

SRM VALLIAMMAI ENGINEERING COLLEGE

(An Autonomous Institution)

SRM Nagar, Kattankulathur, Chengalpattu Dt. - 603203, Tamil Nadu.

DEPARTMENT OF MANAGEMENT STUDIES



POST GRADUATE CURRICULA AND SYLLABI (REGULATIONS 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 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 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

| SEM 1 | S. No | COURSE CODE | COURSE TITLE | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|--------------|--------------|--------------------|--|------------|------------|------------|------------|------------|------------|------------|------------|
| | 1 | MA3127 | Statistics for Management | 1.5 | 2.6 | | 1 | | | | |
| | 2 | BA3161 | Economic Analysis for Business | 1 | 1 | 1 | 2 | | 1 | 1 | 1 |
| | 3 | BA3162 | Management Concepts and Organisational Behaviour | 1.6 | 2 | 1 | 1.67 | 1 | 1 | 1 | 1 |
| | 4 | BA3163 | Accounting for Management | 1.4 | 1.75 | 1 | 1 | 1 | 1 | | 1 |
| | 5 | BA3164 | Legal Aspects of Business | 1.8 | 1 | 1 | 1.5 | 1 | 1 | 1 | 1 |
| | 6 | BA3165 | Entrepreneurship Development | 1.5 | 2 | 1 | 2 | 1 | 1 | 1.5 | 1 |
| | 7 | BA3166 | Management Information Systems | 2 | 3 | 1 | 1 | 1 | 1 | 1 | 1 |
| | 8 | BA3141 | Spreadsheet Modelling Laboratory | 1.2 | 2.4 | | 1 | | | | 1 |
| | 9 | BA3142 | Softskill Development Laboratory | 1 | | | 1.8 | 1 | | | 1 |
| SEM 2 | S. No | COURSE CODE | COURSE TITLE | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
| | 1 | BA3261 | Applied Operations Research | 1.4 | 2.2 | 1 | 1 | 1 | 1 | | 1 |
| | 2 | BA3262 | Business Research Methods | 1.4 | 2.33 | | 1.33 | 1 | 1 | 1 | 1 |
| | 3 | BA3263 | Financial Management | 1.4 | 2.33 | 1 | 1 | 1 | 1.66 | 1 | 1 |
| | 4 | BA3264 | Human Resource Management | 1.8 | 1 | 1.5 | 1 | 1.5 | 2 | 2 | 1.5 |
| | 5 | BA3265 | Operations Management | 2 | 2 | | 1 | 1 | 1 | | 1 |
| | 6 | BA3266 | Marketing Management | 2.2 | 2 | 1 | 1.33 | 1 | 1 | 1 | 1 |
| | 7 | BA3267 | Business Analytics | 2 | 3 | 1 | 1 | 1 | 1 | 1 | 1 |
| | 8 | BA3241 | Data Analysis and Business Modelling Laboratory | 2 | 3 | 1 | 1 | | 1 | | 1 |
| | 9 | BA3242 | Managerial Skills Development Laboratory | 1.6 | 1 | | 1 | 2 | 1 | | 1 |

| SEM 3 | S. No | COURSE CODE | COURSE TITLE | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|--------------|--------------|--------------------|--------------------------------------|---------------------------|------------|------------|------------|------------|------------|------------|------------|
| | 1 | BA3361 | Strategic Management | 2 | 3 | 1 | 1.5 | 1 | 1 | 1 | 1 |
| | 2 | BA3362 | International Business Management | 1.6 | 1 | 1 | 1.6 | 1 | 1.5 | 1 | 1 |
| | 3 | PBA10X | Professional Elective I | Refer Annexure – 1 | | | | | | | |
| | 4 | PBA20X | Professional Elective II | | | | | | | | |
| | 5 | PBA30X | Professional Elective III | | | | | | | | |
| | 6 | PBA40X | Professional Elective IV | | | | | | | | |
| | 7 | PBA50X | Professional Elective V | | | | | | | | |
| | 8 | PBA60X | Professional Elective VI | | | | | | | | |
| | 9 | BA3341 | Creativity and Innovation Laboratory | 1.75 | 2.5 | | 1.66 | | 1 | 1.5 | 1.5 |
| | 10 | BA3342 | Internship Report | 1.25 | 2 | 3 | 2.4 | 2.66 | 2 | 1.66 | 1 |
| SEM 4 | S. No | COURSE CODE | COURSE TITLE | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
| 1 | BA3441 | Project Work | 1.66 | 2 | 1 | 1.2 | | 2 | 1 | 1.5 | |

ANNEXURE – 1
PROFESSIONAL ELECTIVE COURSES (PEC)

| Specialisation: MARKETING MANAGEMENT | | | | | | | | | | |
|--|--------------------|---|------------|------------|------------|------------|------------|------------|------------|------------|
| S. No | COURSE CODE | COURSE TITLE | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
| 1 | PBA101 | Brand Management | 1.33 | 2 | 1.75 | 1.66 | 1 | 1.33 | 2 | 1 |
| 2 | PBA102 | Consumer Behaviour | 2 | 1 | 1.33 | 1.5 | 1 | 1.33 | 1 | 1 |
| 3 | PBA103 | Customer Relationship Management | 1.66 | 1.75 | | 2 | 1 | 1 | | 1 |
| 4 | PBA104 | Retail Marketing | 1.66 | 1 | 1 | 2.33 | 2 | 1.5 | 1 | 1 |
| 5 | PBA105 | Services Marketing | 2 | 2 | 1 | 1.25 | 1 | 1 | 1 | 2 |
| 6 | PBA106 | Digital Marketing | 1.5 | 2 | | 1 | | | | 1 |
| Specialisation: FINANCIAL MANAGEMENT | | | | | | | | | | |
| S. No | COURSE CODE | COURSE TITLE | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
| 7 | PBA201 | Banking and Financial Management | 1.66 | 3 | 1.33 | 1.25 | 1 | 1 | 1 | 1 |
| 8 | PBA202 | Corporate Finance | 1.5 | 2.5 | 1 | 2 | 1 | 1 | 1.5 | 1 |
| 9 | PBA203 | Derivatives Management | 1.5 | 1.5 | 1 | 1.5 | | 1 | 1 | 1 |
| 10 | PBA204 | Merchant Banking and Financial Services | 1.75 | 2 | 1 | 1.5 | 1 | 1 | 1 | 1 |
| 11 | PBA205 | Security Analysis and Portfolio Management | 1.4 | 2 | | 1.5 | 2 | 1 | | 1 |
| 12 | PBA206 | International Trade Finance | 1.25 | 2 | | 1.5 | 1 | 1 | | 1 |
| Specialisation: Human Resource Management | | | | | | | | | | |
| S. No | COURSE CODE | COURSE TITLE | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
| 13 | PBA301 | Cross cultural and Diversity Management | 2.25 | 1.33 | 2.5 | 1.5 | 1 | 1 | 1 | 1 |
| 14 | PBA302 | Industrial Relations and Labour Welfare | 2.33 | 1 | 2 | 1.5 | 1 | 1 | 1 | 1 |
| 15 | PBA303 | Labour Legislations | 2.33 | 1 | 1 | 2 | 1 | 1.33 | 1 | 1 |
| 16 | PBA304 | Managerial Behaviour and Effectiveness | 1.5 | 1 | 1.5 | 1 | 1 | 1.5 | 2 | 1 |
| 17 | PBA305 | Organizational Theory, Design and Development | 2 | 1 | 1.33 | 1.33 | 1 | 1 | 1 | 1 |
| 18 | PBA306 | Strategic Human Resource Management | 1 | 2 | 1.66 | 2 | 1 | 1.25 | 1 | 1 |

Specialisation: Systems Management

| S. No | COURSE CODE | COURSE TITLE | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|-------|-------------|---|------|-----|-----|------|-----|-----|-----|-----|
| 19 | PBA401 | Advanced Database Management System | 1.66 | 1 | 1 | 1 | | 1 | 1 | 1 |
| 20 | PBA402 | Data mining for Business Intelligence | 1.4 | 2 | 1 | 1 | 2 | 1 | 1 | 1 |
| 21 | PBA403 | Enterprise Resource Planning | 1.75 | 1 | 1 | 1.33 | 1 | 1 | 1 | 1 |
| 22 | PBA404 | Software Project Management and Quality | 1.5 | 3 | 1.5 | 1.5 | 1 | 1 | 1 | |
| 23 | PBA405 | E-Business Management | 1.25 | 1 | 1 | 2.5 | 1 | 1 | 1 | 1 |
| 24 | PBA406 | Decision Support System | 1.33 | 1 | 2 | 2.5 | 1 | 1 | 1 | 1 |

Specialisation: Operations Management

| S. No | COURSE CODE | COURSE TITLE | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|-------|-------------|--------------------------------|------|-----|------|------|-----|-----|-----|-----|
| 25 | PBA501 | Logistics Management | 1.75 | 2 | 1 | 1.5 | 1 | 1 | 1 | 1 |
| 26 | PBA502 | Materials Management | 1.8 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| 27 | PBA503 | Product Design | 1.6 | 2 | 1 | 1 | | 1 | 1 | 1 |
| 28 | PBA504 | Project Management | 1.5 | 2.5 | 1.33 | 1 | 1.5 | 1 | 1 | 1 |
| 29 | PBA505 | Services Operations Management | 1.6 | 2.5 | 1 | 1 | | 1 | 1 | 1 |
| 30 | PBA506 | Supply Chain Management | 1.8 | 3 | 1 | 1.33 | | 1 | 1 | 1 |

Specialisation: Banking Financial Services and Insurance Management

| S. No | COURSE CODE | COURSE TITLE | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|-------|-------------|--------------------------------------|------|-----|-----|------|-----|-----|-----|-----|
| 31 | PBA601 | Financial Institutions in India | 1 | 1 | 1 | 1.66 | | 1 | 1 | 1 |
| 32 | PBA602 | Banking Technology and Management | 1.25 | 2 | 1 | 1.66 | | 1 | 1 | 2 |
| 33 | PBA603 | Information Security for Banks | 1.25 | 1 | 1 | 2 | 1 | 1 | 1 | 1 |
| 34 | PBA604 | Retail Banking Operations | 1 | 3 | 1 | 1 | 1 | 2 | 2 | 1 |
| 35 | PBA605 | Principles and Practice of Insurance | 1.8 | 3 | 1 | 1 | | 1 | 2 | 1 |
| 36 | PBA606 | Insurance Law and Regulations | 1.33 | | 1 | 2.33 | | 1 | 1 | 1 |

Contribution: 1 – Reasonable 2 – Significant 3 – Strong

SRM VALLIAMMAI ENGINEERING COLLEGE

(An Autonomous Institution)

