

# **Sri Sivasubramaniya Nadar College of Engineering**

(An Autonomous Institution, Affiliated to Anna University, Chennai)

**Rajiv Gandhi Salai (OMR), Kalavakkam – 603110**

## **Curriculum and Syllabus**

### **MASTER OF BUSINESS ADMINISTRATION**

**Regulations 2018**  
**Choice Based Credit System (CBCS)**



**Sri Sivasubramaniya Nadar College of Engineering, Kalavakkam - 603110**

(An Autonomous Institution, Affiliated to Anna University, Chennai)

**MASTER OF BUSINESS ADMINISTRATION**

**REGULATIONS 2018**

**CHOICE BASED CREDIT SYSTEM**

**CURRICULA AND SYLLABI**

**SEMESTER I**

| <b>S.No</b>  | <b>Course Code</b> | <b>Course Title</b>                 |     | <b>L</b>  | <b>T</b> | <b>P</b> | <b>C</b>  | <b>No of Sessions</b> |
|--------------|--------------------|-------------------------------------|-----|-----------|----------|----------|-----------|-----------------------|
| 1            | PBA1101            | Economic Analysis for Business      | FC  | 4         | 0        | 0        | 4         | 56                    |
| 2            | PBA1102            | Statistics for Managerial decisions | FC  | 3         | 1        | 0        | 4         | 56                    |
| 3            | PBA1103            | Organizational Behaviour            | FC  | 3         | 0        | 0        | 3         | 42                    |
| 4            | PBA1104            | Accounting for Management           | FC  | 4         | 1        | 0        | 4         | 70                    |
| 5            | PBA1105            | Legal Aspects of Business           | FC  | 3         | 0        | 0        | 3         | 42                    |
| 6            | PBA1106            | Principles of Management            | FC  | 2         | 0        | 0        | 2         | 28                    |
| 7            | VBA0101            | Indian Business Environment         | VAC | 1         | 0        | 0        | 0         | 14                    |
| 8            | PBA1115            | Managerial Communications I*        | SDC | 0         | 0        | 2        | 2         | 28                    |
| 9            | PBA1111            | Data Analysis I (Lab)               | FC  | 0         | 0        | 2        | 1         | 28                    |
| 10           | VBA0102            | Seminar I                           | VAC | 0         | 0        | 2        | 0         | 28                    |
| <b>TOTAL</b> |                    |                                     |     | <b>20</b> | <b>2</b> | <b>6</b> | <b>23</b> | <b>392</b>            |

\* No end semester exam. Only continuous evaluation.

**SEMESTER II**

| <b>S.No</b>   | <b>Course Code</b> | <b>Course Title</b>           |     | <b>L</b>  | <b>T</b> | <b>P</b> | <b>C</b>  | <b>No of Sessions</b> |
|---|--------------------|-------------------------------|-----|-----------|----------|----------|-----------|-----------------------|
| 1   | PBA1201            | Marketing Management          | PC  | 4         | 0        | 0        | 4         | 56                    |
| 2   | PBA1202            | Human Resource Management     | PC  | 3         | 0        | 0        | 3         | 42                    |
| 3   | PBA1203            | Financial Management          | PC  | 3         | 0        | 0        | 3         | 42                    |
| 4   | PBA1204            | Operations Management         | PC  | 3         | 0        | 0        | 3         | 42                    |
| 5   | PBA1205            | Business Research Methods     | PC  | 3         | 0        | 0        | 3         | 42                    |
| 6   | PBA1206            | Business Information Systems  | PC  | 3         | 0        | 0        | 3         | 42                    |
| 7   | PBA1207            | Applied Operations Research   | PC  | 3         | 0        | 1        | 4         | 56                    |
| 8   | PBA1215            | Managerial Communications II* | SDC | 0         | 0        | 2        | 2         | 28                    |
| 9   | PBA1211            | Data Analysis II (Lab)        | FC  | 0         | 0        | 2        | 1         | 28                    |
| 10  | VBA0201            | Seminar II                    | VAC | 0         | 0        | 2        | 0         | 28                    |
| <b>TOTAL</b>  |                    |                               |     | <b>22</b> | <b>0</b> | <b>7</b> | <b>26</b> | <b>406</b>            |
| * No end semester exam. Only continuous evaluation. |                    |                               |     |           |          |          |           |                       |

**SEMESTER III**

| <b>S.No</b>  | <b>Course Code</b> | <b>Course Title</b>  |    | <b>L</b>  | <b>T</b> | <b>P</b> | <b>C</b>  | <b>No of Sessions</b> |
|--------------|--------------------|----------------------|----|-----------|----------|----------|-----------|-----------------------|
| 1            | PBA1301            | Strategic Management | PC | 3         | 0        | 0        | 3         | 42                    |
| 2            |                    | Elective I           | PE | 3         | 0        | 0        | 3         | 42                    |
| 3            |                    | Elective II          | PE | 3         | 0        | 0        | 3         | 42                    |
| 4            |                    | Elective III         | PE | 3         | 0        | 0        | 3         | 42                    |
| 5            |                    | Elective IV          | PE | 3         | 0        | 0        | 3         | 42                    |
| 6            |                    | Elective V           | PE | 3         | 0        | 0        | 3         | 42                    |
| 7            |                    | Elective VI          | PE | 3         | 0        | 0        | 3         | 42                    |
| 8            | PBA1316            | Summer Internship    | SI | 0         | 0        | 2        | 6         | 28                    |
| <b>TOTAL</b> |                    |                      |    | <b>21</b> | <b>0</b> | <b>2</b> | <b>27</b> | <b>322</b>            |

