employees State Insurance Act,1948	3
11	The Industrial Employment (Standing Orders) Act,1946 - Notification dated 07.10.2016 (Amendment to Schedule)	3
12	The Apprentices Act,1961, The industrial employment (standing orders act, amendment 2016).	2
13	The Equal Remuneration Act,1976	2
14	The Maternity Benefit Act, 1961-The Maternity Benefit (Amendment) Act 2017	2
15	Contract Labour Amendment Act,2022	2

16	The Child Labour Prevention and Regulation Act, 1986	2
17	Prevention of Sexual Harassment Act 2013	2
18	The Unorganized Workers' Social Security Act, 2008	2
19	Labour Codes	2
TOTAL HOURS:		45

OUTCOMES:

1. Students will have an understanding on the legal principles governing the Employment relationship.
2. Students will be able to analyse the role of Labour laws.
3. Students will be able to apply the concepts of labour laws - Factories act, Trade union etc.
4. Students will be able to make effective decisions regarding Labour laws.
5. Students will be able to understand the concepts of legal provisions relating to wages, working conditions, labour welfare and Industrial relations.

REFERENCES:

1. M C Kuchhal & Vivek Kuchhal, Business Legislation for Management 6e, S.Chand Publication, 2020.
2. P.K. Padhi, Industrial Laws, PHI, 2008.
3. Kapoor N. D, Elements of Mercantile Law, Sultan Chand, 2008.
4. Tax Mann, Labour Laws, 2008.
5. D. R. N. Sinha, Indu Bala Sinha, Semma Priyadarshini Shekar, Industrial Relation, Trade unions and Labour Legislation, 2004.
6. Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj, Industrial relations & Labour Laws. Tata Mc Graw Hill, 2012.
7. Srivastava, Industrial Relations, and Labour laws, Vikas, 2007.

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1			1	3				
CO2	2	1				1		
CO3	2		1	1				
CO4	3				1	2		
CO5				2		1	1	1
	2	1	1	2	1	2	1	1

CODE	COURSE TITLE	L	T	P	C
PBA304	MANAGERIAL BEHAVIOUR AND EFFECTIVENESS	3	0	0	3

OBJECTIVES:

1. To educate the students on the dimensions of Managerial jobs and behaviour
2. To impart knowledge on identifying Managerial talent and Development.
3. To study the concepts of Managerial effectiveness and the industrial practices to bridge the Managerial gap
4. To understand Organisational processes and issues that influence managerial effectiveness.
5. To educate students on developing Managerial competencies through self-development, creativity, and innovation.

UNIT I: DEFINING THE MANAGERIAL JOB 09

Descriptive Dimensions of Managerial Jobs – Methods – Model -Importance of Competent Managers– Time Dimensions in Managerial Jobs Effective and Ineffective Job behaviour – Functional level differences in Managerial Job behaviour.

UNIT II: DESIGNING THE MANAGERIAL JOB 09

Identifying Managerial Talent – Selection and Recruitment – Managerial Skills Development – Pay and Rewards – Managerial Motivation – Effective Management Criteria – Performance Management Systems.

UNIT III: THE CONCEPT OF MANAGERIAL EFFECTIVENESS 09

Definition – The person, process, product approaches – Bridging the Gap -Skills Development and Application– Measuring Managerial Effectiveness – Current Industrial and Government practices in the Management of Managerial Effectiveness.

UNIT IV: ENVIRONMENTAL ISSUES IN MANAGERIAL EFFECTIVENESS 09

Organisational Processes – Organisational Climate – Leader – Group Influences – Job Challenge – Competition – Managerial Styles- Problem Solving and Building Relationship.

UNIT V: DEVELOPING THE WINNING EDGE**09**

Organisational and Managerial Efforts – Self Development – Negotiation Skills – Development of the Competitive Spirit –Fostering Creativity and innovation-Evaluating Effectiveness.

TOTAL HOURS: 45**OUTCOMES:**

1. Students will have an understanding on the Managerial roles and dimensions of the job.
2. Students will be able possess knowledge in identify, developing and the maintenance of Managerial talent in the organisation.
3. Students will be able to apply the concepts of Managerial effectiveness and industrial practices to bridge the managerial gap.
4. Students will have an understanding on the various factors that influence Managerial effectiveness.
5. Students will be able to develop Managerial talent and have an edge in their career.

REFERENCES:

1. Amanda E. Raja, K. P. Rao, N. V. R. Prabhu, Managerial Behaviour and Effectiveness, Excel Books, 2020.
2. Stephen P. Robbins and David A. Decenzo, Fundamentals of Management, Pearson Education, Third Edition, 2001.
3. J.S.Chandan, Management Concepts and Strategies, Vikas Publishing House, 2002.
4. Milkovich and Newman, Compensation, Mc Graw-Hill International, 2013.
5. Blanchard and Thacker, Effective Training Systems, Strategies and Practices, Pearson, 2012.
6. Dubrin, Leadership: Research Findings, Practices & Skills, Biztantra, 2015.
7. Joe Tidd, John Bessant, Keith Pavitt, Managing Innovation, Wiley 3rd edition,2006.
8. T.V. Rao, Appraising and Developing Managerial Performance, Excel Books, 2002.
9. R.M. Omkar, Personality Development and Career Management, S. Chand 1st edition, 2008.
10. Richard L. Daft, Leadership, Cengage, 1st Indian Reprint 2008.

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2		1					
CO2	1	1				2		
CO3	2		1	1	1			
CO4	1		3	1				
CO5			1			1	2	1
	2	1	1	1	1	2	2	1

CODE	COURSE TITLE	L	T	P	C
PBA305	ORGANISATIONAL THEORY, DESIGN AND DEVELOPMENT	3	0	0	3

OBJECTIVES:

1. To learn how an organisation can be designed and developed to deal with the challenges from Environment, Technology and its own processes.
2. To familiarise students the concepts of Organisational design and structure.
3. To understand the concept of Organisational culture and change.
4. To familiarise the students about Organisational change.
5. To make students understand the Organisational learning and decision making.

UNIT I: ORGANISATION AND ITS ENVIRONMENT 09

Meaning of Organization – Organisation vision and mission – Need for existence – Organisational Effectiveness – Creation of Value – Measuring Organisational Effectiveness –Organizational Environment, Specific and General Environment, Sources of Uncertainty in Organizational Environment, Internal Systems Approach and Technical approach – HR implications.

UNIT II: ORGANISATIONAL DESIGN 09

Organisational Design and structure – Determinants – Components – Types – Parameters of Organization Design, Basic Challenges of design –Complexity, Formalization and Centralization Mutual adjustment – Mechanistic and Organic Structures – Technological and Environmental Impacts on Design – Importance of Design – Success and Failures in design – Implications for Managers.

UNIT III: ORGANISATIONAL CULTURE 09

Understanding Culture – Strong and Weak Cultures – Types of Cultures – Importance of Culture – Factors Influencing Organizational Culture, Creating and Sustaining Culture – OCTAPACE MODEL – Culture and Strategy – Reasons for changes in Work Culture and Managing across culture.

UNIT IV: ORGANISATIONAL CHANGE**09**

Meaning – Nature of Change, Forces for Change – Resistance to Change – Types and forms of change – Lewin's Change Management Model – Evolutionary and Revolutionary change – Change process – Organizational Vision, Cultural Change, Organization Development – HR functions and Strategic Change Management-Creating Support Systems and Managing Transition.

UNIT V: ORGANISATION EVOLUTION AND SUSTENANCE**09**

Organizational life cycle – Models of transformation – Models of Organizational Decision making – Organizational Learning – Innovation – Intrapreneurship and Creativity- Special applications of OD.

TOTAL HOURS: 45**OUTCOMES:**

1. Students will have the ability to deal with challenges in Environment and Technology
2. Students will be able to design Organisational structures.
3. Students will be able to apply various concept of Organisational culture and change in organisation.
4. Students will be able to understand Organisational change models and process and adapt to it.
5. Students will be able to understand Organisation evolution and sustenance.

REFERENCES:

1. Jones/Mathew, Organizational Theory, Design and Change, Pearson, 2020.
2. Robbins, Organisation Theory; Structure Design & Applications, Prentice Hall of India, 2009.
3. Bhupen Srivastava, Organisational Design and Development: Concepts application, Biz tantra, 2010.
4. Robert A Paton, James Mc Calman, Change Management: A guide to effective implementation, Response Books, 2012.
5. Adrian Thorn Hill, Phil Lewis, Mike Mill more and Mark Saunders, Managing Change: A Human Resource Strategy Approach, Wiley, 2010.

6. Gareth R. Jones, Organisational Theory, Design & Change, Pearson Education, 6th Edition 2011.
7. Richard L. Daft, Understanding theory & Design of Organisations, Cengage, Western, 10th Edition 2012.

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1			2	1				
CO2	2	1				1		
CO3	3		1	1				
CO4				2	1		1	
CO5	1		1					1
	2	1	1	1	1	1	1	1

CODE	COURSE TITLE	L	T	P	C
PBA306	STRATEGIC HUMAN RESOURCE MANAGEMENT	3	0	0	3

OBJECTIVES:

1. To understand the transformation in the role of HR functions from being a support function to strategic function.
2. To educate the students on EHRM activities.
3. To familiarise the students about cross cultural HRM for International assignments.
4. To understand the concepts of Career planning and competency development.
5. To familiarise the concepts related to Employee coaching and counseling.

UNIT I: STRATEGIC HUMAN RESOURCE INVESTMENT 09

Meaning – Strategic framework for HRM and HRD — Roles of HRD Professionals– HRD Needs Assessment – HRD practices– Measures of HRD performance– Links to HR Strategy and Business Goals – Forces Influencing the Strategy Formulation; Porter’s Model – Approaches of HR Strategy – SHRM in Organizational performance - Scope for HR Capital management.