SRM Nagar, Kattankulathur -603203

REGULATION – 2023

CHOICE BASED CREDIT SYSTEM

MASTER OF BUSINESS ADMINISTRATION

CURRICULA AND SYLLABI (I TO IV Semesters)

SEMESTER- I

| S. No | COURSE CODE | COURSE TITLE | CATEGORY | CONTACT PERIODS | L | T | P | C |
|------------------|-------------|--|----------|-----------------|-----------|----------|----------|-----------|
| THEORY | | | | | | | | |
| 1 | MA3127 | Statistics for Management | BSC | 4 | 3 | 1 | 0 | 4 |
| 2 | BA3161 | Economic Analysis for Business | PCC | 3 | 3 | 0 | 0 | 3 |
| 3 | BA3162 | Management Concepts and Organisational Behaviour | PCC | 3 | 3 | 0 | 0 | 3 |
| 4 | BA3163 | Accounting for Management | PCC | 4 | 3 | 1 | 0 | 4 |
| 5 | BA3164 | Legal Aspects of Business | PCC | 3 | 3 | 0 | 0 | 3 |
| 6 | BA3165 | Entrepreneurship Development | PCC | 3 | 3 | 0 | 0 | 3 |
| 7 | BA3166 | Management Information System | PCC | 3 | 3 | 0 | 0 | 3 |
| PRACTICAL | | | | | | | | |
| 8 | BA3141 | Spreadsheet Modelling Laboratory | EEC | 4 | 0 | 0 | 4 | 2 |
| 9 | BA3142 | Softskill Development Laboratory * | EEC | 2 | 0 | 0 | 2 | 1 |
| TOTAL | | | | 29 | 21 | 2 | 6 | 26 |

* No End-Semester Examination is required for this course.

SEMESTER – II

| S. No | COURSE CODE | COURSE TITLE | CATEGORY | CONTACT PERIODS | L | T | P | C |
|---------------|-------------|-----------------------------|----------|-----------------|---|---|---|---|
| THEORY | | | | | | | | |
| 1 | BA3261 | Applied Operations Research | PCC | 4 | 3 | 1 | 0 | 4 |
| 2 | BA3262 | Business Research Methods | PCC | 3 | 3 | 0 | 0 | 3 |
| 3 | BA3263 | Financial Management | PCC | 4 | 3 | 1 | 0 | 4 |
| 4 | BA3264 | Human Resource Management | PCC | 3 | 3 | 0 | 0 | 3 |
| 5 | BA3265 | Operations Management | PCC | 3 | 3 | 0 | 0 | 3 |
| 6 | BA3266 | Marketing Management | PCC | 3 | 3 | 0 | 0 | 3 |

| | | | | | | | | |
|------------------|--------|---|-----|-----------|-----------|----------|----------|-----------|
| 7 | BA3267 | Business Analytics | PCC | 3 | 3 | 0 | 0 | 3 |
| PRACTICAL | | | | | | | | |
| 8 | BA3241 | Data Analysis and Business Modelling Laboratory | EEC | 4 | 0 | 0 | 4 | 2 |
| 9 | BA3242 | Managerial Skills Development Laboratory* | EEC | 2 | 0 | 0 | 2 | 1 |
| TOTAL | | | | 29 | 21 | 2 | 6 | 26 |

*No End-Semester Examination is required for this course.

SEMESTER - III

| S. No | COURSE CODE | COURSE TITLE | CATEGORY | CONTACT PERIODS | L | T | P | C |
|------------------|-------------|--|----------|-----------------|-----------|----------|----------|-----------|
| THEORY | | | | | | | | |
| 1 | BA3361 | Strategic Management | PCC | 4 | 4 | 0 | 0 | 4 |
| 2 | BA3362 | International Business Management | PCC | 4 | 4 | 0 | 0 | 4 |
| 3 | | Professional Elective I* | PEC | 3 | 3 | 0 | 0 | 3 |
| 4 | | Professional Elective II* | PEC | 3 | 3 | 0 | 0 | 3 |
| 5 | | Professional Elective III* | PEC | 3 | 3 | 0 | 0 | 3 |
| 6 | | Professional Elective IV* | PEC | 3 | 3 | 0 | 0 | 3 |
| 7 | | Professional Elective V* | PEC | 3 | 3 | 0 | 0 | 3 |
| 8 | | Professional Elective VI* | PEC | 3 | 3 | 0 | 0 | 3 |
| PRACTICAL | | | | | | | | |
| 9 | BA3341 | Creativity and Innovation Laboratory** | EEC | 2 | 0 | 0 | 2 | 1 |
| 10 | BA3342 | Internship Report *** | EEC | 0 | 0 | 0 | 0 | 3 |
| TOTAL | | | | 28 | 26 | 0 | 2 | 30 |

* Chosen electives should be from two streams of management of three papers each.

** No End-Semester Examination is required for this course.

*** Internship study must be done by the student at the end of the second semester for a period of 4 Weeks.

SEMESTER - IV

| S. No | COURSE CODE | COURSE TITLE | CATEGORY | CONTACT PERIODS | L | T | P | C |
|-------|-------------|--------------|----------|-----------------|---|---|----|----|
| 1 | BA 3441 | Project Work | EEC | 24 | 0 | 0 | 24 | 12 |

SUMMARY

| S. No | Subject Area | Credits per Semester | | | | Credits Total | Percentage (%) |
|-------|--|----------------------|-----------|-----------|-----------|---------------|----------------|
| | | I | II | III | IV | | |
| 1 | Basic Science Courses (BSC) | 4 | - | - | - | 4 | 4.26 |
| 2 | Professional Core Courses (PCC) | 19 | 23 | 8 | - | 50 | 53.19 |
| 3 | Professional Elective Courses (PEC) | - | - | 18 | - | 18 | 19.15 |
| 4 | Employability Enhancement Course (EEC) | 3 | 3 | 4 | 12 | 22 | 23.40 |
| | Total | 26 | 26 | 30 | 12 | 94 | 100 |

TOTAL NUMBER OF CREDITS: 94

BASIC SCIENCE COURSES (BSC)

| S. No | SEM | COURSE CODE | COURSE TITLE | CATEGORY | CONTACT PERIODS | L | T | P | C |
|-------|--------------|-------------|---------------------------|----------|-----------------|---|---|---|---|
| 1 | SEM 1 | MA3127 | Statistics for Management | BSC | 4 | 3 | 1 | 0 | 4 |

PROFESSIONAL CORE COURSES (PCC)

| S. No | SEM | COURSE CODE | COURSE TITLE | CATEGORY | CONTACT PERIODS | L | T | P | C |
|-------|--------------|-------------|--|----------|-----------------|---|---|---|---|
| 1 | SEM 1 | BA3161 | Economic Analysis for Business | PCC | 3 | 3 | 0 | 0 | 3 |
| 2 | | BA3162 | Management Concepts and Organisational Behaviour | PCC | 3 | 3 | 0 | 0 | 3 |
| 3 | | BA3163 | Accounting for Management | PCC | 4 | 3 | 1 | 0 | 4 |
| 4 | | BA3164 | Legal Aspects of Business | PCC | 3 | 3 | 0 | 0 | 3 |
| 5 | | BA3165 | Entrepreneurship Development | PCC | 3 | 3 | 0 | 0 | 3 |
| 6 | | BA3166 | Management Information System | PCC | 3 | 3 | 0 | 0 | 3 |
| 7 | SEM 2 | BA3261 | Applied Operations Research | PCC | 4 | 3 | 1 | 0 | 4 |
| 8 | | BA3262 | Business Research Methods | PCC | 3 | 3 | 0 | 0 | 3 |
| 9 | | BA3263 | Financial Management | PCC | 4 | 3 | 1 | 0 | 4 |
| 10 | | BA3264 | Human Resource Management | PCC | 3 | 3 | 0 | 0 | 3 |
| 11 | | BA3265 | Operations Management | PCC | 3 | 3 | 0 | 0 | 3 |
| 12 | | BA3266 | Marketing Management | PCC | 3 | 3 | 0 | 0 | 3 |
| 13 | SEM 3 | BA3267 | Business Analytics | PCC | 3 | 3 | 0 | 0 | 3 |
| 14 | | BA3361 | Strategic Management | PCC | 4 | 4 | 0 | 0 | 4 |
| 15 | | BA3362 | International Business Management | PCC | 4 | 4 | 0 | 0 | 4 |

PROFESSIONAL ELECTIVE COURSES (PEC)

| S. NO | COURSE CODE | COURSE TITLE | CATEGORY | CONTACT PERIODS | L | T | P | C |
|--|-------------|---|----------|-----------------|---|---|---|---|
| Specialisation: Marketing Management | | | | | | | | |
| 1 | PBA101 | Brand Management | PEC | 3 | 3 | 0 | 0 | 3 |
| 2 | PBA102 | Consumer Behaviour | PEC | 3 | 3 | 0 | 0 | 3 |
| 3 | PBA103 | Customer Relationship Management | PEC | 3 | 3 | 0 | 0 | 3 |
| 4 | PBA104 | Retail Marketing | PEC | 3 | 3 | 0 | 0 | 3 |
| 5 | PBA105 | Services Marketing | PEC | 3 | 3 | 0 | 0 | 3 |
| 6 | PBA106 | Digital Marketing | PEC | 3 | 3 | 0 | 0 | 3 |
| Specialisation: Financial Management | | | | | | | | |
| 7 | PBA201 | Banking and Financial Management | PEC | 3 | 3 | 0 | 0 | 3 |
| 8 | PBA202 | Corporate Finance | PEC | 3 | 3 | 0 | 0 | 3 |
| 9 | PBA203 | Derivatives Management | PEC | 3 | 3 | 0 | 0 | 3 |
| 10 | PBA204 | Merchant Banking and Financial Services | PEC | 3 | 3 | 0 | 0 | 3 |
| 11 | PBA205 | Security Analysis and Portfolio Management | PEC | 3 | 3 | 0 | 0 | 3 |
| 12 | PBA206 | International Trade Finance | PEC | 3 | 3 | 0 | 0 | 3 |
| Specialisation: Human Resource Management | | | | | | | | |
| 13 | PBA301 | Cross Cultural and Diversity Management | PEC | 3 | 3 | 0 | 0 | 3 |
| 14 | PBA302 | Industrial Relations and Labour Welfare | PEC | 3 | 3 | 0 | 0 | 3 |
| 15 | PBA303 | Labour Legislations | PEC | 3 | 3 | 0 | 0 | 3 |
| 16 | PBA304 | Managerial Behaviour and Effectiveness | PEC | 3 | 3 | 0 | 0 | 3 |
| 17 | PBA305 | Organizational Theory, Design and Development | PEC | 3 | 3 | 0 | 0 | 3 |
| 18 | PBA306 | Strategic Human Resource Management | PEC | 3 | 3 | 0 | 0 | 3 |
| Specialisation: Systems Management | | | | | | | | |
| 19 | PBA401 | Advanced Database Management System | PEC | 3 | 3 | 0 | 0 | 3 |
| 20 | PBA402 | Data mining for Business Intelligence | PEC | 3 | 3 | 0 | 0 | 3 |
| 21 | PBA403 | Enterprise Resource Planning | PEC | 3 | 3 | 0 | 0 | 3 |
| 22 | PBA404 | Software Project Management and Quality | PEC | 3 | 3 | 0 | 0 | 3 |
| 23 | PBA405 | E-Business Management | PEC | 3 | 3 | 0 | 0 | 3 |
| 24 | PBA406 | Decision Support System | PEC | 3 | 3 | 0 | 0 | 3 |