**SEMESTER IV**

| <b>S.No</b>  | <b>Course Code</b> | <b>Course Title</b>    |     | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b>  | <b>No of Sessions</b> |
|--------------|--------------------|------------------------|-----|----------|----------|----------|-----------|-----------------------|
| 1            |                    | Elective VII           | PE  | 3        | 0        | 0        | 3         | 42                    |
| 2            |                    | Elective VIII          | PE  | 3        | 0        | 0        | 3         | 42                    |
| 3            | PBA1418            | Final Semester Project | FSP | 0        | 0        | 0        | 12        |                       |
| <b>TOTAL</b> |                    |                        |     | <b>6</b> | <b>0</b> | <b>0</b> | <b>18</b> | <b>84</b>             |

## ELECTIVES

| S.No                                   | Course Code | Course Title                                  |    | L | T | P | C | No of Sessions |
|--|-------------|---|----|---|---|---|---|----------------|
| <b>Specialization : Marketing</b>      |             |   |    |   |   |   |   |                |
| 1                                      | PBA1321     | Advertising and Public Relations              | PE | 3 | 0 | 0 | 3 | 42             |
| 2                                      | PBA1322     | Consumer Behaviour                            | PE | 3 | 0 | 0 | 3 | 42             |
| 3                                      | PBA1323     | Customer Relationship Management              | PE | 3 | 0 | 0 | 3 | 42             |
| 4                                      | PBA1324     | Sales and Distribution Management             | PE | 3 | 0 | 0 | 3 | 42             |
| 5                                      | PBA1325     | Services Marketing                            | PE | 3 | 0 | 0 | 3 | 42             |
| 6                                      | PBA1326     | Strategic Brand Management                    | PE | 3 | 0 | 0 | 3 | 42             |
| 7                                      | PBA1421     | International Marketing                       | PE | 3 | 0 | 0 | 3 | 42             |
| 8                                      | PBA1422     | Retail Management                             | PE | 3 | 0 | 0 | 3 | 42             |
| <b>Specialization : Finance</b>        |             |   |    |   |   |   |   |                |
| 9                                      | PBA1327     | Banking Services Management                   | PE | 3 | 0 | 0 | 3 | 42             |
| 10                                     | PBA1328     | Corporate Finance                             | PE | 3 | 0 | 0 | 3 | 42             |
| 11                                     | PBA1329     | Financial Statement Analysis                  | PE | 3 | 0 | 0 | 3 | 42             |
| 12                                     | PBA1423     | Financial Services                            | PE | 3 | 0 | 0 | 3 | 42             |
| 13                                     | PBA1424     | International Financial Management            | PE | 3 | 0 | 0 | 3 | 42             |
| 14                                     | PBA1425     | Security Analysis and Portfolio Management    | PE | 3 | 0 | 0 | 3 | 42             |
| <b>Specialization : Human Resource</b> |             |   |    |   |   |   |   |                |
| 15                                     | PBA1331     | Industrial Relations and Labour Laws          | PE | 3 | 0 | 0 | 3 | 42             |
| 16                                     | PBA1332     | Organizational Theory, Design and Development | PE | 3 | 0 | 0 | 3 | 42             |
| 17                                     | PBA1333     | Strategic Human Resource Management           | PE | 3 | 0 | 0 | 3 | 42             |
| 18                                     | PBA1426     | Compensation and Benefits                     | PE | 3 | 0 | 0 | 3 | 42             |
| 19                                     | PBA1427     | International Human Resource Management       | PE | 3 | 0 | 0 | 3 | 42             |
| 20                                     | PBA1428     | Training and Development                      | PE | 3 | 0 | 0 | 3 | 42             |
| <b>Specialization : Operations</b>     |             |   |    |   |   |   |   |                |
| 21                                     | PBA1334     | Supply Chain and Logistics Management         | PE | 3 | 0 | 0 | 3 | 42             |
| 22                                     | PBA1335     | Total Quality Management                      | PE | 3 | 0 | 0 | 3 | 42             |
| 23                                     | PBA1336     | Services Operations Management                | PE | 3 | 0 | 0 | 3 | 42             |
| 24                                     | PBA1429     | Project Management                            | PE | 3 | 0 | 0 | 3 | 42             |
| 25                                     | PBA1431     | Materials Management                          | PE | 3 | 0 | 0 | 3 | 42             |

| <b>COURSE CODE</b> | <b>COURSE TITLE</b>                   | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
|--------------------|---------------------------------------|----------|----------|----------|----------|
| <b>PBA1101</b>     | <b>ECONOMIC ANALYSIS FOR BUSINESS</b> | <b>4</b> | <b>0</b> | <b>0</b> | <b>4</b> |

## **LEARNING OUTCOMES**

**CO-1** To have a broader understanding of principles relating to micro and macro economics.

**CO-2** Familiarity with the application of these principles in business.

### **UNIT – 1 INTRODUCTION**

**6**

Introduction – Definition of Economics - Micro and Macro Economics - Basic Economic Concepts: Scarcity, Choices, and Opportunity Cost –Basic Economic Problems: What to Produce, How to Produce, For Whom to Produce – Production Possibilities Curve - Assumptions, Factors influencing shift of PPC – Economic Systems: Mixed Economy, Socialism, and Capitalism – Characteristics, Merits and Demerits – Economic Decisions in Different Systems – Environmental Economics.

### **UNIT – 2 CONSUMER & PRODUCER BEHAVIOUR**

**13**

Demand and Supply: Law of Demand – Determinants of Demand – Elasticity of Demand –Law of Supply – Determinants of Supply – Change in Quantity Supplied – Exceptional Supply

Market Equilibrium: Equilibrium Price and Output – Consumer Surplus, Producer Surplus and Market Efficiency – Government Intervention in the Market – Market Failure.

Consumer Behaviour: Law of Diminishing Marginal Utility – Law of Equi-marginal Utility – Indifference Curves – Income Effect, Price Effect and Substitution Effect.