UNIT II: MODELS OF SHRM 09

E-HRM–Electronic practices of HRM – Value proposition through HR - General models -The Best fit approach - The Universalistic- Contingency and Configurational approaches- The Resource based Strategic HRM- High performance management - Discussion on HRD Ministry

UNIT III: CROSS CULTURAL HRM 09

Domestic Vs International HRM – Cultural Dynamics – Culture Assessment –Cross cultural diversity – Leadership and Strategic HR Issues in InternationalAssignments– CurrentchallengesinOutsourcing,CrossborderMergersandAcquisitions–Repatriation –Building Multicultural Organisation –International Compensation - Case discussion on cross cultural issues

UNIT IV: INTEGRATIVE APPROACH 09

Career planning and Process– Stages– Competency Mapping-Succession Planning and Development - Aligning HR with Corporate Strategy, Integrating the Business strategies and HR Strategies for competitive advantage, Corporate Restructuring and SHRM - HRD is the base for Organisational Development.

UNIT V: SHRM ON BUSINESS PERFORMANCE**09**

Impact of strategies on performance – Rational HR behaviour in organizations – Strategic approach in Employee counseling - Evaluation of IHRM – Globalization strategies for managing HR - Challenges in managing HR Diversity.

TOTAL HOURS: 45**OUTCOMES:**

1. Students will be able to understand Strategic human resource perspectives.
2. Students will be able to use EHRM activities.
3. Students will be able to understand, communicate and apply the concepts of cross cultural HRM.
4. Students will be able to make effective decisions in terms of Career planning and competency development.
5. Students will be able to use Employee coaching and counseling techniques.

REFERENCES:

1. Gary Rees, Strategic HRM Text & Cases, Sage Publishing, 2021
2. Ananda Das Gupta, SHRM-Formulating and implementing HR Strategies, Taylor & Francis group publication, 2020
3. Monica Belcourt, Mark Podolsky, Strategic HR Planning, Cengage Publications, 7th Edition, 2019
4. Thomas Garavan, SHRM, Oxford University Press, USA, 2018
5. Wayne F. Cascio, John W. Boudreau, Short Introduction to Strategic Human Resource Management, CAMBRIDGE UNIVERSITY PRESS, 2016
6. RandyL.Desimone, JonM.Werner,DavidM.Mathis,HumanResourceDevelopment,CengageLearning,6thEdition,2012.

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1			1				
CO2	1	2	1			1		
CO3			2	3		1		
CO4	1					2	1	
CO5			2		1	1		1
	1	2	2	2	1	1	1	1

SPECIALISATION: SYSTEMS MANAGEMENT					
CODE	COURSE TITLE	L	T	P	C
PBA401	ADVANCED DATABASE MANAGEMENT SYSTEM	3	0	0	3

OBJECTIVES:

1. To introduce the students, the concepts of DBMS and the various types of databases.
2. To educate students on the implementation of Database Management Systems.
3. To help students understand resources for Query optimisation.
4. To familiarise the students with the concepts of data representation through objects.
5. To educate students on the emerging trends in enterprise-wide database management systems.

UNIT I: INTRODUCTION 09

DBMS Models – Multimedia Databases, Parallel Databases, embedded, web, spatial, temporal databases, Virtualisation, Active Databases – Embedded databases – Web databases.

UNIT II: DATABASE IMPLEMENTATION 09

Query Processing basics and optimization – Heuristic Optimization – Transactions Models – Concurrency Control – Recovery – Security and Authorisation – Storage – Indexing and Hashing – ISAM – B-Trees – Kd Trees – X Trees – Dynamic Hashing.

UNIT III: DISTRIBUTED DATABASES 09

Distributed Databases – Queries – Optimization Access Strategies – Distributed Transactions Management – Concurrency Control – Reliability.

UNIT IV: OBJECT ORIENTED DATABASES 09

Object Oriented Concepts – Data Object Models – Object Oriented Databases – Issues in OODBMS – Object Oriented Relational Databases – Object Definition Languages – Object Query Languages.

UNIT V: EMERGING TRENDS 09

Data Mining – Data warehousing – Star, Snowflake, Fact Constellation – Open-source database systems – Scripting Language, Java Database Connectivity (JDBC), Open Database Connectivity (ODBC).

TOTAL HOURS: 45

OUTCOMES:

1. Students will be able to understand the various database used in Organisations.
2. Students will be familiar with data structures for Database implementation.
3. Students will gain knowledge about various Query optimisation resources.
4. Students will know how to do data representation through Objects and build applications.
5. Students will be familiar with recent database technologies such as Data mining and Data.

REFERENCES:

1. Peter Rob, Carlos Coronel, Database System and Design, Implementation and Management,8th Edition, Cengage, 2013.
2. Ramez Elmasri and Shamkant B. Nave 'The Fundamentals of Database Systems,7th Edition, Pearson Education,2015.
3. Jeffrey A Hoffer et al, Modern Database Management, 12th Edition, Pearson Education,2016.
4. Abraham Silberchatz, Henry F. Korth and S. Sudarsan, Database System Concepts, 6th Edition, McGraw-Hill, 2015.
5. Thomas M. Connolly and Carolyn E. Begg, Database Systems – A Practical Approach to Design, Implementation and Management, 6th Edition, Pearson Education, 2015.

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2							
CO2	2		1					
CO3	1		1			1		
CO4		1				1		
CO5				1			1	1
	2	1	1	1		1	1	1

CODE	COURSE TITLE	L	T	P	C
PBA402	DATA MINING FOR BUSINESS INTELLIGENCE	3	0	0	3

OBJECTIVES:

1. To understand the basic levels and categories of Data mining.
2. To be aware of the modeling techniques for Data and information processing.
3. To familiarise students of the various computational intelligence techniques for Datamining.
4. To learn to correlate the techniques of Business intelligence for Information management.
5. To provide knowledge about intelligence enabled Industrial applications.

UNIT I: INTRODUCTION 09

Data mining definitions, applications, origins, growth, Text mining, Web mining, Spatial mining, Process mining, Data ware house and data marts.

UNIT II: DATA MINING PROCESS 09

Data mining process – KDD, CRISP-DM, SEMMA and Domain – Specific, Classification and Prediction performance measures – RSME, MAD, MAP, MAPE, Confusion matrix, Receiver operating Characteristic curve & AUC; Validation Techniques – hold-out, k-fold cross-validation, LOOCV, random subsampling, and bootstrapping.

UNIT III: PREDICTION TECHNIQUES 09

Data Visualization, Time series – ARIMA, Winter Holts, Vector Autoregressive analysis, Multivariate regression analysis.

UNIT IV: CLASSIFICATION AND CLUSTERING TECHNIQUES 09

Classification – Decision trees, k nearest neighbours, Logistic regression, Discriminant analysis; Clustering; Market based analysis.

UNIT V: MACHINE LEARNING AND AI 09

Genetic algorithms, Neural network, Fuzzy logic, Support Vector Machine, Optimization techniques – Ant Colony, Particle Swarm, DEA.

TOTAL HOURS: 45

OUTCOMES:

1. Students will learn to apply various data mining techniques into various areas of different domains.
2. Students able to interact competently on the topic of data mining for business intelligence and know the basics of data mining processes, algorithms, & systems well enough to interact with CTOs, expert data miners, consultants, etc.
3. Students are able to apply the various prediction techniques.
4. Students learn about supervised and unsupervised learning technique.
5. Students will gain exposure to develop and implement a basic trainable neural network (or) a fuzzy logic system to design and manufacturing.

REFERENCES:

1. Jaiwei Ham and Micheline Kamber, Data Mining concepts and techniques, Kauffmann Publishers 3rd Edition, 2011.
2. Efraim Turban, Ramesh Sharda, Jay E. Aronson and David King, Business Intelligence, 3rd Edition, Prentice Hall, 2014.
3. W.H. Inmon, Building the Data Warehouse, 4th Edition Wiley India pvt. Ltd.2005.
4. Ralph Kimball and Richard Merz, The data warehouse toolkit, John Wiley, 3rd edition 2013.
5. Michel Berry and Gordon Linoff, Mastering Data mining, John Wiley and Sons, 4th Edition, 2013.
6. Michel Berry and Gordon Linoff, Data mining techniques for Marketing, Sales and Customer support, John Wiley, 3rd Edition, 2011.

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1					1		
CO2	1	1						
CO3	2	3	1			1		
CO4	2			1	2	1		
CO5	1			1			1	1
	1	2	1	1	2	1	1	1

CODE	COURSE TITLE	L	T	P	C
PBA403	ENTERPRISE RESOURCE PLANNING	3	0	0	3

OBJECTIVES:

1. To familiarise the students with the design and implementation challenges in ERP.
2. To understand ERP functions for Business process management.
3. To understand the implementation of ERP modules in application specific environments.
4. To have an understanding on the reliability of ERP implementations.
5. To understand ERP enabled applications.

UNIT I: INTRODUCTION 09

Overview of enterprise systems – Evolution – Risks and benefits – Fundamental technology – Issues to be consider in planning design and implementation of cross functional integrated ERP systems - Warehouse management.

UNIT II: ERP SOLUTIONS AND FUNCTIONAL MODULES 09

Overview of ERP software solutions – Small, medium and large enterprise vendor solutions – BPR, and best business practices – Business process Management. Overview of ERP modules - Functional modules – Finance, Marketing and Sales, Human Resources, Production.