| Specialisation: Operations Management | | | | | | | | |
|---|--------|--------------------------------------|-----|---|---|---|---|---|
| 25 | PBA501 | Logistics Management | PEC | 3 | 3 | 0 | 0 | 3 |
| 26 | PBA502 | Materials Management | PEC | 3 | 3 | 0 | 0 | 3 |
| 27 | PBA503 | Product Design | PEC | 3 | 3 | 0 | 0 | 3 |
| 28 | PBA504 | Project Management | PEC | 3 | 3 | 0 | 0 | 3 |
| 29 | PBA505 | Services Operations Management | PEC | 3 | 3 | 0 | 0 | 3 |
| 30 | PBA506 | Supply Chain Management | PEC | 3 | 3 | 0 | 0 | 3 |
| Specialisation: Banking, Financial Services and Insurance Management | | | | | | | | |
| 31 | PBA601 | Financial Institutions in India | PEC | 3 | 3 | 0 | 0 | 3 |
| 32 | PBA602 | Banking Technology and Management | PEC | 3 | 3 | 0 | 0 | 3 |
| 33 | PBA603 | Information Security for Banks | PEC | 3 | 3 | 0 | 0 | 3 |
| 34 | PBA604 | Retail Banking Operations | PEC | 3 | 3 | 0 | 0 | 3 |
| 35 | PBA605 | Principles and Practice of Insurance | PEC | 3 | 3 | 0 | 0 | 3 |
| 36 | PBA606 | Insurance Law and Regulations | PEC | 3 | 3 | 0 | 0 | 3 |

EMPLOYABILITY ENHANCEMENT COURSES (EEC)

| S. NO | COURSE CODE | COURSE TITLE | CATEGORY | CONTACT PERIODS | L | T | P | C |
|-------|-------------|---|----------|-----------------|---|---|----|----|
| 1 | BA3141 | Spreadsheet Modelling Laboratory | EEC | 4 | 0 | 0 | 4 | 2 |
| 2 | BA3142 | Softskill Development Laboratory | EEC | 2 | 0 | 0 | 2 | 1 |
| 3 | BA3241 | Data Analysis and Business Modelling Laboratory | EEC | 4 | 0 | 0 | 4 | 2 |
| 4 | BA3242 | Managerial Skills Development Laboratory | EEC | 2 | 0 | 0 | 2 | 1 |
| 5 | BA3341 | Creativity and Innovation Laboratory* | EEC | 2 | 0 | 0 | 2 | 1 |
| 6 | BA3342 | Internship Report * | EEC | 0 | 0 | 0 | 0 | 3 |
| 7 | BA3441 | Project Work | EEC | 24 | 0 | 0 | 24 | 12 |

* No End-Semester Examinations

SEMESTER – I

MA3127

STATISTICS FOR MANAGEMENT

| L | T | P | C |
|---|---|---|---|
| 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. "Statistics for Management" by Richard I. Levin and David S. Rubin, Jan 2023.
2. "Statistics in Practice: Using Data, Modelling, and Analytics", Bruce L. Bowerman, Richard T.O' Connell, et al., April 2019.
3. "Quantitative Techniques for Management" by N.D. Vohra, Oct 2021.
4. "Business Statistics" by J.K. Sharma, Jan 2014.
5. "Statistics for Business and Economics" by Paul Newbold, William L. Carlson, and Betty Thorne, July 2019.

| 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 | | | | | | |
| Average | 1.5 | 2.6 | | 1 | | | | |

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 familiarize 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 9

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 9

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 9

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 9

Definition & Nature of Macroeconomics - System - Macro-Economic Components – Circular Flow of Money in Economy – Households – Firms – Government - National Income – Components – Determination and Methods of Computing National Income – Multiplier Effect – Fiscal Policy – Role of Government in Macro Economics.

UNIT V: MACRO ECONOMIC VARIABLES AND THE ROLE OF MONEY**9**

Macro-Economic Variables - Unemployment and its Impact – Okun’s Law – Inflation and Deflation – Features, Reasons and Types – Balance of Payments – Philips Curve – Short Run and Long Run – Role of Money - Money Market – Money Market Equilibrium - The Role of Monetary Policy in India.

TOTAL HOURS: 45**OUTCOMES:**

1. Students will have an understanding on micro and macroeconomics and fundamental economic problems.
2. Students will be able to principles law of demand and supply, consumer behaviour, short run and long run production function.
3. Students will have an understanding on different types of market structure and the factors of production.
4. Students will have an understanding on macroeconomic components, aggregate demand and supply and National income computation.
5. Students will have the ability to understand about unemployment, its effect and the role of Government programs towards employment.

REFERENCES:

1. Text book of Economics, William boyes & Michael Melvin (2015) Biztantra.
2. Economic Analysis - KPM Sundaram & EN. Sundharam Sultan Chand & Sons New Delhi (2020 Edition).
3. Economics - P.A. Samuelson & W.D. Nordhaus (2015) 19th Edition, TMH Publications.
4. Managerial Economics - PetersEn Lewis & Jain (2015) Pearson Education / PHI.
5. Macro Economics Theory & POlicy - H.L Ahuja (2020) 5th Edition, S. Chand Publications.

E – LEARNING RESOURCES:

1. www.jstor.org
2. www.oreilly.com
3. www.econpapers.repec.org
4. www.coursera.org/learn/economics

| 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 | |
| Average | 1 | 1 | 1 | 2 | | 1 | 1 | 1 |

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 9

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 9

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 9

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 9

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**9**

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 & S. Trevis Certo: Modern Management: Concepts and Skills, Pearson Education, 15th Edition 2018.
2. Harold Koontz & Heinz Weihrich: Essentials of Management: An International, Innovation, and Leadership Perspective, McGraw-Hill Education, 11th Edition 2020.
3. Stephen P. Robbins, Mary Coulter & Lori Long: Management, Pearson Education, 16th Edition 2024.
4. Stephen P. Robbins, David A. DeCenzo & Mary Coulter: Fundamentals of Management, Pearson Education, 10th Edition 2016.
5. P.C. Tripathi & P.N. Reddy: Principles of Management, McGraw-Hill Education India, 7th Edition 2021.

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 |
|----------------------|------------|------------|------------|------------|------------|------------|------------|------------|
| CO1 | 3 | | | 2 | | | | 1 |
| CO2 | 2 | 2 | 1 | | | 1 | | |
| CO3 | 1 | | 1 | 1 | | 1 | 1 | |
| CO4 | 1 | | | 2 | 1 | 1 | | |
| CO5 | 1 | | 1 | | | 1 | | 1 |
| Average | 1.6 | 2 | 1 | 1.67 | 1 | 1 | 1 | 1 |

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. N.M.Singhvi, Ruzbeh J.Bodhanwala, Management Accounting -Text and cases, 3rd edition, PHI Learning, 2018.
4. Earl K.Stice & James D.Stice, Financial Accounting, Reporting and Analysis, 8th edition, Cengage Learning, 2015.
5. Ashish K. Battacharya, Introduction to Financial Statement Analysis, Elsevier, 2012.

| 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 |
| Average | 1.4 | 1.75 | 1 | 1 | 1 | 1 | | 1 |

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, Legal System in Business, Sultan Chand and sons, second revised edition, 2021.
2. Akhileswar Pathak, Legal Aspects of Business, McGraw-Hill Education 8th edition 2022.
3. P Sarvanvel, S. senthil Kumar, S. BalakumarP Sarvanvel, S. senthil Kumar, S. Balakumar, Legal aspects of Business, first edition 2017.
4. M.K. Nabi, Legal Aspects of Business, Taxmann, 2022.
5. P.K Padhi, Legal Aspects of Business, PHI Learnings, Second edition, 2020.

| PO-CO Mapping | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|----------------------|------------|------------|------------|------------|------------|------------|------------|------------|
| CO1 | 3 | | | 2 | | | | 1 |
| CO2 | 2 | 1 | | 1 | | | | |
| CO3 | 1 | | | | 1 | | | |
| CO4 | 2 | | 1 | 2 | | 1 | 1 | |
| CO5 | 1 | | | 1 | 1 | | | 1 |
| Average | 1.8 | 1 | 1 | 1.5 | 1 | 1 | 1 | 1 |

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 6

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 5

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. S.S. Khanka, Entrepreneurial Development, S. Chand and Company Limited, New Delhi, (Revised Edition) 2013.
2. Entrepreneurship McGraw hill 11th Edition Paperback – 6 August 2020.
3. P. Saravanavel, Entrepreneurial Development, Ess Pee Kay Publishing House, Chennai 1997.
4. Donald F Kuratko, T.V Rao, Entrepreneurship: A South Asian perspective, Cengage, 2012.
5. C. Sekhar, Entrepreneurship in Indian Agriculture, MJP Publishers, Delhi, 2019.

| 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 | | | | | |
| Average | 1.5 | 2 | 1 | 2 | 1 | 1 | 1.5 | 1 |

| | | L | T | P | C |
|---------------|--------------------------------------|----------|----------|----------|----------|
| BA3166 | 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 9

Data, Information, Information System, Evolution, Types Based on Functions and Hierarchy, Enterprise and Functional Information Systems.

UNIT II: SYSTEM ANALYSIS AND DESIGN 9

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 9

DBMS – Types and Evolution, RDBMS, OODBMS, RODBMS, Data Warehousing, Data Mart, Data Mining.

UNIT IV: INTEGRATED SYSTEMS, SECURITY AND CONTROL 9

Knowledge Based Decision Support Systems, Integrating Social Media and Mobile Technologies in Information System, Security, Vulnerability, Disaster Management, Computer Crimes, Social Engineering and Ethical Hacking, Securing the Web.

UNIT V: IT INITIATIVES 9

Introduction to Machine Learning and Deep Learning, Big Data, Pervasive Computing, Cloud Computing, Advancements in AI, Types of AI, IoT, Block Chain, Crypto Currency, Super Computing, 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.
5. Students will be able to explain emerging trends and applications in the field of IT.