Producer Behaviour: Production Function – Short-run Production Function – Law of Diminishing Marginal Returns – Returns to Scale - Marginal Rate of Technical Substitution – Long-run Production Function – Cost of Production – Cost Concepts – Cost Curves in the Short Run –Cost Curves in the Long Run – Economies and Diseconomies of Scale –Relationship between Price, Average Revenue and Marginal Revenue.

### **UNIT – 3 PRODUCT AND FACTOR MARKET**

**13**

Market Structures: Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly – Characteristics –Comparison between Perfect Competition and Monopoly – Price fixation under different market structures - Price Discrimination.

Factor Market: Introduction – Theory of Marginal Productivity – Determination of Equilibrium Price of a Factor – Determination of Wages, Rent and Interest.

**UNIT – 4 PERFORMANCE OF ECONOMY**

**12**

Macroeconomic Goals – Components of Macro Economics: Households, Firms, Government, Rest of the World – Circular Flow Diagram & Equilibrium of Four Sector Economy – Aggregate Demand and Aggregate Supply – Measures of Economic Activity – Methods of Measuring National Income - Uses – Difficulties – Real Income, Per Capita Income and Growth Rate – National Income Equilibrium: Consumption and Savings – Investment Theory – Multiplier Concept.

**UNIT – 5 MACRO ECONOMIC PROBLEMS & ROLE OF MONEY**

**12**

Role of Government – Economic Functions of Government – Types of Budget – Government Revenue – Government Expenditure – Public Debt – Government Policy – Fiscal Policy – Monetary Policy – Impact of Fiscal and Monetary Policy.

Macroeconomic Problems: Business Cycle: Characteristics, Phases – Unemployment: Types, Impact, Measures – Inflation: Calculation, Causes, Effects, Measures to Control Inflation - Price Indices CPI – Money & Banking – International Economics.

**TOTAL SESSIONS: 56**

**TEXT BOOK:**

Deviga Vengedasalam, Karunagaran Madhavan, Principles of Economics, 3<sup>rd</sup> Edition, Oxford, 2013.

**REFERENCE BOOKS:**

1. Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, Economics, 19<sup>th</sup> edition, Tata McGraw Hill, New Delhi, 2010.
2. Geetika, Piyali Ghosh, Purba Roy Choudhury, Managerial Economics, 2<sup>nd</sup> Edition, McGraw Hill.
3. D.N. Dwivedi, Managerial Economics, 7<sup>th</sup> Edition, Vikas, 2011.
4. Debabrata Datta, Managerial Economics, PHI Learning Pvt. Ltd., 2017

| COURSE CODE | COURSE TITLE                        | L | T | P | C |
|-------------|-------------------------------------|---|---|---|---|
| PBA1102     | STATISTICS FOR MANAGERIAL DECISIONS | 4 | 0 | 0 | 4 |

(Regrouped topics for the academic year 2019-20)

## LEARNING OUTCOMES

**CO-1** Demonstrate an understanding of basic concepts in Statistics and their applications.

**CO-2** Identifying the business problem and applying suitable statistical tests for the predetermined data set to solve the business problem.

**CO-3** Formulate and use appropriate models of data analysis to find feasible solution for business-related problems.

**CO-4** Understand and communicate from the statistical outputs into managerial recommendations.

## UNIT -1 DESCRIPTION

11

Importance of Statistics in Business Analysis – Population - Descriptive Statistics – Measures of Central Tendency – Mean, Median and Mode – Measures of Dispersion – Range – Mean Deviation – Standard Deviation and Variance - Introduction to probability - Conditional probability - independence of events - Baye’s theorem and random variables

## UNIT – 2 PROBABILITY DISTRIBUTIONS

12

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

## UNIT – 3 INFERENCE STATISTICS –I

11

Parametric tests - one sample and two sample tests for means and proportions 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 - ANOVA one and two way.

## UNIT – 4 INFERENCE STATISTICS- II

12

Non parametric tests – Chi-square test for single sample standard deviation – Chi-square tests for independence of attributes and goodness of fit – 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.



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

**TOTAL SESSIONS: 56**

**TEXT BOOKS:**

1. Richard I. Levin, David S. Rubin, Statistics for Management, 7th Edition, Pearson Education, 2011.
2. Aczel A.D. and Sounderpandian J., “Complete Business Statistics”, 6th Edition, Tata McGraw –Hill Publishing Company Ltd., New Delhi, 2011.

**REFERENCE BOOKS:**

1. Srivatsava TN and Shailaja Rego, Statistics for Management, 3<sup>rd</sup> Edition, Tata McGraw Hill, 2016.
2. Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 11<sup>th</sup> Edition, Thomson (South – Western) Asia, Singapore, 2012.
3. Ken Black, Business Statistics for contemporary decision making, 5th Edition, Wiley India Edition, 2011.

| <b>COURSE CODE</b> | <b>COURSE TITLE</b>             | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
|--------------------|---------------------------------|----------|----------|----------|----------|
| <b>PBA1103</b>     | <b>ORGANIZATIONAL BEHAVIOUR</b> | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |

## **LEARNING OUTCOMES**

**CO-1** Describe and explain the basic organizational behavior theories and principles, and analyze their influences in the workplace.

**CO-2** Analyze and explain individual human behavior in the workplace and the factors that influence them.

**CO-3** Describe the factors that influence group behavior such as group cohesiveness, communication, conflict, leadership, power and politics.

**CO-4** Portray how Organizational Culture, Climate, Change & Development can have influence on organizational effectiveness.

**CO-5** Analyze a given situation and identify causes for the situation and recommend alternate courses of action.

### **UNIT -1 INTRODUCTION**

**5**

Definition - need and importance of organizational behaviour – Nature and Scope – Workforce Diversity and its impacts– Contributing disciplines to OB - Organizational behaviour models – Framework.