UNIT III: ERP IMPLEMENTATION 09

Planning, Evaluation and selection of ERP systems – Implementation life cycle – ERP implementation, Methodology and Frame work – Training – Data Migration – People Organization in implementation – Consultants, Vendors and Employees.

UNIT IV: POST IMPLEMENTATION 09

Maintenance of ERP – Organizational and Industrial impact – Success and Failure factors of ERP Implementation- Life cycle; Implementation methodologies, transition strategies; People involved in implementation; – Precautions in ERP implementation.

UNIT V: EMERGING TRENDS ON ERP 09

Extended ERP systems and ERP add-ons – CRM, SCM, Business analytics – Future trends in ERP systems – Web enabled, Wireless technologies, cloud computing – Scenario and Justification of ERP in India- Augmented reality-Future Directions in ERP.

TOTAL HOURS: 45

OUTCOMES:

1. Students will have knowledge about the design challenges in ERP.
2. Students will be able to apply ERP for Business process management.
3. Students will be able to implement ERP specific application module.
4. Students will be able to analyse success and failure factors of ERP implementation.
5. Students will gain knowledge of ERP enabled applications

REFERENCES:

1. Alexis Leon, ERP demystified, 2nd Edition Tata McGraw-Hill, 2014.
2. Sinha P. Magal and Jeffery Word, Essentials of Business Process and Information System, Wiley India, 2012.
3. Jagan Nathan Vaman, ERP in Practice, Tata Mc Graw Hill, 2008.
4. Alexis Leon, Enterprise Resource Planning, 3rd Edition, Tata Mc Graw-Hill, 2014.
5. Mahadeo Jaiswal and Ganesh Vanapalli, 1st Edition, ERP Macmillan India, 2013.

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3			1				
CO2	2			1		1		
CO3	1	1			1	1		
CO4		1	1	2				
CO5	1						1	1
	1.7	1	1	1	1	1	1	1

CODE	COURSE TITLE	L	T	P	C
PBA404	SOFTWARE PROJECT MANAGEMENT AND QUALITY	3	0	0	3

OBJECTIVES:

1. To understand various phases and models of Software project management.
2. To familiarise the students with various Project estimation methodologies, Process models and risk management.
3. To understand the Project planning activities, monitoring and control.
4. To understand project closure analysis and quality assurance support for Project Development.
5. To understand concepts of Agile Project Management.

UNIT I: PROJECT MANAGEMENT OVERVIEW 08

Project and Project Management, Various phase of Project Management – Project Stakeholders – Roles and Responsibilities of Project Manager – Brief introduction to various process models: Waterfall, RAD, V, Spiral, Incremental, Prototyping, Extreme Programming (XP) and Kanban Project Initiation – Project Charter – Statement of Work (SoW). Artificial intelligence and Automation in project management.

UNIT II: PROJECT PLANNING 10

Project Planning Activities – Project Scope, Work Breakdown Structures (WBS), Software estimation methodologies – COCOMO Model and Function Point Project Scheduling Techniques – Hybrid Project Management.

UNIT III: PROJECT TRACKING 10

Monitoring and Control, Project Status Reporting – Project Metrics, Earned Value Analysis (EVA), Project Communication Plan & Techniques – Steps for Process Improvement – Risk Management, Concepts of Risks and Risk Management, Risk Management Activities, Effective Risk Management, Aids for Risk Identification, Potential Risk Treatments, Risk Components and Drivers, Risk Prioritization - PMO Strategy.

UNIT IV: QUALITY & CYBER SECURITY**08**

Project Closure Analysis, Lesson Learnt Software Quality Assurance – Software Quality Assurance Activities, ISO Standards for Software Organization, Capability Maturity Model (CMM), Comparison between ISO 9001 & SEI CMM, Other Standards. Cybersecurity – Digital Disruption.

UNIT V: AGILE PROJECT MANAGEMENT WITH SCRUM**09**

Agile Manifesto and Agile Principles Agile Scrum – Purpose, Values, Scrum Framework, Scrum Roles – Product Owner, Scrum Master & Team, Scrum Events – Sprint Planning, Daily Scrum/Stand-up Meeting – Sprint Review, Sprint Retrospective, Scrum Artefacts – Product Backlog, Sprint Backlog, Increment and Definition of Done (DoD), Agile estimation – Story Point.

TOTAL HOURS: 45**OUTCOMES:**

1. Students are able to understand various phases and models of Software project management.
2. Students will learn to evaluate various Project estimation methods and apply Risk management techniques.
3. Students will be able to identify various risks and create Risk mitigation plan.
4. Students will be able to provide Software quality assurance for better quality software delivery.
5. Students will apply techniques of Agile Project Management.

REFERENCES:

1. Bob Hughes and Mike Cotterell, Software Project Management, Tata McGraw Hill, 5th Edition.
2. Jalote, Software Project Management in Practice, Pearson Education.
3. Ramesh, Gopaldaswamy, Managing Global Projects, Tata Mc Graw Hill.
4. Ken Schwaber, Agile Project Management with Scrum, Microsoft Press.
5. Mike Cohn, Agile Estimating & Planning, Pearson.
6. Royce, Software Project Management, Pearson Education, 2005.

E- REFERENCES:

1. <http://agilemanifesto.org/>
2. <https://www.scrum.org/Resources/What-is-Scrum>
3. <http://www.scrumguides.org/scrum-guide.html#purpose>

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2			1			1	
CO2	1	3				1		
CO3	1		2					
CO4			1	2				
CO5	2				1	1		
	2	3	2	2	1	1	1	

CODE	COURSE TITLE	L	T	P	C
PBA405	E- BUSINESS MANAGEMENT	3	0	0	3

OBJECTIVES:

1. To understand the transition from commerce to Smart commerce.
2. To gain knowledge about the role of Cloud computing in commerce.
3. To understand e- business applications.
4. To inculcate knowledge about Digital payments and Security aspects.
5. To understand how to handle the legal and privacy issues in Internet enabled commerce

UNIT I: INTRODUCTION 09

E-business, E-business vs E-Commerce, Economic forces–advantages–myths–e-business models, design, develop and manage-business, Web2.0 and Social Networking, Mobile Commerce, S-commerce, limitations of e-Commerce.

UNIT II: TECHNOLOGY INFRASTRUCTURE 09

Integration and e-Business suits. ERP, e-SCM, CRM, E-Payment, Internet and World Wide Web, internet protocols – FTP, intranet and extranet – Cloud Service Models – SAAS, PAAS, IAAS, Cloud Deployment Models – Public Cloud, Private Cloud, Hybrid Cloud, Auto – Scaling in the Cloud – Internet information publishing technology – Basics of web server hardware and software.

UNIT III: BUSINESS APPLICATIONS 09

Consumer oriented e-business – e-tailing and models – Marketing on web advertising, e-mail marketing, affiliated programs – e-CRM, online services, Business oriented e-business, e-governance, EDI on the internet, Delivery management system, Web Auctions, Virtual communities and Web portals – Social media marketing.

UNIT IV: E-BUSINESS PAYMENTS AND SECURITY 09

E-payments – Characteristics of payment of systems, protocols, e-cash, e-cheque, e-Wallets and Micro payment systems – Internet security – Cryptography – Security protocols – Network security, Digital Currency an Introduction.

UNIT V: LEGAL AND PRIVACY ISSUES 09

Legal, Ethics and privacy issues – Protection needs and methodology – Consumer protection, Cyber laws, contracts and warranties, Taxation and encryption policies.

TOTAL HOURS: 45

OUTCOMES:

1. Students will acquire knowledge of Smart commerce.
2. Students will gain knowledge about Cloud computing.
3. Students will learn to use e-business applications.
4. Students will gain knowledge about digital payment and security aspects.
5. Students would be to able analyse legal and privacy issues in internet enabled commerce.

REFERENCES:

1. Harvey M. Deitel, Paul J. Deitel, Kate Steinbuhler, e-business and e-commerce for managers, Pearson, 2011.
2. S.J. P.T. Joseph, E-COMMERCE: An Indian Perspective, PHI Learning Pvt. Ltd.; 6th edition 2019.
3. Rahul Srivastava & U S Pandey, E-Commerce and Mobile Commerce Technologies, S. Chand Publishing, 2017.
4. Bharat Bhasker, Electronic Commerce, Framework technologies and Applications, 3rd Edition. Tata McGraw Hill Publications, 2009.
5. Kamlesh K. Bajaj and Debjani Nag, Ecommerce- the cutting edge of Business, Tata McGraw Hill Publications, 7th Edition, 2009.
6. Kalakota et al, Frontiers of Electronic Commerce, Addison Wesley, 2004.
7. Micheal Papaloelon and Peter Robert, e-business, Wiley India, 2006.
8. Michael Miller, Cloud Computing: Web-Based Applications That Change the Way You Work and Collaborate Online, Que Publishing, 2009.
9. Parag Kulkarni, Sunita Jahirabadkao, Pradeep Chande, ebusiness, Oxford University Press,

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1			2				
CO2	1	1				1		
CO3	2		1				1	
CO4	1		1			1		1
CO5				3	1			1
	1	1	1	3	1	1	1	1

CODE	COURSE TITLE	L	T	P	C
PBA406	DECISION SUPPORT SYSTEM	3	0	0	3

OBJECTIVES:

1. To understand the transition from commerce to Smart commerce.
2. To gain knowledge about the role of Cloud computing in commerce.
3. To understand e- business applications.
4. To inculcate the knowledge about Digital payments and Security aspects.
5. To understand how to handle the legal and privacy issues in Internet enabled commerce

UNIT I: DECISION SUPPORT SYSTEM 09

Decision concept – Steps – Decision Support System – Components – Characteristics – Clarifications and applications.