REFERENCES:

1. Laudon, Kenneth C. and Laudon, Jane P., Management Information Systems: Managing the Digital Firm, Pearson Education, 2020, 16th Edition.
2. O'Brien, James A. and Marakas, George M., Management Information Systems, McGraw Hill, 2019, 11th Edition.
3. Jawadekar, Waman S, Management Information Systems: Text and Cases, McGraw Hill Education (India) Private Limited, 2018, 6th Edition.
4. Volonino, Linda; and Wood, Gregory R, Information Technology for Management: Digital Transformation and Strategy, Wiley, 2021, 12th Edition.
5. Murthy, C.S.V., Management Information Systems, Himalaya Publishing House, 2004, 2nd Edition.

| 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 | |
| Average | 2 | 3 | 1 | 1 | 1 | 1 | 1 | 1 |

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 |
| Average | 1.2 | 2.4 | | 1 | | | | 1 |

| | | | | | |
|---------------|---|----------|----------|----------|----------|
| BA3142 | SOFTSKILL DEVELOPMENT LABORATORY | L | T | P | C |
| | | 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 |
| Average | 1 | | | 1.8 | 1 | | | 1 |

SEMESTER – II

| | | L | T | P | C |
|--------|-----------------------------|---|---|---|---|
| BA3261 | 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: NETWORK PROGRAMMING AND GAME THEORY 12

Integer Programming – Introduction and Types – Network Programming – PERT, CPM, Crashing – Game Theory – Two-Person Zero-Sum Game – 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. Paneerselvam R., Operations Research, PHI Learning Pvt. Ltd.,3rd Edition, 2023.
2. Hillier, Lieberman,"Introduction to Operations Research", Mc Graw Hill, 11th Edition, 2021.
3. Hamdy A Taha, Introduction to Operations Research, Prentice Hall India, 10th Edition, 2019.
4. R. Panneerselvam, Craig Watson, Production and Operations Management(3rd Edition), Phi Learning, 2012.
5. Anderson, Sweeney Williams Solutions Manual to Accompany an Introduction to Management Science Quantitative Approaches to Decision, Cengage, 12th Edition, 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 |
| Average | 1.4 | 2.2 | 1 | 1 | 1 | 1 | | 1 |

| | | L | T | P | C |
|---------------|----------------------------------|----------|----------|----------|----------|
| BA3262 | 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 9

Business Research – Definition and Significance – Types of Research – Research Process – Research Problem – Review of Literature – Research Objectives – Research Hypothesis – Research Proposal – Types of Research Proposal – Writing Research Proposal.

UNIT II: RESEARCH DESIGN AND MEASUREMENT 9

Research Design – Definition – Types of Research Design and Its Application – Experimental Design – Different Types of Experimental Design – Validity and Reliability – Internal and External Validity – Validity and Reliability of Experiments – Measurement and Scaling – Different Scales – Construction of Instrument – Validity and Reliability of Instrument – Errors in Research Design.

UNIT III: DATA COLLECTION 9

Data Sources & Types – Primary vs Secondary Data – Methods of Data Collection – Surveys — Interviews – Focus Groups – Observational Research – Sample Size and Sample Design – Sampling Techniques – Probability vs Non – Probability Sampling Methods.

UNIT IV: DATA ANALYSIS 9

Data Preparation – Editing – Coding – Tabulation of Data – Validity of Data – Qualitative vs Quantitative Data Analysis – Univariate, Bivariate, and Multivariate Statistical Techniques – Hypotheses Testing – Factor Analysis – Cluster Analysis – Multiple Regression.

UNIT V: REPORT DESIGN, WRITING RESEARCH PROPOSALS AND ETHICS IN BUSINESS RESEARCH 9

Research Report – Types of Reports – Contents of Report – Report Presentation – Ethics in Research – Ethical Guidelines – Ethical Committees – Ethics in Data Collection – Approvals and Consent – Ethics in Analysis and Reporting.

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. C.R. Kothari, Research Methodology: Methods and Techniques, New age International Publisher, second revised edition, 2004.
2. Creswell, J. W., & Creswell, J. D.. Research design: Qualitative, quantitative, and mixed methods approaches (5th ed.). SAGE Publications 2018.
3. MARK SAUNDERS, Research Methods For Business Students, PEARSON 5th edition 2020.
4. Tripathi, P. C. . A text book of research methodology in social sciences. Sultan Chand & Sons. 2014.
5. Kumar, R. Research methodology: A step-by-step guide for beginners (4th ed.). SAGE Publications India. 2014.

| 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 |
| Average | 1.4 | 2.33 | | 1.33 | 1 | 1 | 1 | 1 |

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 using Growth Model and Two-Stage Model – Validation of Bonds using Discounting Models – Concept of Risk and Return – Single Asset and Portfolio – Types of Risk.

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 (IRR), Modified IRR, Profitability Index – Comparison of DCF Techniques, Concept and Measurement of Cost of Capital – Specific Cost – Cost of Equity, Cost of Debt, CAPM, 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 – Inventory Management Models – EOQ, ABC – 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., 12th edition, 2021.
2. M.Y. Khan and P.K. Jain Financial Management, text, problems and cases Tata McGraw Hill, 8th edition 2017.
3. Prasanna Chandra, Financial Management – Theory and Practice, 11th edition, Tata McGraw Hill, 2022.
4. Brigham and Houston, “Fundamentals of Financial Management” Theory and Practice, 14th edition, Cengage Publications 2021.
5. 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 |
| Average | 1.4 | 2.33 | 1 | 1 | 1 | 1.66 | 1 | 1 |

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: INTRODUCTION TO HUMAN RESOURCE MANAGEMENT 9

Evolution of Human Resource Management – The Importance of the People Management – Role of Human Resource Manager – Challenges of HR Manager – Human Resource Policies – Policy Design Practices – Strategy and Policy – Introduction to SHRM – Strategy and HR Practices – Overview of Green HRM.

UNIT II: TALENT ACQUISITION 9

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 – Talent Acquisition Challenges – Talent Planning in International Context.

UNIT III: TRAINING AND DEVELOPMENT 9

Training – Types – Purpose – Benefits – Executive Development Programmes: Common Practices, Benefits – Employee Empowerment – Techniques and Practices – Career Management – Career Models – Career Planning – Self Development – Tools and Techniques – Mentoring and Coaching.

UNIT IV: EMPLOYEE ENGAGEMENT 9

Compensation Management – Compensation and Non-Compensation Dimensions – Rewards: Concept and Types – Compensation Design – Issues in Compensation – Employee Productivity – Concepts and Issues – Determinants of Employee Productivity – Job Satisfaction and Employee Engagement – Concept – Theories and Models – Organizational Citizenship Behavior.

UNIT V: PERFORMANCE EVALUATION**9**

Performance Management System – Concept and Models – Performance Appraisal – Concepts – Types – Challenges – Performance Appraisal Outcomes – Feedback – Promotion, Demotion – Transfer and Separation – Conflict Management – Conflict – Concept and Types – Conflict Escalation – Role of Various Stakeholders in Conflict Management.

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. David G. Collings, Geoffrey Wood, Leslie T. Szamosi, Human Resource Management - A Critical Approach 3rd edition, by Routledge, 2025.
2. Susan L. Verhulst, David A. DeCenzo, Fundamentals of Human Resource Management, 15th edition, Wiley Publications, 2024.
3. Wesley E. Donahue, Boosting Employee Motivation and Engagement: A Competency-Based Approach to Increasing Employee Performance by Focusing on the Work Climate (Competency-Based Workbooks for Structured Learning), 2022.
4. K Aswathappa, HRM, McGraw Hill Education (India) Private Limited, 2023.
5. Nina Clarke, Human Resource Management: Current Perspectives, States Academic Press, 2022.

| 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 |
| Average | 1.8 | 1 | 1.5 | 1 | 1.5 | 2 | 2 | 1.5 |

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 9

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 9

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 Decisions, Procurement Process, Vendor Rating and Management.

UNIT III: DESIGN OPERATIONS 9

Product Design: Criteria and approaches. Product Development Process – Stage – Gate Approach – Tools for Efficient Development – Value Analysis. Design Process – Strategy – Types – Analysis. Facility Layout – Principles – Types – Planning Tools, and Techniques.

UNIT IV: PLANNING AND CONTROL OF OPERATIONS 9

Demand Forecasting – Need, Types, Objectives and Steps - Overview of Qualitative and Quantitative Methods. Operations Planning – Resource Planning: POM, MRP I, MRP II, CIM, ERP – Inventory Planning and Control. Operations Scheduling - Theory of Constraints - Bottlenecks, Capacity Constrained Resources, Synchronous Manufacturing.

UNIT V: PROJECT MANAGEMENT AND LEAN MANUFACTURING**9**

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. Operations Management: Processes and Supply Chains by Lee J. Krajewski, Manoj K. Malhotra, and Larry P. Ritzman, Pearson Education, 12th Edition, 2018.
2. Operations Management: Creating Value Along the Supply Chain by Roberta S. Russell and Bernard W. Taylor III, Wiley, 7th Edition, 2010.
3. Operations management, 11th ed., by William J. Stevenson, McGraw-Hill, 2011.
4. Production and Operations Management, K. Aswathappa, K. Bhat, Himalaya Pub. House, 2nd Edition, 2015.
5. Production and Operations Management, by R. Panneerselvam, Prentice Hall India Pvt., Limited, 3rd Edition, 2012.

| 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 |
| Average | 2 | 2 | | 1 | 1 | 1 | | 1 |

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**9**

Marketing – Definitions - Conceptual Framework – Marketing Process - Marketing Environment: Internal and External - Marketing Interface with other Functional Areas – Production, Finance, Human Resource Management, and Information System. Marketing in Global Environment. Sustainable Marketing Practices.

UNIT II: MARKETING MIX DECISIONS**9**

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**9**

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**9**

Understanding Industrial and Individual Buyer Behavior - Influencing Factors – Buyer Behaviour Models- Online Buyer Behaviour - Building and Measuring Customer Satisfaction – Customer Relationships Management- CRM Cycle – Customer Acquisition, Retaining, Defection- Controlling of Marketing Efforts.

UNIT V: MARKETING RESEARCH & TRENDS IN MARKETING**9**

Marketing Information System – Research Process – Concepts and Applications: Product – Digital Advertising - Digital and Mass Communication – Promotion — Retail Research – Customer Driven

Organizations - Cause Related Marketing- Global Target Market Selection -Ethics in Marketing –Online Marketing Trends.