### **UNIT – 2 INDIVIDUAL BEHAVIOUR (1)**

**8**

Individual Behaviour – Individual Similarities and Differences - Personality – Types – Factors influencing personality – Personality Development – Theories of Personality- Emotions - Emotional Intelligence – Theories- Perceptions – Importance –Process of Perception - Factors influencing perception – Attribution Theory & Applications.

### **UNIT – 3 INDIVIDUAL BEHAVIOUR (2)**

**10**

Learning – Types of learners – The learning process – Learning theories – Misbehaviour and Organizational behaviour modification - Types – Management Intervention - Attitudes – Characteristics – Components – Formation – Measurement – Values-Job satisfaction – Determinants – Measurements – Influence on behaviour - Motivation – Importance – Theories of Motivation – Applications of Motivation – Effects on work behaviour

## **UNIT – 4 GROUP BEHAVIOUR**

**10**

Group structure – Formation – Groups in organizations – Influence – Group dynamics – Group decision making techniques - Team building – Conflicts – Levels of Conflicts – Resolving Conflicts – Conflict Management Styles - Meaning – Importance – Leadership styles – Theories – Leaders Vs Managers - Power - Sources of power – Power and Politics

## **UNIT – 5 DYNAMICS OF ORGANIZATIONAL BEHAVIOUR**

**9**

Organizational culture and climate – Factors affecting Organizational Climate – Importance - Organizational Change – Importance – Stability Vs Change – Proactive Vs Reaction Change – The change process – Resistance to Change – Managing Change - Organizational Development – Characteristics – Objectives –Stress – Work Stressors – Prevention and Management of Stress.

**TOTAL SESSIONS: 42**

### **TEXT BOOK:**

Aswathappa. K, Organizational Behaviour, 12th Edition,Himalaya Publishing House, 2016.

### **REFERENCE BOOKS:**

1. Stephen P. Robins, Organisational Behavior, 17<sup>th</sup> Edition, PHI Learning / Pearson Education, (Global edition) , 2016.
2. Fred Luthans, Organisational Behavior, 12th Edition, McGraw Hill, 2014.
3. UdaiPareek, Understanding Organisational Behaviour, 3<sup>rd</sup> Edition, Oxford Higher Education, 2011.
4. Margie Parikh, Rajen Gupta, Organizational Behaviour, 1st Edition, McGraw Hill, 2010

| <b>COURSE CODE</b> | <b>COURSE TITLE</b>              | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
|--------------------|----------------------------------|----------|----------|----------|----------|
| <b>PBA1104</b>     | <b>ACCOUNTING FOR MANAGEMENT</b> | <b>4</b> | <b>1</b> | <b>0</b> | <b>4</b> |

### **LEARNING OUTCOMES**

**CO-1** To identify financial transactions, journalize them, draw up a trial balance and prepare final accounts

**CO-2** To read, analyze, interpret, and evaluate the financial performance of companies using financial tools such as ratio analysis, funds flow and cash flow analyses

**CO-3** To compare and evaluate the performance of companies

**CO-4** To be able to interpret cost accounting statement and apply various methods of costing

**CO-5** To be able to analyze and evaluate information for cost ascertainment, planning, control and decision making

**CO-6** To be able to solve cases and extract relevant information in the above areas

**CO-7** To be able to prepare financial planning statements and their usage in strategic decision making and control

### **UNIT -1 FUNDAMENTAL PRINCIPLES OF ACCOUNTING (10+3)**

Meaning and definition – Types of Accounting – Accounting Principles – Concepts and Conventions – Double Entry System – Journal – Ledger – Trial Balance – Final Accounts – Trading and Profit and Loss Account – Balance Sheet – Closing & Adjustments entries – Examples

### **UNIT – 2 JOINT STOCK COMPANIES (12+3)**

Meaning and Definitions – Types of Companies – Formation or incorporation of company – Share Capital – Final Accounts of Companies – Profit or loss prior to incorporation – Procedures for calculating profit prior to incorporation – Examples

Ind AS1 – important disclosure norms

### **UNIT -3 FINANCIAL PERFORMANCE ANALYSIS (14+3)**

Uses, scope and limitations of financial statement analysis – Precautions in comparison – Comparative analysis – Common Size analysis – Trend analysis

Ratio Analysis – meaning and definitions – objectives – Merits and Demerits – Classification of Ratios

Fund flow - Meaning and definition – Objectives – Advantages – Limitations – Statement of changes in Working Capital - Procedure for preparing Fund Flow Statement

Cash flow - Meaning and definition – Cash from Operation, Investment and Financing Activities – Objectives – Advantages – Limitations – Procedure for preparing Cash Flow statement (AS-3).

#### **UNIT -4 COST AND MANAGEMENT ACCOUNTING**

**(12+3)**

Definitions – Objectives – Advantages and Limitations of Cost Accounting – Classification of Costs; Cost Unit, Cost Centres – Cost Sheet Preparation – Manufacturing Cost Statement – Single or output costing – Job Costing , Batch Costing –Contract Costing – Target costing  
Process Costing – Meaning and Definitions – difference between process costing and job costing – preparing process costing – Treatment of Normal Loss, Abnormal Loss and Abnormal Gain – Treatment of Stock in the process accounts – Introduction to Activity Based costing and advantages with examples  
Marginal costing - Meaning and Definitions – Characteristics – Assumptions – Advantages – Limitations – BEP Analysis – BEP Charts – CVP Application in decision making  
Standard Costing and Variance analysis – Meaning and definition - Standard costing and budgetary control – Variance Analysis – Material Cost Variance – Labour Cost Variance – Overhead Cost Variance – Fixed Cost Variance – Sales Variance – Margin variances