UNIT II: MODEL MANAGEMENT 09

Modeling process – types of models – optimization simulation – Heuristic Descriptive – Predictive model case – modeling languages – model directory – model base management system model execution – integration and command processing – model package.

UNIT III: DATA MANAGEMENT SYSTEM 09

Data Base – Sources of Data – Data directory – Data Structure and Data Base Language – Query Facility Data Management System – DBMS as DSS development Tool.

UNIT IV: DIALOG MANAGEMENT 09

User Interface – Graphics – Multimedia – visual interactive modeling – natural language processing – speech recognition and understanding – Issues in user interface.

UNIT V: DEVELOPMENT OF DECISION SUPPORT SYSTEM 09

Development process – software and hardware – data Acquisition – Model acquisition – dialog development – Integration – Testing and validation – Training and Implementation.

TOTAL HOURS: 45

OUTCOMES:

1. Students will acquire system knowledge for making decisions.
2. Students will gain knowledge about the various models.
3. Students will learn to manage data effectively.
4. Students will gain knowledge on digitalization.
5. Students would be to able develop decision support system.

REFERENCES:

1. Efraim Turban and Jay E. Aronson, Decision Support System and Intelligent Systems, Prentice Hall International, 9th Edition 2010
2. Janakiraman V. S and Sarukesi K, Decision Support Systems, Prentice Hall of India, 6th Printing 2006
3. Lofti, Decision Support System and Management, McGraw Hill Inc, International Edition, New Delhi 1996.
4. Marakas, Decision Support System, Prentice Hall International, Paperback Edition, New Delhi, 2003

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1				2				
CO2	1	1				1		
CO3	2	1	3				1	
CO4	1		1			1		1
CO5				3	1			1
	1	1	2	3	1	1	1	1

SPECIALISATION: OPERATIONS MANAGEMENT						
CODE	COURSE TITLE	L	T	P	C	
PBA501	LOGISTICS MANAGEMENT	3	0	0	3	

OBJECTIVES:

1. To learn the need and importance of Logistics in product flow.
2. To educate the students on selection on Distribution channels and make Logistics decision.
3. To familiarise the students in feasible choice of Transportation and packaging of product.
4. To understand the concepts Logistics performance and measurement of cost dimensions.
5. To instill technological and managerial knowledge about Logistics information system and Global logistics.

UNIT I: INTRODUCTION 09

Logistics Management: Emerging Concepts in Logistics – Importance – Customer Value Chain – Service Phases and attributes – Value added logistics services – Role of logistics in Competitive strategy – Customer Delight through logistics management.

UNIT II: DISTRIBUTION CHANNELS AND OUTSOURCING LOGISTICS 09

Distribution channel structure – channel members, channel strategy, role of logistics and support in distribution channels – Logistics requirements of channel members – Logistics outsourcing – catalysts, benefits, value proposition – Third- and fourth-party logistics – Vendor Selection – Logistics Service contract.

UNIT III: TRANSPORTATION AND PACKAGING 09

Transportation System – Evolution, Infrastructure and Networks – Freight Management – Vehicle Routing – Containerization – Modal Characteristics, Inter-modal Operators and Transport Economies – Packaging Design considerations, Material and Cost – Packaging as Unitisation. Consumer and Industrial Packaging – Types of Packaging material.

UNIT IV: PERFORMANCE MEASUREMENT AND COSTS 09

Performance Measurement and Cost – Need, System, Levels and Dimensions – Internal and External Performance Measurement – Logistics Audit. Total Logistics Cost – Inventory Cost – Warehousing cost – Packaging cost – Freight cost – Concept, Accounting Methods – Cost Identification, Time Frame and Formatting – Government Policies and Regulations.

UNIT V: CURRENT TRENDS**09**

Logistics Information Systems – Need, Characteristics and Design – E-Logistics – Structure and Operation – Logistics Resource Management eLRM – Requirement of Logistics in E-Commerce – Automatic Identification Technologies – App based Tracking Systems – Reverse Logistics – Scope, design and as a competitive tool – Global Logistics – Operational and Strategic Issues, ocean and air transportation – Strategic logistics planning – Green Logistics – Block chain and Big Data Analytics in Logistics.

TOTAL HOURS: 45**OUTCOMES:**

1. Students will have understanding about the role and concepts of Logistics.
2. Students will be able to analyse the best Distribution channels and identify the right vendor.
3. Students will be able to apply concepts of Freight Management, Routing, Packing and Transportation.
4. Students will be able to measure Warehouse performance and Cost involved in logistics.
5. Students will have knowledge about Logistics information systems and global logistics.

REFERENCES:

1. Bowersox Donald J, Logistics Management – The Integrated Supply Chain Process, Tata McGraw Hill, 3rd Edition 2017.
2. Sople Vinod V, Logistics Management – The Supply Chain Imperative, Pearson Education, 3rd Edition, 2012.
3. Coyle et al., The Management of Business Logistics, Cengage Learning, 7th Edition, 2004.
4. Ailawadi C Sathish & Rakesh Singh, Logistics Management, PHI, 2013.

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1		1					
CO2	2		1			1		
CO3	3			1	1			
CO4		2				1		
CO5	1			2			1	1
	2	2	1	2	1	1	1	1

CODE	COURSE TITLE	L	T	P	C
PBA502	MATERIALS MANAGEMENT	3	0	0	3

OBJECTIVES:

1. To understand the concepts of Materials management
2. To make Students learn about Materials Requirements Planning and Scheduling orders.
3. To make students learn functions with effective Inventory Management control.
4. To make Students learn about the Scientific and Systematic Process of Purchasing.
5. To ensure students are familiar with effective Warehousing functions & Store management techniques.

UNIT I: INTRODUCTION 09

Materials Management Process – Purpose – Aggregate planning – Role, need, strategies, costs techniques, approaches – Master scheduling – Manufacturing planning and control system – Manufacturing resource planning – Enterprise resource planning – Making the production plan.

UNIT II: MATERIALS PLANNING 09

Materials requirements planning – Bill of materials – Resource requirement planning – Manufacturing resource planning – Capacity management – Scheduling orders – Production activity control – Codification.

UNIT III: INVENTORY MANAGEMENT 09

Policy Decisions – Objectives – Control – Retail Discounting Model, Newsvendor Model – EOQ and EBQ models for uniform and variable demand with and without shortages – Quantity discount models – Probabilistic inventory models.

UNIT IV: PURCHASING MANAGEMENT 09

Establishing specifications – Selecting suppliers – Price determination – Forward buying – Mixed buying strategy – Price forecasting in purchasing – Buying seasonal commodities– Purchasing under uncertainty– Demand management – Purchasing of capital equipment– International purchasing.

UNIT V: WAREHOUSE MANAGEMENT**09**

Warehousing functions – Types, safety measures and compliance – Stores management, stores systems and procedures, incoming materials control, stores accounting and stock verification – Obsolete, surplus and scrap value analysis – Material handling – Transportation and traffic management – Operational efficiency – Productivity cost effectiveness – Performance measurement.

TOTAL HOURS: 45**OUTCOMES:**

1. Students will be able to understand the basic concepts of Materials management.
2. Students will be able to learn about Materials Requirements Planning and Scheduling.
3. Students will be able to apply Inventory Management techniques effectively.
4. Students will be able to apply scientific and systematic process of Purchasing management.
5. Students be familiar with effective Warehousing functions and Store management techniques.

REFERENCES:

1. Stephen N.Chapman, J.R.Tony Arnold, Ann K.Gatewood, Lloyd M.Clive, Introduction to Materials Management, Pearson Education Limited, Eighth Edition, 2017.
2. P. Gopalakrishnan, Purchasing and Materials Management, Tata Mc Graw Hill, 2013.
3. A.K. Chitale and R.C. Gupta, Materials Management, Text and Cases, PHI Learning, 3rd Edition, 2014.
4. A.K. Datla, Materials Management, Procedure, Text and Cases, PHI Learning, 2nd Edition, 2006.
5. Ajay K Garg, Production and Operations Management, Tata Mc Graw Hill, 2012.
6. Ronald H. Ballou and Samir K. Srivastava, Business Logistics and Supply Chain Management, Pearson Education, 5th Edition.
7. S. N. Chary, Production and Operations Management, Tata Mc Graw Hill, 2012.

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1			1			1	
CO2	2		1					
CO3	3	1	1			1		
CO4	2	1			1	1		
CO5	1					1		1
	2	1	1	1	1	1	1	1

CODE	COURSE TITLE	L	T	P	C
PBA503	PRODUCT DESIGN	3	0	0	3

OBJECTIVES:

1. To help students gain knowledge on Product design and development.
2. To enable students to understand the life cycle of a Product and Product planning techniques.
3. To acquire knowledge on various concepts regarding Design thinking and Product architecture.
4. To understand Product development techniques and tools in relation with financial analysis.
5. To familiarize students with the concepts of Patents and Intellectual property rights.

UNIT I: INTRODUCTION 09

Defining Product, Types of products – Product development – Characteristics, duration and cost, challenges – Development Process, Generic Process, Adapting to product types – Evaluation – Decay curve – Cost expenditure curve.

UNIT II: PRODUCT PLANNING 09

Product Planning Process – Steps, Opportunity identification – Breakdown structure – Product development charter – Product Life Cycle – Technology Life Cycle – Understanding Customer Needs – Disruptive Technologies – Product Specification – Concept Generation – Activity – Steps, Techniques.

UNIT III: PRODUCT CONCEPT 09

Design Thinking – Concept Selection – Importance, Methodology, Concept Screening, Concept Scoring, Concept Testing – Product Architecture, Definition, Modularity, implication, Establishment, Delayed Differentiation, Platform Planning.