TOTAL HOURS: 45

OUTCOMES:

1. Students will have awareness about the marketing management process.
2. Students will demonstrate effective understanding of relevant functional areas of marketing management and its application.
3. Students will be able to evaluate/analyze the marketing strategy for an existing product and/or services.
4. Students will demonstrate analytical skills in identification and resolution of problems pertaining to marketing management.
5. Students will learn about the marketing theories, principles, strategies and concepts and how they are applied.

REFERENCES:

1. Philip Kotler and Kevin Lane Keller, Marketing Management, PHI 16th Edition, 2021.
2. KS Chandrasekar, Marketing Management - Text and Cases, 2e. Tata Mc Graw Hill, 2019.
3. Lamb, Hair, Sharma, Mc Daniel, Marketing – An Innovative approach to learning and teaching- A South Asian Perspective, Cengage Learning 2021.
4. Paul Baines, Chris Fill and Kelly Page, Marketing, Oxford University Press, 6th Edition, 2022.
5. Micheal R. Czinkota, Masaaki Kotabe, Demitris Vrontis, S.M.Raid Shams, Marketing Management - Past, Present, Future, Springer, 4th Edition, 2021.

E-BOOK:

1. Philip Kotler and Kevin Lane Keller, Marketing Management, PHI 14th Edition, 2015

| 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 |
| Average | 2.2 | 2 | 1 | 1.33 | 1 | 1 | 1 | 1 |

| | | | | | |
|---------------|---------------------------|----------|----------|----------|----------|
| BA3267 | BUSINESS ANALYTICS | L | T | P | C |
| | | 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 9

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

UNIT II: MANAGING RESOURCES FOR BUSINESS ANALYTICS 9

Managing BA Personnel, Data and Technology. Organisational Structures Aligning BA. Managing Information Policy, Data Quality and Change in BA.

UNIT III: DESCRIPTIVE ANALYTICS 9

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 9

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 9

Introduction to Prescriptive Analytics - Prescriptive Modeling - Non Linear Optimization - 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. James R. Evans, Business Analytics, Pearson Education, 4th Edition, 2022.
2. Galit Shmueli, Peter C. Bruce, Inbal Yahav, Nitin R. Patel, Kenneth C. Lichtendahl Jr., Data Mining for Business Analytics: Concepts, Techniques, and Applications in R, Wiley, 4th Edition, 2020..
3. U. Dinesh Kumar, Business Analytics - The Science of Data-Driven Decision Making, Wiley India, 2nd Edition, 2021.
4. Christian Albright and Wayne Winston, Business Analytics- Data Analysis & Decision Making, Cengage Learning, 7th Edition, 2022.
5. Foster Provost and Tom Fawcett, Data Science for Business: - What You Need to Know About Data Mining and Data-Analytic Thinking, O Reilly, 2nd Edition, 2023.

| 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 | |
| Average | 2 | 3 | 1 | 1 | 1 | 1 | 1 | 1 |

| 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 Ozturk, '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 |
| Average | 2 | 3 | 1 | 1 | | 1 | | 1 |

| | | L | T | P | C |
|---------------|---|----------|----------|----------|----------|
| BA3242 | 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 |
| Average | 1.6 | 1 | | 1 | 2 | 1 | | 1 |

SEMESTER – III

BA3361

STRATEGIC MANAGEMENT

| L | T | P | C |
|---|---|---|---|
| 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 – Vision, Mission, Objectives - 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 – PESTLE - 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 – Corporate Strategy - Vertical Integration - Stability, Expansion, Retrenchment and Combination Strategies – Business Level Strategy - Diversification and Strategic Alliances - Functional Strategy, Network Level Strategy, - 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, Barriers in Strategy Implementation Process - 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. Strategic management: The Indian Context - R. Srinivasan 2015, PHI Learning Pvt. Ltd New Delhi.
2. Business Policy & Strategic Management Concepts and application - R Srinivasan 2015, PHI Learning Pvt. Ltd New Delhi.
3. Strategic Management, A Miller 2016, McGraw hill New York.
4. Fundamentals of Strategic Management, R. Parthasarathy 2018, Biztantra. New Delhi.
5. Strategy for Innovation Management - T.S. Bateman & S.A. Snell 2019, McGraw hill – London.

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 |
| Average | 2 | 3 | 1 | 1.5 | 1 | 1 | 1 | 1 |

| | | | | | |
|---------------|--|----------|----------|----------|----------|
| BA3362 | INTERNATIONAL BUSINESS MANAGEMENT | L | T | P | C |
| | | 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- Challenges for Global Business –Ethics in International Business

UNIT II: INTERNATIONAL TRADE AND INVESTMENT 12

Promotion of Global Business – Role Of GATT/WTO, Role of Regional Trade Block (RTB) - NAFTA, BRICS, BREXIT, EU, IMF, Role of IMF, Role of World Bank Groups - IBRD, IDA, IFC, MIGA, ICSID, – 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 – 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

Production and Channel Management - Make or Buy Decisions, Global Marketing - International Marketing and Strategies, Nature of International Marketing, Promotional Mix Strategies -- International Advertising Programme, International Financial System- Meaning & Types -- Global Capital Market and Instruments.– Economic & Political Risk – Export Promotion Schemes, Export and Import Finance – International Labour Recruitment Function – E Recruitment – International Staffing Choice—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 concept 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 |
| Average | 1.6 | 1 | 1 | 1.6 | 1 | 1.5 | 1 | 1 |

SPECIALISATION: MARKETING MANAGEMENT

PBA101

BRAND MANAGEMENT

| L | T | P | C |
|---|---|---|---|
| 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 | | 8 |
|-----------------------------|--|----------|

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 | | 9 |
|--------------------------------------|--|----------|

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 | | 9 |
|---------------------------------|--|----------|

Brand Adoption Practices – Different Type of Brand Extension – Factors Influencing Decision for Extension – Re-Branding and Re-Launching.

| | | |
|----------------------------------|--|----------|
| UNIT V: BRAND PERFORMANCE | | 9 |
|----------------------------------|--|----------|

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 more confidently engage 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. Brand Management Principles and practices, 2nd Edition By Kirti Dutta, Oxford India, 2022.
2. Brand Management: Principles and Applications for Effective Branding by Jaywant Singh & Paurav Shukla Publisher: Kogan Page 2024.
3. Strategic Brand Management: Building, Measuring, and Managing Brand Equity, by Kevin Lane Keller; Ambi M. G. Parameswaran; Issac Jacob; Fourth edition; Pearson Education India; 2015.
4. Product and brand management by U C Mathur; Publisher: Excel Books December 2012.
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 | |
| Average | 1.33 | 2 | 1.75 | 1.66 | 1 | 1.33 | 2 | 1 |

PBA102

CONSUMER BEHAVIOUR

| L | T | P | C |
|----------|----------|----------|----------|
| 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 9

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

UNIT II: CONSUMER BEHAVIOR MODELS 9

Industrial and Individual Consumer Behaviour Models – Howard Sheth, Engel – Kollat, Webster and Wind Consumer Behaviour Models – Implications of the Models on Marketing Decisions – Multidimensional Scaling – Consumer Imaginary.

UNIT III: INTERNAL INFLUENCES 9

Psychological Influences on Consumer Behaviour – Motivation – Perception – Personality Learning and Attitude - Self Image and Life Styles – Persuasion and Persuasibility.

UNIT IV: EXTERNAL INFLUENCES 9

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 9

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.

TOTAL HOURS: 45

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. David L. Loudon, Albert J. Della Bitta, Tata McGraw-Hill, New Delhi, 2007.
2. Barry J. Babin, Eric G. Harris, Ashutosh Mohan, Consumer Behavior: A South Asian Perspective, Cengage Learning, Indian Edition, 6th Edition, 2016.
3. Jay D. Lindquist, M. Joseph Sirgy, Shopper, buyer and Consumer Behavior, Biztantra, New Delhi, 2007.
4. Leon G Schiffman, Joseph Wisemblit, S Ramesh Kumar, Consumer Behaviour, 12th edition, Pearson, 2018.
5. Consumer Behaviour by Gupta SL Pal Sumitra, Sultan Chand & sons, 2011.

| 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 |
| Average | 2 | 1 | 1.33 | 1.5 | 1 | 1.33 | 1 | 1 |

| | | 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 9

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 9

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 9

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 9

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**9**

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. Tata McGraw-Hill Pub. Co., 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, 2013.
4. H. Peeru Mohamed and A. Sahadevan, Customer Relation Management, Vikas Publishing, 2005.
5. Jim Cathcart, The Eight Competencies of Relationship selling, Macmillan India, 2005.

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>

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

| 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 | | |
| Average | 1.66 | 1.75 | | 2 | 1 | 1 | | 1 |

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**9**

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**9**

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**9**

Retail Store Location and Layout – Internal and External Atmospheric – 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**9**

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, Zoning, Promotion.

UNIT V: RETAIL SHOPPER BEHAVIOUR**9**

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. Berman, B., Evans, J. and Mathur, M., Retail Management: A Strategic Approach, 11th Edition, Pearson, 2011.
2. Barry Berman, Retail Management, Kindle Edition, 13th Edition, 2017.
3. Retailing Management, 10th Edition, by Michael Levy Barton A. Weitz, Dhruv Grewal, McGraw Hill -2023.
4. Retailing Management: Text and Cases by Swapna Pradhan, McGraw Hill, 6th Edition 2020.
5. Retailing Management by Dr.Suja R.Nair, Himalaya Publishing House, 1st Edition, 2011.

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 | |
| Average | 1.66 | 1 | 1 | 2.33 | 2 | 1.5 | 1 | 1 |

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 9

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 9

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 9

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 9

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 9

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. Chiristopher 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.

| 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 |
| Average | 2 | 2 | 1 | 1.25 | 1 | 1 | 1 | 2 |

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**9**

Introduction to Digital Marketing – Concepts – Features – Applications – Overview of E Commerce & E Business Relation to Digital Marketing. 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**9**

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**9**

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

UNIT IV: DIGITAL MARKETING TOOLS AND TECHNIQUES**9**

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 – S Commerce, Impulse Marketing, Online Reputation Management – Mobile Engagement – CRM.

UNIT V: EVALUATING DIGITAL MARKETING SUCCESS**9**

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.

| 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 |
| Average | 1.5 | 2 | | 1 | | | | 1 |

SPECIALISATION: FINANCIAL MANAGEMENT

| | | 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 9

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 9

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 9

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 9

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**9**

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, 14th Edition, Cengage, 2024
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 |
| Average | 1.66 | 3 | 1.33 | 1.25 | 1 | 1 | 1 | 1 |

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 9

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 6

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 8

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 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. Michael C. Ehrhardt, Eugene F. Brigham, Corporate Finance – A focused approach, Cengage Learning, 8th Edition 2023.
4. M.Y Khan, Indian Financial System, Tata Mc Graw Hill, 11th Edition, 2019.
5. Krishnamurthy and Viswanathan, Advanced Corporate Finance, PHI Learning, 2011.

| 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 |
| Average | 1.5 | 2.5 | 1 | 2 | 1 | 1 | 1.5 | 1 |

OBJECTIVES:

1. To make the students understand the basic operational mechanisms in Derivatives.
2. To make the students understand the Future contracts.
3. To understand the Options and Futures.
4. To know the concepts of swaps and Credit risk.
5. To make the students understand Derivatives in India.