#### **UNIT- 5 FINANCIAL PLANNING AND CONTROL**

**(8+2)**

Meaning of Budget – Characteristics – Essentials of Budget – Advantages and Limitations – Classification of Budgets – Budget Preparation Process – Forecasting Methods - Performance Budget -Zero Based budgets -Budgetary Controls

**TOTAL SESSIONS: 70**

#### **TEXT BOOKS:**

1. Ashish K. Bhattacharya, Financial Accounting for Business Managers, 5<sup>th</sup> Edition, Prentice-Hall of India Pvt. Ltd., 2006
2. T.S.Reddy&Y.Hariprasad Reddy, Financial Accounting & Management Accounting, 4<sup>th</sup> Edition, Margham Publications, 2008
3. R. Narayanaswamy, Financial Accounting- A Managerial Perspective, 5<sup>th</sup> Edition, Prentice-Hall of India Pvt. Ltd., 2002

#### **REFERENCE BOOKS:**

1. Robert N. Anthony, David F. Hawkins, Kenneth A. Merchant, Accounting Text & Cases, 13<sup>th</sup> Edition, Tata McGraw Hill Publishing Co. Ltd., 2003
2. Horngren, Sundem, Elliott, Introduction to Financial Accounting, 11<sup>th</sup> Edition, Pearson Education, 2005
3. Ambrish Gupta, Financial Accounting for Management, 5<sup>th</sup> Edition, Pearson Education, 2005
4. Needles, Powers and Crosson, Financial and Managerial Accounting, 9<sup>th</sup> Edition Cengage Learning, 2015

| <b>COURSE CODE</b> | <b>COURSE TITLE</b>              | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
|--------------------|----------------------------------|----------|----------|----------|----------|
| <b>PBA1105</b>     | <b>LEGAL ASPECTS OF BUSINESS</b> | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |

(Regrouped topics for the academic year 2019-20)

### **LEARNING OUTCOMES**

**CO-1** Familiarity with the laws that have an influence on business

**CO-2** An appreciation of the spirit behind the various laws that influence business

**CO-3** A basic understanding of what can be done and what cannot be done within the legal framework.

### **UNIT -1 GENERAL PRINCIPLES OF LAW OF CONTRACTS**

**9**

Introduction – Definition of Contract - Formation of Contract –Essential Elements – offer, acceptance, consideration, capacity, free consent and legality of the object - Void contracts  
Performance of Contracts – Offer to perform - Contracts which need not be performed, performance by whom, demand of performance by whom, time and place of performance –  
Breach of contract and its remedies

### **UNIT -2 SPECIAL CONTRACTS**

**9**

Bailment - pledge, lien, indemnity and guarantee

Sale of Goods - Types and Formation Contract of Sale -Conditions and Warranties - Transfer of Property –Performance of Sales Contracts – Rights of an unpaid seller -Auction Sales

Contract of Agency – Nature of Agency –Creation and Types of Agents - Rights and Duties of Principal and Agent – Termination of Agency

Negotiable Instruments Act 1881 - Nature and Requisites of Negotiable Instruments - Types of Negotiable Instruments - Liability of Parties - Defects in Negotiable Instruments - Holder in due course - Special rules for Cheques and Drafts - Discharge of Negotiable Instruments

### **UNIT-3 OTHER MISCELLANEOUS ACTS**

**8**

Consumer Protection Act–Definition of a Consumer - Consumer Rights - Unfair Trade Practices - Consumer Dispute Redressal Agencies. Competition Act 2002– Introduction, Definitions - Prohibition of Certain Agreements -Abuse of Dominant Position and Regulation of Combinations- Competition Commission of India – Duties, Powers and Functions - IT Act– Digital Signature - Recognition of Electronic Documents - Formation of Contracts - Data Protection, Offences and Penalty - Introduction to IPR– Copyrights, Trademarks, Patent Act

## **UNIT-4 LAWS PERTAINING TO BUSINESS ORGANIZATIONS**

**8**

A. Nature and Types of Business Organizations - Partnership Firms, Limited Liability Partnerships.

B. Partnership - Definition, formation, partnerships and other associations, duration, rights and duties of partners to one another, types of partners, reconstitution of partnership.

C. Limited Liability Partnerships – Introduction, Incorporation of LLP, duties, rights and liabilities of partners, partnership vs. LLP.

D. Companies Law (Act of 2013): Major Principles– Definition of Company, Characteristics, lifting the corporate veil, Company vs. Partnership, Kinds of companies. Formation of companies, Memorandum and Articles of Association, Prospectus, Directors -appointment, powers, duties and liabilities, Corporate Governance

## **UNIT-5 TAXATION**

**8**

Business Taxation - Assessment year, previous year, assessee, residential status, business, capital assets, company, dividend, scope of income, manufacturing, person, profits and gains from business – an overview of allowable expenses, allowances, exemptions and deductions from profits and gains from Business, Tax avoidance and evasion versus tax planning.

Personal taxation – Overview – income from salaries – allowances and perquisites –income from house property – capital gains and other incomes – deductions under 80C and 80D

GST- Introduction, unique features, taxable event, classification, valuation, input tax credit.