UNIT IV: INDUSTRIAL DESIGN AND DESIGN TOOLS 09

Industrial Design, Design for Manufacturing – Value Engineering – Ergonomics – Prototyping - Robust Design – Design for X-failure rate curve – Product use testing – Collaborative Product development – Product development economics – Scoring model – Financial analysis.

UNIT V: PATENTS**09**

Defining Intellectual Property and Patents, Patent Searches and Application, Patent Ownership and Transfer, Patent Infringement, New Developments and International Patent Law.

TOTAL HOURS: 45**OUTCOMES:**

1. Students will have understanding about the concept of Product design and development.
2. Students will be able to understand the life cycle of a Product and apply Product planning techniques.
3. Students will be able to apply Design thinking and Concept testing.
4. Students will be able to make effective decisions regarding application of Product development techniques and tools.
5. Students will be able to understand the concepts of Patents and Intellectual property rights

REFERENCES:

1. Karl T. Ulrich, Steven D. Eppinger, Anita Goyal Product Design and Development, Tata McGraw – Hill, 7th Edition, 2020.
2. Kenneth B. Kahn, New Product Planning, Sage, 2nd Edition, 2011.
3. A.K. Chitale and R.C. Gupta, Product Design and Manufacturing, PHI, Sixth Edition 2011.
4. Deborah E. Bouchoux, Intellectual Property: The Law of trademarks, Copyrights, Patents and Trade Secrets, 4th Edition, Cengage Learning, 2012.
5. Anil Mital, Anoop Desai, Anand Subramanian, Aashi Mital, Product Development, Elsevier, 2009.
6. Michael Grieves, Product Life Cycle Management, Tata Mc Graw Hill, 2006.

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1							
CO2	2		1			1		
CO3	2	3						
CO4	2	1						1
CO5	1		1	1			1	1
	2	2	1	1		1	1	1

CODE	COURSE TITLE	L	T	P	C
PBA504	PROJECT MANAGEMENT	3	0	0	3

OBJECTIVES:

1. To introduce the basic concepts of Projects and Project Management.
2. To educate the students on Project planning, budgeting, costing and risk management.
3. To familiarise the students with tools for Project scheduling & Resource allocation.
4. To educate about the Project evaluation and its controlling process.
5. To understand the importance of Project organisation and make them learn Conflict management.

UNIT I: INTRODUCTION 09

Project Management – Definition – Goal – Lifecycles – Processes – Selection Methods – Project Portfolio Process – Project Formulation – Project Manager – Roles – Responsibilities and Selection – Project Teams.

UNIT II: PLANNING AND BUDGETING 09

Planning Process – Work Break down Structure – Role of Multidisciplinary teams – Feasibility Studies, Project Break-even point – Budget the Project – Methods – Cost Estimating and Improvement – Budget uncertainty and risk management.

UNIT III: SCHEDULING AND RESOURCE ALLOCATION 09

PERT & CPM Networks – Project Uncertainty and Risk Management – Simulation – Gantt Charts – Expediting a project – Resource loading and leveling – Goldratt's Critical Chain - Project Management Information System (PMIS).

UNIT IV: CONTROL AND COMPLETION 09

Plan-Monitor-Control cycle – Data Collecting and reporting – Project Control – Designing the control system – Project Evaluation, Auditing and Termination- Project Follow-up.

UNIT V: ORGANISATION STRUCTURE AND CONFLICT MANAGEMENT 09

Formal Organisation Structure – Organisation Design – Types of project organizations - Conflict – Origin & Consequences – Managing conflict – Team methods for resolving conflict – Project Outsourcing – International projects & oversight – Agile project Management – SCRUM Methodology – Challenges in Project Management implementation.

TOTAL HOURS: 45

OUTCOMES:

1. Students will have an understanding of the concepts of Project management.
2. Students will be able to understand Project planning, and apply various budgeting, costing and Risk management techniques.
3. Students will be able to choose the right tools for Project scheduling & Resource allocation.
4. Students will be able to effectively evaluate projects and help the organization in the control process.
5. Students will be able to understand the structure of Project organisation and learn to control the conflicts effectively.

REFERENCES:

1. Clifford Gray and Erik Larson, Project Management, Tata Mc Graw Hill, 6th Edition, 2014.
2. John M. Nicholas, Project Management for Business and Technology - Principles and Practice, Pearson Education, 5th Edition 2016.
3. Gido and Clements, Successful Project Management, 6th Edition, Cengage, 2018.
4. Harvey Maylor, Project Management, 4th Edition, Pearson Education, 2010.

E - BOOK:

1. Project Management Institute, Project Management Body of Knowledge (PMBOK), 7th Edition, 2021.

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1				1			1
CO2	1	2						
CO3	2	3	1			1		
CO4	2		1			1		
CO5			2	1	2		1	1
	2	3	1	1	2	1	1	1

CODE	COURSE TITLE	L	T	P	C
PBA505	SERVICES OPERATIONS MANAGEMENT	3	0	0	3

OBJECTIVES:

1. To understand the role of service operations in Service sector to enhance the business environment.
2. To develop an understanding about the concepts of Service Design and its elements.
3. To familiarise students the concepts of measuring the Service Quality and also to make them understand the quality service by design.
4. To create ability in executing the service facilities.
5. To make them understand the concept of Demand and Capacity planning.

UNIT I: INTRODUCTION

09

Services – Characteristics of Services – Importance, role in economy, service sector growth -Service classification, Service Process Matrix Service Package, distinctive characteristics, open-systems view; Service Strategy–Strategic service vision, competitive environment, generic strategies, winning customers–Role of information technology, stages in service firm competitiveness – Internet strategies–Environmental strategies.

UNIT II: SERVICE DESIGN

09

New Service Development – Design Elements-Structural & Managerial – Service Blue-Printing – Components of Blue Print –Service Blue Print Design – process structure – generic approaches – Key Process Improvement Techniques for Services -Value to customer – Retail design strategies – store size– Managing Service Experience –Experience economy, key dimensions–Vehicle Routing and Scheduling.

UNIT III: SERVICE QUALITY

09

Service Quality – Dimensions, Service Quality Gap Model, Measuring Service Quality, Bell’s Goods / services Classification – SERVQUAL - Walk-through Audit, Quality service by design–Service Recovery–Service Guarantees, Types–Service Encounter, types, Service Encounter triad, service profit chain – Front-office Back–Office Interface –Service decoupling.

UNIT IV: SERVICE FACILITY**09**

Servicescape – Servicescape elements –Environmental dimensions, framework, behaviour -Facility design, nature, objectives, process analysis – Process flow diagram, process steps- Service facility layout – Service Facility Location – Factors, consideration, facility location techniques – Metropolitan metric, Euclidean, center of gravity, retail outlet location –Problems in Location Decision

UNIT V: MANAGING CAPACITY AND DEMAND**09**

Managing Demand – Managing capacity – supply management tactics, operations planning and control–Yield management, applications–Inventory Management in Services – Types of Inventory Management systems, Retail Discounting Model, News vendor Model – Managing Waiting Lines – Types of Queues ,psychology of waiting.

TOTAL HOURS: 45**OUTCOMES:**

1. Students will have understanding about the Service operations and its applicability in the business environment.
2. Students will be able to apply various concepts of Service Design and its elements.
3. Students will be able to measure the Service Quality of any service offering.
4. Students will be able to identify appropriate and suitable service facilities and location.
5. Students will be able to manage Demand and Capacity using appropriate tools.

REFERENCES:

1. Robert Johnston, Michael Shulver, Nigel Slack, Graham Clark Service Operations Management: Improving Service Delivery, Pearson Education, Fifth Edition, 2020
2. James A. Fitzsimmons, Service Management Operations, Strategy, Information Technology, Tata McGraw Hill, 7th Edition 2013.

3. Richard Metters, Kathryn King Metters, Madeleine Pullman, Steve Walton Successful Service Operations Management, South-Western, Cengage Learning, 2nd Edition, 2012.
4. Cengiz Haksever, Barry Render, Roberta S. Russell, Robert G. Murdick, Service Management and Operations, Pearson Education, 2nd Edition.
5. Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 2012.
6. Bill Hollins and Sadie Shinkins, Managing Service Operations, Sage, 2006.
7. J. Nevan Wright and Peter Race, The management of service operations, Cengage, 2nd Edition, 2004.

E - BOOKS:

1. Robert Johnston & Graham Clark, Service Operations Management: Improving Service Delivery (2nd Edition), 517 Pages · 2005.
2. McManus, John & Winroth, Mats & Angelis, Jannis. Service Operations Management: A Strategic Perspective. Red Globe Press, 2019. ISBN: 9781137609243

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2					1	1	
CO2	3		1					
CO3	1			1				
CO4	1	3						
CO5	1	2	1					1
	2	3	1	1		1	1	1

CODE	COURSE TITLE	L	T	P	C
PBA506	SUPPLY CHAIN MANAGEMENT	3	0	0	3

OBJECTIVES:

1. To help them understand the importance of major decisions in Supply chain management for gaining competitive advantage.
2. To educate the students on concepts of Strategic sourcing.
3. To familiarise the students to supply chain network and Distribution Strategies.
4. To understand the concepts related to Inventory price & revenue management.
5. To provide information about current trends in SCM.

UNIT I: INTRODUCTION 09

Supply Chain – Fundamentals – Evolution, Role in Economy – Importance – Decision Phases – Supplier – Manufacturer – Customer chain – Enablers / Drivers of Supply Chain Performance. Supply chain strategy – Supply Chain Performance Measures.