UNIT I: INTRODUCTION 9

Derivatives – Types – Forward Contracts – Futures Contracts – Options – Swaps – Differences Between Cash and Future Markets – Types of Traders – Types of Settlement – Uses and Advantages of Derivatives – Risks in Derivatives.

UNIT II: FUTURES CONTRACT 9

Specifications of Futures Contract – Margin Requirements – Marking to Market – Hedging - Futures - Types of Futures Contracts – Securities, Stock Index Futures, Currencies and Commodities – Delivery Options – Relationship Between Future Prices, Forward Prices and Spot Prices.

UNIT III: OPTIONS 9

Definition – Exchange Traded Options, OTC Options – Specifications of Options – Call and Put Options – American and European Options – Intrinsic Value and Time Value of Options – Option Payoff, Options on Securities, Stock Indices, Currencies and Futures – Options Pricing Models – Differences Between Future and Option Contracts.

UNIT IV: SWAPS 9

Definition of SWAP – Interest Rate SWAP – Currency SWAP – Role of Financial Intermediary – Warehousing – Valuation of Interest Rate Swaps and Currency Swaps Bonds and Floating Rate Note (FRN) – Credit Risk.

UNIT V: DERIVATIVES IN INDIA 9

Evolution of Derivatives Market in India Regulations – Framework – Exchange Trading in Derivatives - Commodity Futures – Equity Derivatives in NSE - Index Futures, Index Options - Interest Rate Derivatives.

TOTAL HOURS: 45

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 Dubofsky – Options and Financial Futures: Valuation and Use; 1st Edition (1992), Publisher: McGraw-Hill.
2. Don M. Chance & Robert Brooks – An Introduction to Derivatives and Risk Management 10th Edition (2016), Publisher: Cengage Learning.
3. John C. Hull – Options, Futures, and Other Derivatives, Latest Edition: 11th Edition (2021); Publisher: Pearson.
4. Keith Redhead – Financial Derivatives: An Introduction to Futures, Forwards, Options and Swaps, Latest Edition: 1st Edition (1996), Publisher: Prentice Hall.
5. S.L. Gupta – Financial Derivatives: Theory, Concepts and Problems; Current Edition: 2nd Edition (2017); Publisher: PHI Learning Pvt. Ltd.
6. René M. Stulz – Risk Management and Derivatives, Current edition: 1st Edition (2002); Publisher: Cengage Learning.
7. Jayanth R. Varma – Derivatives and Risk Management, Latest Edition: 1st Edition (2008); Publisher: McGraw Hill Education.

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 | 1 | | | 2 | | | 1 | 1 |
| Average | 1.5 | 1.5 | 1 | 1.5 | | 1 | 1 | 1 |

| | | L | T | P | C |
|---------------|--|----------|----------|----------|----------|
| PBA204 | MERCHANT BANKING AND FINANCIAL SERVICES | 3 | 0 | 0 | 3 |

OBJECTIVES:

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

UNIT I: INTRODUCTION 5

Introduction – Nature and Scope of Merchant Banking – Legal and Regulatory Framework - Structure - Merchant Banking in India – An Overview of Indian Financial System – NBFC’S Offering Merchant Banking – Banking System – Types of Banks – Payment Banking – Relevant Provisions of Companies Act – SERA – SEBI Guidelines

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 – Rating Methodology, Role of Credit Rating Agencies.

UNIT IV: FUND BASED FINANCIAL SERVICES 10

Leasing and Hire Purchasing – Basics and Types of Lease – Benefits of the Lease 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 HOURS: 45

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. Banking by Design Paperback – 2 September 2024 by Sandeep Deobhakta.
2. Prof. (Dr.) Raju Agrawal, Dr. Ruby Khan, Dr. Shabnam Khan, Dr. Ghousia Nasreen, Merchant Banking and Financial Service, Book Rivers Publisher, Edition: 2022.
3. J.C. Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi, 4th edition 1996.
4. Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi, 10th Edition, 2015.
5. Financial Services, 10th Edition Paperback – 15 July 2019 by M. Y. Khan.

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 |
| Average | 1.75 | 2 | 1 | 1.5 | 1 | 1 | 1 | 1 |

| | | 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 9

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 8

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 9

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 9

Portfolio Construction - Markowitz Model and Sharpe Model, Capital Asset Pricing Model, Portfolio Evaluation - Mutual Funds - Sharpe's, Treynor's and Jensen Index, Portfolio Revision - 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. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing House, 2nd Edition, 2012.
2. V.K. Bhalla, Investment Management, S. Chand and Company Pvt. Ltd, 19th Edition, 2013.
3. S. Kevin, Securities Analysis and Portfolio Management, PHI Learning, 3rd Edition 2022.
4. Reilly & Brown, Investment Analysis and Portfolio Management, Cengage, 11th edition, 2019.
5. E. Fischer Donald , J. Jordan Ronald , K. Pradhan Ashwini Security Analysis & Portfolio Management, PHI Learning., New Delhi, 7th edition, 2018.

| 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 |
| Average | 1.4 | 2 | | 1.5 | 2 | 1 | | 1 |

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 9

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 9

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 9

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 9

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**9**

Government Organizations Promoting Exports – Export Incentives – Duty Exemption – IT Concession – Marketing Assistance – EPCG, DEPB – Advance License – Other Efforts in 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, 9th Edition, Tata McGraw Hill, 2021.
2. Eun and Resnik, International Financial Management, Tata Mcgraw Hill, 7th Edition, 2017.
3. Jeff Madura, International Corporate Finance, Cengage Learning, 12th Edition, 2015.
4. Alan C. Shapiro, Multinational Financial Management, PHI Learning, 9th Edition, 2012.
5. C. Jeevanandham, Foreign Exchange & Risk Management, Sultan Chand, 2020.

| 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 | | | | |
| Average | 1.25 | 2 | | 1.5 | 1 | 1 | | 1 |

SPECIALISATION: HUMAN RESOURCE MANAGEMENT

| | | 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 9

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 9

Major Cultural Types – Individualistic – Collectivist – Mixed Cultures.

UNIT-III: CROSS CULTURAL ISSUES 9

Cross Cultural Issues – UK, US France German India China & Japan- Communicating Across Cultures – Overcoming Cultural Barriers.

UNIT- IV: MANAGING DIVERSITY 9

Diversity Management – Managing Conflict – Multicultural Work Places - Respect Cultural Differences - Conflict and Negotiation- Multi-Ethnicity.

UNIT-V: LEADERSHIP LEGACY 9

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 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.
5. Steers, R. M., Nardon, L., & Sanchez-Runde, C. J. (2013). Management across cultures: Developing global competencies (2nd Edition.). Cambridge University Press.

Web Links

1. www.ontario.ca/document/...scan-culture-sector...culture.../importance-culture
2. www.ocai-online.com/about-the...Culture...OCAI/Organizational-Culture-Types
3. www.impactfactory.com > Library
4. https://www2.gwu.edu/.../2003_cross_cultural_differences_managin_international_proje...
5. <https://www.itapintl.com/.../57-organizational-culture-and-national-culture>
6. 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 |
| Average | 2.25 | 1.33 | 2.5 | 1.5 | 1 | 1 | 1 | 1 |

| | | 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.
5. To make students familiar with the code of conduct, trends and future of Industrial relations.

UNIT I: INDUSTRIAL RELATIONS 9

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 9

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 9

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 9

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 9

Challenges and Safeguards of 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. Srivastava.S.C.,Industrial Relations and Labour Laws, Vikas Publication, 2023
2. Dr. Ganesh KumarJha,Labour Laws & Industrial Relations, Kindle Edition, 2022.
3. P.K. Padhi, Labour and Industrial Laws, PHI Learning, 2019.
4. C.B. Gupta,Kapoor N.D., Tripathi PC, Industrial Relations and Labour Laws,Sultan Chand & Sons, 2020.
5. Piyali Ghosh, Shefali Nandan , Industrial Relations and Labour Laws, Mcgraw Hill, 2022.

| 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 |
| Average | 2.33 | 1 | 2 | 1.5 | 1 | 1 | 1 | 1 |

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 | 3 |
| 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 | 3 |
| 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 | 2 |
| 11 | The Industrial Employment (Standing Orders) Act,1946 - Notification Dated 07.10.2016 (Amendment to Schedule) | 2 |
| 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 RegulationAct,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. P.R.N. Sinha , Sinha Indu Bala, Shekhar Seema Priyadarshini- Industrial Relations, Trade Unions and Labour Legislations, Pearson Education; Third edition 2017.
2. S N Misra, Labour & Industrial Laws, Central Law Publication 2024.
3. Avtar Singh, Harpreet Kaur - Introduction to Labour and Industrial Laws, Lexis Nexis, 2016.
4. S.C. Srivastava - Industrial Relations and Labour Laws, 8E, S Chand And Company Ltd; 8th edition 2022; S Chand And Company Ltd.
5. Sharma R.C.- Industrial Relations and Labour Legislation, PHI Learning Private Limited 2016.

| 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 |
| Average | 2.33 | 1 | 1 | 2 | 1 | 1.33 | 1 | 1 |

| | | | | | |
|---------------|---|----------|----------|----------|----------|
| PBA304 | MANAGERIAL BEHAVIOUR AND EFFECTIVENESS | L | T | P | C |
| | | 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 9

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 9

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 9

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 9

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

UNIT V: DEVELOPING THE WINNING EDGE 9

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. K. Minraj , Managerial Behaviour and Effectiveness (2020), KS Omniscriptum Publishing.
2. Dr. Basavaraj K Kudachimath , Management & Organisational Behaviour (2024), Thakur Publications.
3. Prof. Ravi Kumar , Managerial Behaviour and Effectiveness (2014) , Thakur Publishers.
4. Robert Konopaske , Organisational Behaviour and Managerial , Mc Graw Hill, 11th Edition - 16 March 2017.
5. Amanda E. Raja, Managerial Behaviour and Effectiveness (2010), Excel Books.

| 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 |
| Average | 1.5 | 1 | 1.5 | 1 | 1 | 1.5 | 2 | 1 |

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 9

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 9

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 9

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 9

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**9**

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. Gareth R. Jones, Organisational Theory, Design & Change, Pearson Education, 6th Edition 2011.
2. Richard L. Daft, Understanding theory & Design of Organisations, Cengage, Western, 10th Edition 2012.
3. Jones/Mathew, Organizational Theory, Design and Change , .Pearson, 2020
4. Robbins, Organisation Theory; Structure Design & Applications, Prentice Hall of India, 2009.
5. Bhupen Srivastava, Organisational Design and Development: Concepts application, Biz tantra, 2010.
6. Robert A Paton, James Mc Calman, Change Management: A guide to effective implementation, Response Books, 2012.
7. Adrian Thorn Hill, Phil Lewis, Mike Mill more and Mark Saunders, Managing Change: A Human Resource Strategy Approach, Wiley, 2010.

| 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 |
| Average | 2 | 1 | 1.33 | 1.33 | 1 | 1 | 1 | 1 |

| | | 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 e- HRM 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 9

Meaning – Strategic Framework of 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 9

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 9

Domestic vs International HRM – Cultural Dynamics – Culture Assessment –Cross Cultural Diversity – Leadership and Strategic HR Issues in International Assignments–Current Challenges in Outsourcing, Cross Border Mergers and Acquisitions–Repatriation –Building Multicultural Organization –International Compensation - Case Discussion on Cross Cultural Issues

UNIT IV: INTEGRATIVE APPROACH 9

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 Organizational Development.