### **REFERENCE BOOKS:**

1. Kapoor, N.D., Elements of Mercantile Law, 30th Edition, Sultan Chand & Sons, New Delhi, 2015
2. P.K. Goel, Business Law for Managers, Indian Text Edition, Biztantara Publishers, India, 2008.
3. Akhileshwar Pathack, Legal Aspects of Business, 4th Edition, Tata McGraw Hill, 2009.
4. P.P. S. Gogna, Mercantile Law, 11th Edition, S. Chand & Co. Ltd., India, 2015
5. Maheshwari, S.N. and S.K. Maheshwari, A Manual of Business Law, 6th Edition, Himalaya Publishing House, 2015.

| <b>COURSE CODE</b> | <b>COURSE TITLE</b>             | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
|--------------------|---------------------------------|----------|----------|----------|----------|
| <b>PBA1106</b>     | <b>PRINCIPLES OF MANAGEMENT</b> | <b>2</b> | <b>0</b> | <b>0</b> | <b>2</b> |

### **LEARNING OUTCOMES**

**CO-1** Demonstrate the basic concepts of management and its theories.

**CO-2** Describe the functions of management and roles of managers.

**CO-3** Describe how the managerial tasks of planning, organizing, directing and controlling can be executed in a variety of circumstances.

**CO-4** Appreciate the use of qualitative and quantitative information to formulate best control methods.

### **UNIT -1 INTRODUCTION**

**6**

Introduction to Management - Nature and Significance of Management – Science or Art - Managerial roles - Mintzberg - An overview of functional areas of Management – Levels – Process - Managerial skill - Evolution of Management Thought - Classical School of Thought (Contributions of Taylor and Fayol) – Neo-classical School – Human Relations Approach (Hawthorne Experiments) and Behavioural Science Approach (brief outline) – Modern Management Theory - Quantitative Approach, Systems Approach and Contingency Approach.

### **UNIT -2 PLANNING**

**6**

Nature and Purpose – Steps in Planning process – Vision – Mission – Objectives – Managing by Objective (MBO) - Strategies, Policies and Procedures – Forecasting - Planning Tools and Techniques –Decision Making - Decision Making steps and process – Types of Decision Making –Decision Making Styles – Group Decision Making and its techniques.

### **UNIT -3 ORGANIZING**

**6**

Nature and purpose – Formal and Informal organization – Organization Chart – Organization Structure – Types – Line and Staff authority – Project & Matrix Structure –Committees - Centralization & Decentralization - Departmentalization – Delegation of authority –Span of Control – Factors affecting span - Cases

### **UNIT -4 STAFFING & DIRECTING**

**5**

Staffing – Selection and Recruitment – Career development – Training – Performance Appraisal.

Directing – Meaning – Definition – Principles of Directing – Nature & Importance of Directing – Communication – Process of Communication – Barrier in Communication – Effective Communication.



## **UNIT -5 CONTROLLING**

**5**

Process of Controlling – Types of Control - Budgetary and Non-budgetary control techniques – Purchase control - Process control – Cost control - Quality control& tools – Inventory control.

**TOTAL SESSIONS: 28**

### **TEXT BOOKS:**

1. Andrew J. Dubrin, Essentials of Management, 9th Edition, Thomson Southwestern, 2012.
2. Tripathi, P.C & Reddy, P.N, Principles of Management, 5<sup>th</sup> Edition, Tata McGraw Hill, 2010.

### **REFERENCE BOOKS:**

1. Harold Koontz, and Heinz Weihrich, Essentials of Management, An International and Leadership Perspective, 9th Edition, McGraw Hill, 2013.
2. Charles W.L Hill and Steven L McShane, 'Principles of Management, Special Indian Edition, McGraw Hill Education, 2007.
3. Samuel C. Certo and Tervis Certo, Modern management: concepts and skills, 12th Edition, Pearson education, 2012.

| <b>COURSE CODE</b> | <b>COURSE TITLE</b>                | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
|--------------------|------------------------------------|----------|----------|----------|----------|
| <b>PBA1115</b>     | <b>MANAGERIAL COMMUNICATIONS I</b> | <b>0</b> | <b>0</b> | <b>2</b> | <b>2</b> |

**AN ILLUSTRATIVE LIST OF AREAS:**

Introduction to Business Communication – process, barriers

Non-verbal communication

Grammar

Active Listening

Oral communication – Structuring and delivering a talk

Articulation

Inter-personal communication

Active Reading skills – speed reading

Comprehension – written and spoken

Presentation skills

Vocabulary – Introduction to etymology – business jargon

Good writing – basic grammar

Business letters and reports

Email etiquette

Summarizing and paraphrasing

Group Discussion

Debating

Effective telephone conversation

Celebrity introduction

Cross-cultural communication

Content writing

Conducting meetings

Interviewing skills

**TOTAL SESSIONS: 28**

**SUGGESTED REFERENCES:**

1. Bovee, Thill&Schatzman, Business Communication Today, 13<sup>th</sup> Edition, Pearson
2. NageshwarRao and Rajendra Das, Business skills, HPH
3. Lesikar, R.V. &Flatley, M.E. Basic Business Communication – Connecting in a digital world, 13<sup>th</sup>Edition, McGraw Hill Publishing Company Ltd.
4. John Seely, Oxford Guide to Effective Writing and Speaking, 3<sup>rd</sup> edition, Oxford Publishing.
5. M Ashraf Rizvi, Effective Technical Communication,,2<sup>nd</sup>Edition, TMH.
6. Meenakshi Raman and Sangeeta Sharma, Technical Communication, 3<sup>rd</sup>Edition, Oxford Publishing.

| <b>COURSE CODE</b> | <b>COURSE TITLE</b>    | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
|--------------------|------------------------|----------|----------|----------|----------|
| <b>PBA1111</b>     | <b>DATA ANALYSIS I</b> | <b>0</b> | <b>0</b> | <b>2</b> | <b>2</b> |

### **LEARNING OUTCOMES**

**CO-1** Understand key concepts in the field of Business Intelligence and its important role in helping businesses achieve their goals

**CO-2** Be more productive and creative in their use of Excel for business data analysis and reporting

**CO-3** Use powerful excel functions like Lookup functions and others to undertake more dynamic calculations and analysis; as well as use Text functions to manipulate data into desired formats