UNIT II: STRATEGIC SOURCING 09

Outsourcing – Make Vs buy – Identifying core processes – Market Vs Hierarchy – Make Vs buy continuum – Sourcing strategy – Supplier Selection and Contract Negotiation – Creating a world class supply base – Supplier Development – World Wide Sourcing.

UNIT III: SUPPLY CHAIN NETWORK 09

Distribution Network Design – Role – Factors Influencing Options, Value Addition – Distribution Strategies – Models for Facility Location and Capacity allocation – Distribution Center Location Models. Supply Chain Network optimization models – Impact of uncertainty on Network Design - Network Design decisions using Decision trees-Supply Chain as a Service (SCaaS)

UNIT IV: PLANNING DEMAND, INVENTORY AND SUPPLY 09

Managing supply chain cycle inventory – Uncertainty in the supply chain – Analyzing impact of supply chain redesign on the inventory – Risk Pooling – Managing inventory for short life cycle products, multiple items, multiple location inventory management – Pricing and Revenue Management.

UNIT V: CURRENT TRENDS**09**

Supply Chain Integration – Building partnership and trust in SC Value of Information – Bullwhip Effect – Effective forecasting – Coordinating the supply chain – SC Restructuring – SC Mapping – SC process restructuring – Postpone the point of differentiation – IT in Supply Chain – Agile Supply Chain – Reverse Supply chain – Agriculture Supply Chain-IoT, blockchain and intelligent order management.

TOTAL HOURS: 45**OUTCOMES:**

1. Students will be able to understand, build and manage a competitive Supply chain.
2. Students will be able to analyse and find the best Supplier.
3. Students will be able to apply concepts of Supply chain network and Distribution strategies.
4. Students will be able to make effective decisions with regarding to Inventory price & Revenue management.
5. Students will be able to comprehend about the current trends in SCM.

REFERENCES:

1. Joel D. Wisner, G. Keong Leong, Keah-Choon Tan, Principles of Supply Chain Management - A Balanced Approach, South-Western, Cengage, 2018.
2. Janat Shah, Supply Chain Management – Text and Cases, Pearson Education, 2016.
3. Sunil Chopra and Peter Meindl, Supply Chain Management – Strategy Planning and Operation, PHI Learning / Pearson Education, 6th Edition, 2015.
4. Ballou Ronald H, Business Logistics and Supply Chain Management, Pearson Education, 5th Edition, 2007.
5. David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, Designing and Managing the Supply Chain: Concepts, Strategies, and Cases, Tata Mc Graw Hill, 3rd Edition ,2008.
6. Altekar Rahul V, Supply Chain Management-Concept and Cases, PHI, 2005.
7. Shapiro Jeremy F, Modeling the Supply Chain, Cengage, Second Reprint, 2006

E - BOOK:

1. David B. Grant & Chee Yew Wong & Alexander Trautrim, Sustainable Logistics and Supply Chain Management: Principles and Practices for Sustainable Operations, New York Kogan Page Ltd ,2nd Edition,2017.

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2		1			1		1
CO2	2			1				
CO3	3		1					
CO4	1	3		2		1		
CO5	1			1			1	1
	2	3	1	1		1	1	1

SPECIALISATION: BANKING FINANCIAL SERVICES AND INSURANCE MANAGEMENT

CODE	COURSE TITLE	L	T	P	C
PBA601	FINANCIAL INSTITUTIONS IN INDIA	3	0	0	3

OBJECTIVES:

1. To understand the basic framework and components of Indian financial system.
2. To understand the various perspectives of Indian financial institutions.
3. To gain knowledge on the roles and functions of NBFC'S.
4. To learn the need for Micro finance and its institutional framework.
5. To acquire knowledge on various financial services linked with Financial institutions

UNIT I: INTRODUCTION 09

Introduction – Financial System in India – Theoretical Framework – Components of Financial System, factors affecting the stability of the financial system – Development finance Vs Universal banking – Financial intermediaries and Financial Innovation – RBI-Central Banking.

UNIT II: FINANCIAL INSTITUTIONS 09

The Financial Institutions: A brief historical perspective – Role of IDBI, ICICI, IFCI and SFCs, LIC & GIC – The banking Institutions, Commercial banks, Public and Private Sectors, structure and comparative performance – Problems of competition, interest rates, spread, and NPAs – Bank capital adequacy norms and capital market support.

UNIT III: NON-BANKING FINANCIAL INSTITUTIONS 09

Nature and categories of NBFCs – Importance of NBFCs – Structure and growth of NBFCs in India – Regulatory Framework of NBFCs in India – Role of RBI – Progress and Problems of NBFCs – Leasing companies, Hire-purchase Finance Companies, Housing Finance Company, Investment Company, Loan Company, Mutual Benefit Financial Companies, Miscellaneous Non-Banking Company & Residuary Non-Banking Companies.

UNIT IV: MICRO FINANCE IN INDIA 09

Micro Finance – Concept and Need-Micro Finance as a development tool – Evolution and character of Micro Finance in India – Micro Finance delivery methodologies – Legal and Regulatory Framework of Micro Finance in India – Micro Finance Institutions-Financial Products and Services – Issues of profitability, efficiency and productivity – Emerging Issues.

UNIT V: FINANCIAL SERVICES**09**

Financial services: Asset / fund based Financial services - Lease finance, consumer credit and hire purchase finance, factoring definition, functions, advantages, evaluation and forfeiting, bills discounting, housing finance, venture capital financing – Fee-based / Advisory services: Stock broking, credit rating.

TOTAL HOURS: 45**OUTCOMES:**

1. Students will be able to understand basic framework & components of Indian financial system.
2. Students are made familiar with various perspectives of Indian financial institutions.
3. Students will have an understanding on the role and functions of NBFC's.
4. Students learn about the necessity of micro finance and its institutional framework.
5. Students will gain knowledge on financial services linked with financial institutions.

REFERENCES:

1. M.Y. Khan, Financial Services, Tata Mc Graw-Hill, New Delhi, 10th edition 2019.
2. Harsh V. Verma, Marketing of Services, Global Business Press, 2002.
3. Sames L. Heskett, Managing in the Service Economy, Harvard Business School Press, Boston, 2001.
4. M.Y. Khan, Indian Financial System, Tata Mc Graw-Hill, New Delhi, 10th Edition 2019.
5. Frank. J. Fabozzi & Franco Modigliani, Foundations of Financial Markets and Institutions, 3rd Edition, Pearson Education Asia, 2009.
6. Bhole. LM. Financial Institutions and Markets, Structure, Growth and Innovations, Tata Mc Graw-Hill Publishing Company Ltd. New Delhi, 2017.
7. Srivatsava. R. M, Management of Financial Institutions, Himalaya Publishing Company Ltd., Mumbai, 2010.
8. Vasant Desai, Financial Markets & Services, HPH, Mumbai, 2016.

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1			2				
CO2	1					1		
CO3	1		1					
CO4	1			2			1	
CO5		1		1		1	1	1
	1	1	1	2		1	1	1

CODE	COURSE TITLE	L	T	P	C
PBA602	BANKING TECHNOLOGY AND MANAGEMENT	3	0	0	3

OBJECTIVES:

1. To educate students on evolution of bank management and the role of technology in Banking.
2. To understand the Delivery channels available for Digital Banking.
3. To assess the need of Data centre operations in Banking.
4. To introduce the concept of Inter Bank Payment Systems and Global Payment Processing.
5. To create awareness on E – banking and Bank Frauds.

UNIT I: BRANCH OPERATIONS AND CORE BANKING 09

Introduction and Evolution of Bank Management – Technological Impact in Banking Operations – Recent IT Trends of Indian banks – Total Branch Computerization – Concept of Opportunities – Centralized Banking – Concept, Opportunities, Challenges & Implementation.

UNIT II: DELIVERY CHANNELS 09

Overview of delivery channels – Channels for delivery of banking services – Automated Teller Machine (ATM) – Phone Banking – Call centers– Internet Banking – Mobile Banking – Payment Gateways – Card technologies – MICR electronic clearing.

UNIT III: BACK OFFICE OPERATIONS 09

Bank back office management – Inter branch reconciliation – Treasury Management – Functions of Treasury Management - Forex Operations – Risk Management – Data centre Management – Network Management – Knowledge Management (MIS/DSS/EIS) – Customer Relationship

Management (CRM).

UNIT IV: INTER BANK PAYMENT SYSTEMS

09

Interface with Payment system Network – Structured Financial Messaging system – Electronic Fund transfer – Types of EFT Payments – RTGSS – Negotiated Dealing Systems & Securities Settlement Systems – Electronic Money – E Cheques – Online Transactions – Concepts, Emerging Trends and Legal implications – Global Payment Processing.

UNIT V: CONTEMPORARY ISSUES IN BANKING TECHNIQUES

09

E Banking - Budgeting – Banking Software – Analysis of Recent Core Banking Software. Bank Frauds – Cyber Crime – Concepts and Techniques, Stalking and Cyber Squatting – Cyber Extortion and Cyber Cheating – Phishing and Hacking. Computer Fraud – Prevention, Detection, Mitigation and Encryption / Decryption.

TOTAL HOURS: 45

OUTCOMES:

1. Students will have understanding on Banking operations and technology.
2. Students will have understanding on Delivery channels on modern Banking.
3. Students will gain knowledge about basic Data centre operations in Banking.
4. Students will be able to understand Interbank Payment Systems & Global Payment Processing.
5. Students will have awareness on E-Banking and Bank Frauds.