UNIT V: SHRM ON BUSINESS PERFORMANCE**9**

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. Jeffrey A. Mello, Strategic Human Resource Management, 2023, Cengage India Learning Pvt Ltd.
2. John A. Pearce II Strategic Human Resource Management, 2018, Mc Graw Hill.
3. Prof John Prucell, Strategy and Human Resource Management, Bloomsbury Academic; 5th edition, 2022.
4. Dr. Rekha Joshi, Strategic Human Resource Management, 2021 , Redshine Publication.
5. Dr Soumyashree N Hedge, Strategic Human Resource Management, 2024, Redshine Publication.

| 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 |
| Average | 1 | 2 | 1.66 | 2 | 1 | 1.25 | 1 | 1 |

SPECIALISATION: SYSTEMS MANAGEMENT

| | | 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 9

DBMS Models – Multimedia Databases, Parallel Databases, Embedded, Web, Spatial, Temporal Databases, Virtualisation, Active Databases – Embedded Databases – Web Databases.

UNIT II: DATABASE IMPLEMENTATION 9

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 9

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

UNIT IV: OBJECT ORIENTED DATABASES 9

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 9

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. Ramez Elmasri and Shamkant B. Navathe, Fundamentals of Database Systems, Pearson Education, 7th Edition, 2017.
2. Abraham Silberschatz, Henry F. Korth, and S. Sudarshan, Database System Concepts, McGraw Hill, 7th Edition, 2020.
3. Thomas Connolly and Carolyn Begg, Database Systems: A Practical Approach to Design, Implementation and Management, Pearson Education, 7th Edition, 2020.
4. Raghu Ramakrishnan and Johannes Gehrke, Database Management Systems, McGraw Hill, 3rd Edition, 2014.
5. C.S. R. Prabhu, Object-Oriented Database Systems: Approaches and Architectures, PHI Learning, 1st Edition, 2018.

| 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 |
| Average | 1.66 | 1 | 1 | 1 | | 1 | 1 | 1 |

| | | 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 Data mining.
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 9

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 9

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 9

Data Visualization, Time Series – ARIMA, Winter Holts, Vector Autoregressive Analysis, Multivariate Regression Analysis.

UNIT IV: CLASSIFICATION AND CLUSTERING TECHNIQUES 9

Classification – Decision Trees, K Nearest Neighbours, Logistic Regression, Discriminant Analysis; Clustering; Market Based Analysis.

UNIT V: MACHINE LEARNING AND AI 9

Genetic Algorithms, Neural Network, Fuzzy Logic, Support Vector Machine, Optimization Techniques – Ant Colony, Particle Swarm, DEA.

TOTAL HOURS: 45

OUTCOMES:

1. Students are 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. Galit Shmueli, Peter C. Bruce, Nitin R. Patel, Data Mining for Business Intelligence: Concepts, Techniques, and Applications in Excel, R, and Python, Wiley, 4th Edition, 2023.
2. Jiawei Han, Micheline Kamber, Jian Pei, Data Mining: Concepts and Techniques, Morgan Kaufmann, 4th Edition, 2022.
3. Trevor Hastie, Robert Tibshirani, Jerome Friedman, The Elements of Statistical Learning: Data Mining, Inference, and Prediction, Springer, 2nd Edition, 2017.
4. Pang-Ning Tan, Michael Steinbach, Anuj Karpatne, Vipin Kumar, Introduction to Data Mining, Pearson Education, 2nd Edition, 2019.
5. Charu C. Aggarwal, Data Mining: The Textbook, Springer, 1st Edition, 2015.

| 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 |
| Average | 1.4 | 2 | 1 | 1 | 2 | 1 | 1 | 1 |

| | | | | | |
|---------------|-------------------------------------|----------|----------|----------|----------|
| PBA403 | ENTERPRISE RESOURCE PLANNING | L | T | P | C |
| | | 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 9

Overview of Enterprise Systems – Evolution – Risks and Benefits – Fundamental Technology – Issues to be Considered in Planning Design and Implementation of Cross Functional Integrated ERP Systems - Warehouse Management.

UNIT II: ERP SOLUTIONS AND FUNCTIONAL MODULES 9

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 9

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 9

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 9

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 |
| Average | 1.75 | 1 | 1 | 1.33 | 1 | 1 | 1 | 1 |

| | | | | | |
|---------------|--|----------|----------|----------|----------|
| PBA404 | SOFTWARE PROJECT MANAGEMENT AND QUALITY | L | T | P | C |
| | | 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 8

What is 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 & CYBERSECURITY 8

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**9**

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. Walker Royce, Software Project Management – A unified framework, Pearson Education Asia, New Delhi, 2000.
2. Alan Gillies, Software Quality – Theory and Management, Thomson Learning, 2003.
3. Bob Hughes and Mike Cotterell, Software Project Management, Tata McGraw Hill, 2003.
4. Robert T. Futrell, Donald F. Sahefer and Linda I. Shafer, Quality Software Project Management, Pearson Education Asia, 2002.
5. Richard H. Thayer, Software Engineering Project Management, John Wiley, 2007.

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 | | |
| Average | 1.5 | 3 | 1.5 | 1.5 | 1 | 1 | 1 | |

OBJECTIVES:

1. To understand the transition form 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: INTRODUCTION**9**

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**9**

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**9**

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**9**

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**9**

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. Efraim Turban, Jae K. Lee, David King, Ting Peng Liang, Deborrah Turban, Electronic Commerce A managerial perspective, Pearson Education Asia, 2010.
3. Parag Kulkarni, Sunita Jahirabadkao, Pradeep Chande, e business, Oxford University Press, 2012.
4. Hentry Chan & el, E-Commerce – fundamentals and Applications, Wiley India Pvt Ltd, 2007.
5. Gary P. Schneider, Electronic commerce, Thomson course technology, Fourth annual edition, 2007.

| 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 |
| Average | 1.25 | 1 | 1 | 2.5 | 1 | 1 | 1 | 1 |

| | | | | | |
|---------------|--------------------------------|----------|----------|----------|----------|
| PBA406 | DECISION SUPPORT SYSTEM | L | T | P | C |
| | | 3 | 0 | 0 | 3 |

OBJECTIVES:

1. To understand the transition form 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 9

Decision Concept – Steps – Decision Support System – Components – Characteristics – Clarifications and Applications.

UNIT II: MODEL MANAGEMENT 9

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 9

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 9

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 9

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, Ramesh Sharda, Dursun Delen, David King, Decision Support and Business Intelligence Systems, Pearson Education,10th Edition, 2015.
2. V.S. Janakiraman, K. Sarukesi, Decision Support Systems, Prentice Hall of India (PHI), 1st Edition, 1999.
3. George M. Marakas, Decision Support Systems in the 21st Century, Pearson Education, 2nd Edition, 2003.
4. Mallach, E. G.,Decision Support and Data Warehouse Systems, McGraw Hill Education,1st Edition,2000.
5. S. Sprague, R. Sprague, H. J. Watson, Decision Support Systems: Putting Theory into Practice, Prentice Hall, 2nd Edition, 1989.

| 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 |
| Average | 1.33 | 1 | 2 | 2.5 | 1 | 1 | 1 | 1 |

SPECIALISATION: OPERATIONS MANAGEMENT

| | | | | | |
|---------------|-----------------------------|----------|----------|----------|----------|
| | | 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 outsourcing 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

9

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

9

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

9

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

9

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**9**

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 in competitive environment.
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. Logistics and Supply Chain Management by Martin Christopher, 2016.
2. Supply Chain Management: Strategy, Planning, and Operation by Sunil Chopra and Peter Meindl, 2022.
3. Supply Chain Management: Strategy, Planning and Operation by Sunil Chopra. Dharam Vir Kalra, Gourav Dwivedi by Pearson 2024.
4. Essentials of Supply Chain Management by Michael H. Hugos, 2018.
5. Supply Chain Management: Text and Cases by Janat Shah, 2016.

| 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 |
| Average | 1.75 | 2 | 1 | 1.5 | 1 | 1 | 1 | 1 |

| | | | | | |
|---------------|-----------------------------|----------|----------|----------|----------|
| PBA502 | MATERIALS MANAGEMENT | L | T | P | C |
| | | 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 effecting Inventory Management control using various techniques.
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 9

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 9

Materials Requirements Planning – Bill of Materials – Resource Requirement Planning – Manufacturing Resource Planning – Capacity Management – Scheduling Orders – Production Activity Control – Codification.

UNIT III: INVENTORY MANAGEMENT 9

Policy Decisions – Objectives – Control – Retail Discounting Model, News Vendor Model – EOQ and EBQ Models for Uniform and Variable Demand with and Without Shortages – Quantity Discount Models – Probabilistic Inventory Models.