**CO-4** Employ Goal Seek and Scenario Manager to conduct sensitivity analysis and solve practical business problems

**CO-5** Utilize Pivot tables and slicers to conduct more effective data manipulation and analysis

**CO-6** Create effective charts and dashboards in Excel for improved data visualization, Import data using Power Pivot

**CO-7** Design and develop model to enhance decision making process

### **UNIT -1 OVERVIEW OF THE BASICS OF EXCEL**

**2**

Understanding Excel files, Ribbon and shortcuts - Protecting and un-protecting worksheets and cells - Excel Versions - Entering data using Autofill (Number Series) - Creating your own custom list - Cell referencing (Relative, Absolute and Mixed) - Named ranges - Using merger and centre - Text Wrapping

### **UNIT -2WORKING WITH FUNCTIONS**

**5**

Basic Excel Functions(Sum, Max, Min, Count, Average) - Logical Functions (AND, OR, NOT) - Writing conditional expressions (using IF) - Nesting: Combining simple functions to create complex functions - Calculation of CAGR - Aggregation / Power Functions (CountIF, CountIFS, SumIF, SumIFS, AverageIF, AverageIFS, OFFSET, INDIRECT), Filtering IFS Functions by a Variable Value - Using lookup and reference functions (VLOOKUP, HLOOKUP, MATCH, INDEX, LOOKUP) - VlookUP with Exact Match, Approximate Match - Using VLookUP to consolidate Data from Multiple Sheets - Date and time functions - Text functions - CHOOSE Function - Database functions (Daverage, Dcount, Dcounta, Dget, Dmax, Dmin, Dproduct, Dstdev) - Formula Error, Array formula –Simple finance functions.

### **UNIT -3 DATA VALIDATIONS**

**2**

Specifying a valid range of values for a cell - Specifying a list of valid values for a cell - Specifying custom validations based on formula for a cell.

**UNIT -4 SORTING AND FILTERING DATA 3**

Sorting tables - Using multiple-level sorting - Using custom sorting - Filtering data for selected view (AutoFilter) & Removing Duplicates - Using advanced filter options – Sparklines

**UNIT -5 WHAT IF ANALYSIS 3**

Goal Seek - Data Tables - Scenario Manager - Sensitivity analysis

**UNIT -6 FORMATTING 3**

Using auto formatting option for worksheets - Using conditional formatting option for rows, columns and cells - Rows to repeat at the top etc., gridlines

**UNIT -7 WORKING WITH REPORTS 5**

Creating subtotals - Multiple-level subtotals - Creating Pivot tables - Formatting and customizing Pivot tables - Consolidating data from multiple sheets and files using Pivot tables - Consolidating multiple sets of data into single workbook - Show Value As (% of Row, % of Column, Running Total, Compare with Specific Field) - Viewing Subtotal under Pivot - Creating Slicers – Using Pivot Tables and Slicers to describe data

**UNIT -8 CHARTS 5**

Using Charts - Formatting Charts - Data Visualization – Power BI, Power Query

**TOTAL SESSIONS: 28**

| <b>COURSE CODE</b> | <b>COURSE TITLE</b>         | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
|--------------------|-----------------------------|----------|----------|----------|----------|
| <b>PBA1201</b>     | <b>MARKETING MANAGEMENT</b> | <b>4</b> | <b>0</b> | <b>0</b> | <b>4</b> |

(Regrouped topics for the academic year 2019-20)

### **LEARNING OUTCOMES**

**CO-1** Demonstrate a familiarity and understanding of principles and concepts in management.

**CO-2** Demonstrate knowledge of contemporary issues that have an impact on the business and industry.

**CO-3** Apply the relevant knowledge gained to read situations, analyze and solve tactical business problems.

**CO-4** Ability to communicate effectively, to achieve organizational and individual goals

**CO-5** Work in teams of diverse people to meet organizational goals

**CO-6** Demonstrate leadership skills appropriate for managerial roles in organizations.

**CO-7** Identify and appreciate the ethical issues in management decision area.

**CO-8** Ability to pursue lifelong learning

### **UNIT 1**

**8**

Marketing- Evolution and Meaning in the contemporary context - Challenges and Opportunities- Role of Marketing in the organizational processes and effectiveness - Value creation- Meaning and Purpose - Product types - Marketing to consumers, Business/ Institutions, Government - Services Marketing- Reorientation of organisations with customer centricity.

### **UNIT 2**

**10**

Marketing Plan- Strategic Inputs- Planning Process- Environmental scanning- Internal and External Consistencies- Growth avenues with leverage on marketing- Insight into strategic planning Processes

### **UNIT3**

**14**

Understanding of Buyer Behaviour and decision making processes in Consumer& Industrial products and Services- Markets, Structure and Analysis of Competition and Managerial actions. Segmentation- targeting- Positioning- Marketing Mix – Product and Brand management.

### **UNIT 4**

**12**

Pricing options, methods - evaluation- Distribution channel systems - design and control - Franchising and Retailing - Mass communication and Sales Promotion - Public relations

**UNIT 5****12**

Enhancing marketing efficiency in Digital environment- Personal selling – Stages in selling cycle- sales force efficiency enhancement - Marketing Research and Information Systems - Customer relationship management processes - Ethical Issues in Marketing - Emerging Issues in marketing - Global Markets and marketing

**TOTAL SESSIONS: 56****TEXT Book:**

Philip Kotler and Kevin Keller, Marketing Management, 15<sup>th</sup> edition, PHI, 2016

| <b>COURSE CODE</b> | <b>COURSE TITLE</b>              | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
|--------------------|----------------------------------|----------|----------|----------|----------|
| <b>PBA1202</b>     | <b>HUMAN RESOURCE MANAGEMENT</b> | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |

### **LEARNING OUTCOMES**

**CO-1** Discuss and describe the various functions of a Human Resource Manager including staffing and selection, training and development, performance appraisal, compensation and Career Mgt.