REFERENCES:

1. Padmalatha Suresh and Justin Paul, "Management of Banking and Financial Services, Pearson, Delhi, 2017.
2. Meera Sharma, "Management of Financial Institutions – with emphasis on Bank and Risk Management", PHI Learning Pvt. Ltd., New Delhi 2010.
3. Peter S. Rose and Sylvia C. and Hudgins, "Bank Management and Financial Services", Tata McGraw Hill, New Delhi, 2017.
4. Financial Services Information Systems-Jessica Keyes Auerbach publication; 2nd Edition 2000
5. Kaptan SS Indian Banking in Electronic Era, Sarup & Sons, New Delhi, 2003.
6. Vasudeva, E-Banking, Common Wealth Publishers, New Delhi, 2005.
7. Turban Rainer Potter, Information Technology, John Wiely & Sons Inc.

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2		1			1		
CO2	1			1				2
CO3	1	2				1		
CO4	1			3				
CO5			1	1			1	
	1	2	1	1		1	1	2

CODE	COURSE TITLE	L	T	P	C
PBA603	INFORMATION SECURITY FOR BANKS	3	0	0	3

OBJECTIVES:

1. To understand the basic principles in information and data security in Banks.
2. To gain knowledge on various levels of security in Data management practices
3. To provide familiarity on server infrastructure for Data management
4. To explore the measures metrics and standards for Data security operations.
5. To understand security control measures in Data sensitive environment.

UNIT I: INTRODUCTION 09

Information Security Overview – Importance of Information Security – Security Methodology – Risk Analysis – Threat – Types of Attacks – Compliance with Information security standards, Regulations and Laws – Secure Design Principles, The CIA Triad and Other models, Defense models – Security Policies, Standards, Procedures and Guidelines – Security Organizations, roles and responsibilities, managed security services – Authentication and Authorization.

UNIT II: DATA SECURITY 09

Securing Unstructured Data – Encryption – Database Security – Security in Networks – Threats in Networks – Network Security controls – Operating System Security – Operating system security models – Security Technology – Access Controls – Firewalls – Virtual Private Networks – Intrusion detection and Prevention Systems.

UNIT III: SECURING INFRASTRUCUTRE SERVICES 09

E-mail – Web Servers – DNS Servers – Proxy Servers – Application Security – Secure Application Design – Secure Development Lifecycle – Application Security Practices.

UNIT IV: SECURITY OPERATIONS 09

Disaster Recovery, Business Continuity, Backups and High Availability – Incident Response and Forensic Analysis – Physical–Security Agencies–Certifying Authorities –National International.

UNIT V: INFORMATION SECURITY CONTROLS**09**

Physical and Environmental Security Control – Hardware and software security controls – Security Threats – Network, Internet, Application, Social Engineering – Computer Malware – InfoSec Audit - Framework, Policies and Charter – Regulatory Compliance – Overview, Identification of compliance and review. Social media privacy, Challenges, opportunities and pitfalls in online social network, Security issues related to social media.

TOTAL HOURS: 45**OUTCOMES:**

1. Students are able to understand the basic principles and data security in Banks.
2. Students should be able to understand information security aspects and its application in Banks.
3. Students will learn about the server infrastructure for Data management.
4. Students will understand about metrics and standards for Data security operations.
5. Students will be able to get understanding on Security control measures in modern banking.

REFERENCES:

1. Mark Rhodes – Ousley, Information Security, The Complete Reference, Mc Graw Hill, 2nd Edition, 2013.
2. Charles P. Pfleeger, Shari Lawrence Pfleeger, Security in Computing, 4th Edition, 2006.
3. William Stallings, Cryptography and Network Security Principles and Practices, PHI 7th Edition, 2017.
4. Caelli, J., and Longley D. and Shain M., Information Security Handbook, Macmillan, 1991.
5. McClure S., Scambray J. and Kurtz G., Hacking exposed: Network security secrets and solutions, Mc Graw Hill, 2011.

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1						1	1
CO2		1	1	2				
CO3	1				1	1		
CO4	2		1					
CO5	1			2	1	1		
	1	1	1	2	1	1	1	1

CODE	COURSE TITLE	L	T	P	C
PBA604	RETAIL BANKING OPERATIONS	3	0	0	3

OBJECTIVES:

1. To understand the core concepts of Retail banking and its infrastructure.
2. To gain familiarity on various Retail deposits schemes and Regulatory framework.
3. To gain knowledge on Retail lending products and its procedural outcome.
4. To identify the various delivery modes of Retail operations.
5. To assess the importance on Customer Relationship Management process in banks.

UNIT I: INTRODUCTION 09

History and definition of Retail banking – Retail banking in India – Objectives of retail banking, drivers of retail banking – Retail banking infrastructure – Distinction between Retail, Corporate / Wholesale Banking and commercial banking – Retail banking products overview – Customer requirements and opportunities and challenges in retail banking.

UNIT II: RETAIL DEPOSITS 09

Types of deposits accounts – Deposits Schemes – endowment effect in retail deposits – New deposits instruments – Non-Resident Deposits accounts – Opening of deposits accounts – RBI Guidelines – RBI Circulars – Operational Modalities – Deposit Policy – Fixation of charges – Management of deposits – Deposit Lockers – Customer Relationship – Cash transactions.

UNIT III: RETAIL LENDING 09

Types of loans and advances – Customer Requirements-Products development process – Home Loans – Auto-Vehicle Loans – Personal Loans – Educational Loans – Eligibility, Purpose, Amounts, Margin, Security, Disbursement, Moratorium – Prepayment issues, Repayments – Collection – Approval process- Credit risk – RBI Guidelines-Loan process and the relevant accounting including EMI Computation.

UNIT IV: DELIVERY CHANNELS**09**

Operations – process and practices – Traditional Delivery channels – Cheque / Withdrawal slip – Demand draft – Bankers cheque – Modern delivery channels – ATMs, POS, Internet Banking, M-Banking – Selling Process in retail products – Direct Selling Agents – Credit, Debit Cards, Credit Vs. Debit Cards, Eligibility, Purpose, Amount, Margin – Remittances – Funds Transfer- Technology for retail banking

UNIT V: CRM AND RETAIL BANKING**09**

Bank Customer relationship – CRM Strategies – Rights and obligations of bankers – Customers right, liabilities, other issues related to Retail Banking – Trends in retailing – New products like Insurance, Online / Phone Banking, Property services, Investment advisory / Wealth management, recovery process-SARAFESI Act, DRT Act, Reverse Mortgage – Growth of e-banking, Cross selling opportunities.

TOTAL HOURS: 45**OUTCOMES:**

1. Students will be able to understand Retail banking operations.
2. Students will be able to get understanding on Deposits and Regulatory framework.
3. Students will gain knowledge on various lending products.
4. Students will be able to understand the delivery channels in Retail operations
5. Students will gain knowledge on Customer Relationship Management process in banks.

REFERENCES:

1. Retail Banking, Indian Institute of Banking and Finance, Macmillan India Ltd 2010.
2. Kanhaiya Singh and Vinay Dutta, Commercial Bank Management, Mc Graw Hill, 2013.
3. Rose, Peter, and Sylvia Hudgins, Bank management and financial services, Mc Graw Hill, 2017.
4. Hempel, George H., Donald G. Simonson, and Alan B. Coleman, Bank management: Text and Cases.
5. Fraser R. Donald, Benton E. Gup, and James W. Kolari, Commercial Banking, San Francisco West Publishing Company, 3rd Edition 2004.

6. Agarwal, O.P., Fundamentals of Retail Banking, Himalaya Publishing House, Mumbai, First edition, 2021

E - BOOK:

1. Amalendu Ghosh, Managing Risks in Commercial and Retail Banking , Wiley Publications, 654, Pages · 2012.

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1			1				1
CO2				1		2		
CO3	1	3	1					
CO4	1				1			
CO5			1				2	1
	1	3	1	1	1	2	2	1

CODE	COURSE TITLE	L	T	P	C
PBA605	PRINCIPLES AND PRACTICES OF INSURANCE	3	0	0	3

OBJECTIVES:

1. To understand the fundamentals of Indian Insurance market.
2. To understand Life Insurance products, policy and its conditions.
3. To familiarize on the procedures of Insurance premium calculation and claim settlements.
4. To familiarize on General Insurance products and its practices.
5. To explore the knowledge on Life and General insurance under writing and settlement procedures.

UNIT I: INTRODUCTION 09

Meaning of Life Insurance – The Evolution and Growth of Life Insurance – Basic Principles of Insurance – Life Insurance Organizations in India – Competition and Regulation of Life Insurance – Meaning of General Insurance –Need & Types of General Insurance – Fundamentals of General Insurance – Organization and Management of General Insurance Companies – Regulatory Framework for General Insurance in India.

UNIT II: LIFE INSURANCE 09

Types of Life Insurance Policies – Term Life Insurance – Whole Life insurance – Endowment Life Insurance – Unit Linked Policies with or without Profit Policies – Customer Evaluation – Policy Evaluation – Cost and Benefit – Group and Pension Insurance Policies – Special features of Group Insurance / Super Annuation Schemes – Group Gratuity Schemes – Super Annuation schemes. Terms & Conditions of the Policy, Nomination and Assignment of Policies.

UNIT III: COMPUTATION OF PREMIUMS AND SETTLEMENT OF CLAIMS 09

Premium defined – Premium Calculation Including Rebates – Mode of Rebates – Large sum assured Rebates – Premium Loading – Rider Premiums – Computation of Benefits – Surrender value – Paid up value – Settlement of claims, Intimation procedure, documents and settlement procedures.