UNIT IV: PURCHASING MANAGEMENT 9

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**9**

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, 8th Edition, 2017.
2. P. Gopalakrishnan, Purchasing and Materials Management, Tata Mc Graw Hill, 1st Edition, 2017.
3. Ajay K Garg, Production and Operations Management, Tata Mc Graw Hill, 2017.
4. A.K. Datla, Materials Management, Procedure, Text and Cases, PHI Learning, 2nd Edition, 1998.
5. Handbook of Materials Management" by Gopalkrishnan P, PHI Learning, 2nd Edition, 2015.

| 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 |
| Average | 1.8 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |

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**9**

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**9**

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**9**

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**9**

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**9**

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 and Steven D. Eppinger, Product Design and Development, Tata McGraw – Hill, Seventh Edition, 2020.
2. A.K. Chitale and R.C. Gupta, Product Design and Manufacturing, PHI, 2013.
3. Michael Grieves, Product Life Cycle Management, Tata McGraw Hill, 2006.
4. Deborah E. Bouchoux, Intellectual Property Rights, Delmar, Cengage Learning, 2005.
5. Deborah E. Bouchoux, Intellectual Property Rights, Delmar, Cengage Learning, 2005. Kerber, Ronald L, Laseter, Timothy M., Strategic Product Creation, Tata- McGraw Hill, 2007.

| 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 |
| Average | 1.6 | 2 | 1 | 1 | | 1 | 1 | 1 |

PBA504

PROJECT MANAGEMENT

| L | T | P | C |
|----------|----------|----------|----------|
| 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

9

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

9

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

9

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

9

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

9

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. Project Management Institute (2021). A Guide to the Project Management Body of Knowledge: PMBOK Guide. Seventh Edition. Pennsylvania: Project Management Institute, Inc.
2. Adedeji B. Badiru, Project Management: Systems, Principles, and Applications, CRC Press, Second Edition, 2019.
3. Gido and Clements, Successful Project Management, 6th Edition, Cengage, 2018.
4. John M. Nicholas, Project Management for Business and Technology - Principles and Practice, Pearson Education, 5th Edition 2016.
5. Clifford Gray and Erik Larson, Project Management, Tata Mc Graw Hill, 6th Edition, 2014.
6. Stanley E. Portny (2013). Project Management for Dummies. 4th edition, New Jersey: John Wiley & Sons, Inc. 408.
7. 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 |
| Average | 1.5 | 2.5 | 1.33 | 1 | 1.5 | 1 | 1 | 1 |

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**9**

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**9**

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**9**

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**9**

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**9**

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. Service Management: Operations, Strategy, Information Technology" by James A. Fitzsimmons and Mona J. Fitzsimmons, 7th Edition, 2017.
2. Managing Services: Text and Cases by C. Bhattacharya, 3rd Edition, 1917.
3. Service Operations Management: Improving Service Delivery" by Robert Johnston and Graham Clark, 4th Edition, 2012.
4. Services Marketing: Integrating Customer Focus across the Firm" by Valarie A. Zeithaml, Mary Jo Bitner, and Dwayne D. Gremler, 8th edition, 2024.
5. Services Management: Operations, Information, and Strategy by Sanjay Patankar, 1999.

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 |
| Average | 1.6 | 2.5 | 1 | 1 | | 1 | 1 | 1 |

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 9

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 9

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 9

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 Tree - Supply Chain As A Service (SCAAS)

UNIT IV: PLANNING DEMAND, INVENTORY AND SUPPLY 9

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 Item, Multiple Location Inventory Management – Pricing and Revenue Management.

UNIT V: CURRENT TRENDS**9**

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-Lot, 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. Supply Chain Management: Strategy, Planning, and Operation" by Sunil Chopra and Peter Meindl, 2024.
2. Supply Chain Management: Text and Cases" by Janat Shah, 2019.
3. Designing and Managing the Supply Chain" by David Simchi-Levi, Philip Kaminsky, and Edith Simchi-Levi, 2022
4. Logistics and Supply Chain Management" by Martin Christopher, 2016
5. Supply Chain Management: Concepts, Practices and Implementation by Sunil Sharma,2010.

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 |
| Average | 1.8 | 3 | 1 | 1.33 | | 1 | 1 | 1 |

SPECIALISATION: BANKING FINANCIAL SERVICES AND INSURANCE MANAGEMENT

| | L | T | P | C |
|---------------|----------|----------|----------|----------|
| PBA601 | 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 **9**

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 **9**

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 **9**

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 **9**

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**9**

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 – Indian Financial System, McGraw Hill India, 11th Edition, 2019.
2. Frank J. Fabozzi & Franco Modigliani – Foundations of Financial Markets and Institutions, Pearson Education, 4th Edition 2013.
3. L.M. Bhole – Financial Institutions and Markets: Structure, Growth and Innovations, 6th Edition 2017.
4. R.M. Srivastava & Dr. Divya Nigam – Management of Indian Financial Institutions, Himalaya Publishing House, 9th Edition 2021.
5. Dr. Vasant Desai-Financial Markets and Financial Services, Himalaya Publishing House, 2022.

| 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 |
| Average | 1 | 1 | 1 | 1.66 | | 1 | 1 | 1 |

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 9

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 9

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 9

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 9

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 9

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. Banking Technology and Management Author: Dr. C. Rama Gopal Publisher: New Age International Publishers.
2. Bank 4.0: Banking Everywhere, Never at a Bank, Author: Brett King, Publisher: Wiley, 2018.
3. Meera Sharma, Management of Financial Institutions – with emphasis on Bank and Risk Management, PHI Learning Pvt. Ltd., New Delhi 2010.
4. Peter S. Rose and Sylvia C. and Hudgins, “Bank Management and Financial Services”, Tata McGraw Hill, New Delhi, 2017.
5. Advances in Banking Technology and Management: Impacts of ICT and CRM (Premier Reference Source) Hardcover – Import, 30 October 2007 by Vadlamani Ravi.

| 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 | |
| Average | 1.25 | 2 | 1 | 1.66 | | 1 | 1 | 2 |

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 9

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 9

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 INFRASTRUCTURE SERVICES 9

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

UNIT IV: SECURITY OPERATIONS 9

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 9

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, 2nd Edition (2013); Publisher: McGraw-Hill.
2. Charles P. Pfleeger & Shari Lawrence Pfleeger – Security in Computing, 6th Edition (2024), Publisher: Pearson.
3. William Stallings – Cryptography and Network Security: Principles and Practice; 8th Edition (2024); Publisher: Pearson.
4. William Caelli, Dennis Longley & Michael Shain – Information Security Handbook; 1st Edition (1991); Publisher: Macmillan.
5. Stuart McClure, Joel Scambray & George Kurtz – Hacking Exposed: Network Security Secrets and Solutions; 7th Edition (2012); Publisher: McGraw-Hill.
6. Michael E. Whitman & Herbert J. Mattord – Principles of Information Security; Latest Edition: 7th Edition (2022); Publisher: Cengage Learning.
7. Indian Institute of Banking & Finance – Information System for Banks; 2nd Edition (2017); Publisher: Taxmann.

| 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 | | |
| Average | 1.25 | 1 | 1 | 2 | 1 | 1 | 1 | 1 |

| | | | | | |
|---------------|----------------------------------|----------|----------|----------|----------|
| PBA604 | RETAIL BANKING OPERATIONS | L | T | P | C |
| | | 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 9

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 9

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 9

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 9

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**9**

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 (IIBF), Macmillan India; Edition: 2023.
2. Commercial Bank Management by Kanhaiya Singh and Vinay Dutta, Publisher: McGraw Hill Education India, Edition: 2017.
3. Bank Management and Financial Services by Peter S. Rose and Sylvia C. Hudgins; Publisher: McGraw Hill; 9th edition, 2012.
4. Bank Management: Text and Cases by George H. Hempel, Donald G. Simonson, and Alan B. Coleman; Publisher: Wiley; 4th Edition, 1994.
5. Commercial Banking: The Management of Risk by Donald R. Fraser, Benton E. Gup, and James W. Kolari, Publisher: Wisely: 3rd Edition, 2006.
6. Fundamentals of Retail Banking by O.P. Agarwal; Publisher: Himalaya Publishing House; Edition: 2018.

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 |
| Average | 1 | 3 | 1 | 1 | 1 | 2 | 2 | 1 |

| | | | | | |
|---------------|---|----------|----------|----------|----------|
| PBA605 | PRINCIPLES AND PRACTICE OF INSURANCE | L | T | P | C |
| | | 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 9

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 9

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 9

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 9

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**9**

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
2. The Fundamentals of Insurance: Theories, Principles and Practices Paperback – 28 September 2017 by Hargovind Dayal.
3. Principles & Practice of Insurance Dr. P. Periasamy Himalaya Publishing House, 2nd Edition, 2023.
4. Insurance: Principles and Practice: M.N. Mishra & S B Mishra 22nd edition, 2016.
5. Module I, Principles and Practice of General Insurance, The Institute of Chartered Accountants of India, New Delhi, 4th Edition, 2008.

| 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 |
| Average | 1.8 | 3 | 1 | 1 | | 1 | 2 | 1 |

| | | | | | |
|---------------|--------------------------------------|----------|----------|----------|----------|
| PBA606 | INSURANCE LAW AND REGULATIONS | L | T | P | C |
| | | 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 9

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 9

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 9

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 9

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**9**

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, Insurance Institute of India, 2012.
2. K.C. Mishra and M. Bakshi – Legal and Regulatory Aspects of Insurance, Cengage Learning, 2009.
3. M.N. Srinivasan – Principles of Insurance Law, LexisNexis, 11th Edition 2021.
4. K.S.N. Murthy & Dr. K.V.S. Sarma – Modern Law of Insurance in India, Universal Law Publishing, 7th Edition, 2024.
5. Kenneth A. Abraham – Insurance Law and Regulation: Cases and Materials, Foundation Press, 7th Edition, 2020.

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 |
| Average | 1.33 | | 1 | 2.33 | | 1 | 1 | 1 |

| | | L | T | P | C |
|---------------|---|----------|----------|----------|----------|
| BA3341 | 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, and 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 |
| Average | 1.75 | 2.5 | | 1.66 | | 1 | 1.5 | 1.5 |

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.

Internship must be done by the student at the end of the 2nd semester for a period of 4 weeks. The report should be around 40 pages containing the details of internship undergone with duration, along with the type of managerial skills developed during the internship. The students has to submit the internship report during the last month of 3rd semester.

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-COMapping | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 | PO7 | PO8 |
|---------------------|------------|------------|------------|------------|------------|------------|------------|------------|
| C01 | 2 | 1 | 3 | 3 | 3 | 2 | 2 | 1 |
| C02 | 1 | | | 2 | 2 | | | |
| C03 | 1 | | | 2 | | | | |
| C04 | 1 | | | 2 | | | 1 | |
| C05 | | 3 | 3 | 3 | 3 | 2 | 2 | 1 |
| Average | 1.25 | 2 | 3 | 2.4 | 2.66 | 2 | 1.66 | 1 |

SEMESTER IV

| | | L | T | P | C |
|--------|--------------|---|---|----|----|
| BA3441 | PROJECT WORK | 0 | 0 | 24 | 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 suggestion.

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 |
| Average | 1.66 | 2 | 1 | 1.2 | | 2 | 1 | 1.5 |