UNIT IV: FIRE, MARINE AND MOTOR INSURANCE**09**

Fire Insurance, Standard policies – Fire Insurance coverage – Consequential loss (fire) Insurance policies – Declaration policies, Marine Insurance, Marine Cargo policies – Hull policies – Institute cargo clauses – Institute hull clauses – Open policies – Accumulation of risk per location – Motor Insurance, Types of policies – Third party Insurance – Comprehensive coverage – Conditions and Exclusions – Premium.

UNIT V: UNDERWRITING AND SETTLEMENT OF CLAIMS**09**

Underwriting – Life and General Insurance - Need for underwriting – Guiding principles of Underwriting – Factors affecting Insurability – Settlement of Claims, Claim procedure – TPAs – Claim forms – Investigation / Assessment – Essential Claim Documents – Settlement Limitation, Arbitration, Loss Minimization and Salvage.

TOTAL HOURS: 45**OUTCOMES:**

1. Students will be able to understand concepts of Life and General Insurance.
2. Students will be able to get understanding on the various types of Insurances.
3. Students gain knowledge about processes in Insurance claims and settlement.
4. Students learn about various General Insurance products.
5. Students will be able to explore knowledge on Life and General Insurance with under writing and settlement procedures.

REFERENCES:

1. Insurance Institute of India – IC 23 – Application of Life Assurance, IC 30 – Practice of Life Assurance, IC 33 – Life Assurance.
3. Insurance Institute of India – IC 32- Practice of General Insurance, IC 34 – General Insurance, IC 45 - General Insurance Underwriting.
4. Module II, Principles and Practice of Life Insurance, The Institute of Chartered Accountants of India: New Delhi.
5. Kanika Mishra, Fundamentals of Life Insurance: Theories and Applications, Prentice Hall of India: New Delhi, 2016.

6. M.N. Mishra & S B Mishra, Insurance: Principles and Practice, 22nd Edition :2016
7. Module I, Principles and Practice of General Insurance, The Institute of Chartered Accountants of India, New Delhi.
8. K.C. Mishra and G.E. Thomas, General Insurance - Principles and Practice, Cengage Learning, New Delhi, 2009.

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1			1				
CO2	2			1		1		
CO3	2	3	1					
CO4	2			1		1		
CO5	2		1				2	1
	2	3	1	1		1	2	1

CODE	COURSE TITLE	L	T	P	C
PBA606	INSURANCE LAW AND REGULATIONS	3	0	0	3

OBJECTIVES:

1. To provide basic knowledge on Insurance laws and regulations.
2. To provide insights on Insurance acts in India
3. To familiarize on roles of the Insurance agents and intermediaries.
4. To educate students on the legal aspects of Insurance.
5. To understand the regulatory framework of Indian insurance companies.

UNIT I: INTRODUCTION 09

Definition and sources of Law – Judicial set up in India — Insurance as a contract – Legal principles, Principle of indemnity, Insurable interest, Subrogation and Utmost good faith –Uberrimae fidei - Proximate Cause- History of Insurance Legislation in India – Life Insurance Corporation Act 1956 – General Insurance Business Nationalization Act 1973.

UNIT II: INSURANCE ACTS 09

Current Legal Environment – Insurance Act 1938 (as amended) & Insurance Regulatory & Development Act an Overview – Insurance Sector Reforms – The Insurance Regulatory Development Authority (IRDA) Act, 1999 – IRDA (Investment) Regulations 2000 – IRDA - Guidelines for Insurance Brokers – Securities and Exchange Board of India (SEBI) Act, 1992 – SEBI Guidelines.

UNIT III: INSURANCE INTERMEDIARIES 09

Insurance Intermediaries – Regulations issued by IRDA for Insurance Agents & Brokers – Agency Contract – License to act as insurance agent – Authority of a life Insurance Agent rights and responsibilities agent’s compensation and hereditary commission – Termination of agency – Nomination facility – Licensing of Insurance Brokers – Role & Responsibilities of Insurance Brokers.

UNIT IV: LEGAL ASPECTS OF INSURANCE**09**

Legal Aspects of Life Assurance – Mortgage of Life Policies – Different kinds of Proofs of Death – Various forms of Evidence of Testate – and Intestate Succession – Presumption of Death – Indemnity & Guarantee – Attachments and Prohibitory Orders – Provisions of Limitation Act as applicable to Insurance Contracts.

UNIT V: REGULATORY ASPECTS OF INSURANCE**09**

Exchange Control Regulations as applicable to General Insurance – IRDA Directions for protections of policy holders – Consumer Protection Act 1986 – Arbitration & conciliation Act 1996 - Vigilance set up – Insurance Ombudsman-Rural and Social Sector obligations

TOTAL HOURS: 45**OUTCOMES:**

1. Students will be able to understand the legal aspects of Insurance in India.
2. Students will learn about Insurance acts in India.
3. Students will learn about Insurance agents and intermediaries.
4. Students will be familiar about documentation in Insurance.
5. Students will be able to get understanding on legal framework of Indian Insurance companies.

REFERENCES:

1. Indian Institute of Insurance – IC 24 – Legal Aspects of Life Assurance.
2. K.C. Mishra and M. Bakshi, Legal and Regulatory Aspects of Insurance, Cengage learning, Delhi, 2009.
3. M. N Srinivasan, Principles of Insurance Law (Life - Fire - Marine - Motor and Accident), 2017
4. KSN Murthy & Dr KVS Sarma, Modern Law of Insurance, 2013.
5. Kenneth A. Abraham Insurance Law and Regulation: Cases and Materials, Foundation Press, 6th edition, 2015.
6. Insurance Principles and Practice, M. N. Mishra & Dr. S. B. Mishra, S. Chand Publishing, 22nd edition, 2016.

E – BOOK:

1. <https://www.icsi.edu/media/webmodules/publications/InsuranceLawandPractice.pdf>

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1			3				
CO2			1	3				
CO3	1					1	1	1
CO4	2					1		
CO5			1	1				1
	1		1	3		1	1	1

CODE	COURSE TITLE	L	T	P	C
BA 3341	CREATIVITY AND INNOVATION LABORATORY	0	0	2	1

OBJECTIVES:

1. To understand the nuances involved in Creativity & Innovation.
2. To understand the mechanism of Thinking and Visualisation.
3. To make students understand about Creative thinking, methods and tools for Creative thinking.
4. To educate students on creative tools and techniques for Problem-solving.
5. To introduce the methodology of inventive problem solving.

UNIT I: INTRODUCTION 6

Need for Creative and innovative thinking for quality –Methodologies and approaches, individual and group creativity, organizational role in creativity – Innovation, types of innovation, barriers to innovation.

UNIT II: MECHANISM OF THINKING AND VISUALISATION 6

Definitions and theory of mechanisms of mind heuristics and models, attitudes, approaches and actions that support creative thinking – Advanced study of visual elements and principles.

UNIT III: CREATIVITY 6

Methods and tools for Directed Creativity – Basic Principles – Tools that prepare the mind for creative thought – stimulation – Development and Actions – Processes in creativity ICEDIP.

UNIT IV: CREATIVITY IN PROBLEM SOLVING 6

Generating and acquiring new ideas, product design, service design – case studies and hands-on exercises, stimulation tools and approaches, six thinking hats, lateral thinking – Individual activity, group activity, contextual influences.

UNIT V: INNOVATION**6**

Achieving Creativity – Introduction to TRIZ methodology of Inventive Problem Solving, the essential factors – Innovator’s solution – Disruptive Innovation model.

TOTAL HOURS: 30**OUTCOMES:**

1. Students will be able to understand the basics of Creativity & Innovation.
2. Students will show understanding on the mechanism of Thinking and Visualisation.
3. Students will be able to apply tools for Creative thinking.
4. Students will be able to solve problems using creative Tools and Techniques.
5. Students will be able to solve problem using Inventive Methodology.

REFERENCES:

1. Floyd Hurr, Rousing Creativity: Think New Now, ISBN 978-1-56052-547-9, Crisp Publications Inc.
2. Geoffrey Petty, ‘How to be better at Creativity?’, 2nd Edition, Rossendale Books, 2017.
3. Clayton M. Christensen, Michael E. Raynor, The Innovator’s Solution, Harvard Business School Press Boston, USA, 2013.
4. Semyon D. Savransky, ‘Engineering of Creativity – TRIZ’, CRC Press New York USA, 2000.

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2							
CO2	2	3		3		1	1	1
CO3	2	2		1				
CO4	1			1				
CO5						1	2	2
	2	3		2		1	2	2

SEMESTER IV

CODE	COURSE TITLE	L	T	P	C
BA 3441	PROJECT WORK	0	0	40	12

OBJECTIVES:

1. To provide an opportunity for students to define the problem systematically in selected field of study.
2. To know the theoretical background of the study and understand the company and industry profile.
3. To enable students, draft the objectives and methodology of the study.
4. To make students understand the data requirements and collect data relevant for their research.
5. To make students analyse data, interpret results, prepare and present their project report with findings and suggestions.

Project work must be done by the student during the 4th Semester. The report should be around 60-100 pages containing the details of the project undergone, with duration. The project report has to be submitted as per prescribed guidelines.

OUTCOMES:

1. Students will be able to define problems in their field of study in a systematic manner.
2. Students will be able to have an understanding of the theoretical background of the study, the company and industry profile.
3. Students will be able to draft objectives and methodology for their study.

4. Students will have an understanding on the data requirements and collect data relevant for their research.
5. Students will be able to analyse data, interpret results, prepare and present their project report with findings and suggestions.

PO-CO Mapping	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1		2		2
CO2	1			2				
CO3	1		1	1				
CO4		1		1		2	1	
CO5		3		1		2	1	1
	1	2	1	1		2	1	2