**CO-2** Apply human resource management concepts across a variety of contexts, situations and incidents to draw up suitable plans for various HR functions for a given situation.

**CO-3** Identify and evaluate the HR practices in a company in the context of its culture and business environment.

### **UNIT-1 INTRODUCTION AND PERSPECTIVES OF HUMAN RESOURCE MANAGEMENT 5**

Introduction - Concept of Human Resource Management - Nature and Importance of HRM - Scope of Human Resource Management - History and Evolution of Human Resource Management - Functions of Human Resource Management - Role of HR Executives - Human Resource Policies – HRIS - Human Resource Accounting and Audit.

### **UNIT-2 THE CONCEPT OF BEST FIT EMPLOYEE 8**

Job Analysis and Design - Concept of Job Analysis - Process of Job Analysis - Methods of Job Analysis - Concept of Job Design - Importance of Human Resource Planning - Process of Human Resource Planning - Need for Human Resource Planning - Forecasting human resource requirement - HR Forecasting Techniques - Concept of Recruitment - Factors Affecting Recruitment - Sources of Recruitment - Recruitment Policy – Selection - Selection Process - Selection Test – Interviews – Evaluation – Placement - Induction and Socialization.

### **UNIT-3 TRAINING AND EXECUTIVE DEVELOPMENT 9**

Meaning of Training - Areas of Training - Types of training – purpose – benefits - Methods of Training - Concept of Management – Development - Management Development Methods - Differences between Training and Development - Evaluation of Training.

### **UNIT-4 SUSTAINING EMPLOYEE INTEREST 11**

Concept of Job Evaluation, Objectives – Techniques - Advantages and Limitations - Introduction to Competency management - Compensation Management - Wage and Salary Administration - Managing Wages - Concept of Rewards and Incentives - Managing Benefits in Organizations - Concept of Employee Welfare - Welfare Measures- Types - Employee Career

Planning and Growth - Concept of Employee Growth - Managing Career Planning - Elements of a Career Planning Programme - Succession Planning - Concept of job Change – Promotion – Demotion - Transfer and Separation - Implications of job change.

**UNIT-5 PERFORMANCE EVALUATION, EMPLOYEE DISCIPLINE AND GRIEVANCE** **9**

Performance Appraisal - Overview of Performance Appraisal - Concept and Need for Performance Appraisal - Types of Appraisal Methods – Benefits – Feedback - Industry practices - Meaning and Objectives of Discipline.

Grievance and Grievance Procedure - Concept of Grievance - Causes of Grievances - Forms and Effects of Grievance - Grievance Handling Procedure - Need for Grievance Redressal Procedure.

**TOTAL SESSIONS: 42**

**TEXT BOOK:**

VSP RAO, Human Resource Management, 3rd Edition, Excel Books, 2010.

**REFERENCE BOOKS:**

1. Dessler, Human Resource Management, 14th Edition, Pearson Education Limited, 2015.
2. Decenzo and Robbins, Fundamentals of Human Resource Management, 11th Edition Wiley, 2013.
3. PravinDurai, Human Resource Management, 2<sup>nd</sup> Edition, Pearson, 2016
4. Aswathappa K, Human Resource Management, 7th Edition, McGraw Hill, 2010



| <b>COURSE CODE</b> | <b>COURSE TITLE</b>         | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
|--------------------|-----------------------------|----------|----------|----------|----------|
| <b>PBA1203</b>     | <b>FINANCIAL MANAGEMENT</b> | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |

### **LEARNING OUTCOMES**

**CO – 1** Understand the role and functions of finance in organizations and apply them in the appropriate context

**CO – 2** Understand the importance of time value of money, valuation of financial assets and apply them from the investment point of view.

**CO – 3** Understand the various types of risks, measurement of risks and ability to analyze them from the context of financial assets

**CO – 4** Able to analyze and determine optimum cost of capital and analyze capital investment decisions of projects based on capital budgeting techniques

**CO – 5** Able to assess working capital needs and effective management of current assets and financing decisions

### **UNIT-1 INTRODUCTION TO FINANCIAL MANAGEMENT 8**

Interface between Finance and Other Functions – Financial decisions in an organization - Interface between goal of the firm, responsibility of finance manager and financial system - Profit Maximization versus Shareholder Wealth Maximization – Agency Problem – Risk – Return trade off.

**Indian Financial System** - Functions of Financial System - markets, features and participants – Financial Markets – Financial Intermediaries – Financial Instruments -Regulatory infrastructure

### **UNIT-2 TIME VALUE OF MONEY 9**

Concept of Time Lines –Determinants of time value of money - Mechanics of compounding and Discounting – Future Value of a single amount – Future value of an annuity – Present Value of a single amount – Present Value of an annuity –Calculation of the annual percentage yield - effective rate of interest - nominal interest rate.

Valuation of Financial Securities – Valuation Concept from Investment point of view - Bond Valuation – Bond Yields – Bond Market - Preference Stock Valuation – Yield calculation  
Equity Valuation – Dividend capitalization Model – Growth versus Constant Dividend – Earnings capitalization model – Determinants of Price Earnings – PE ratio.

### **UNIT-3 RISK AND RETURN AND LEVERAGES 7**

Historical Returns and Risk – Expected Return – Types of Risks – Single Asset Risk –Risk and Return of portfolio – Measurement of Market Risk – Beta Determinants – Capital Asset Pricing Model

Analysis and Impact of Leverage (Business and Financial Risk) - Understanding the difference between business risk and financial risk - Usage of break-even analysis in a variety of analytical settings - Operating leverage, financial leverage, and combined leverage –Implications of leverages

#### **UNIT-4 CAPITAL BUDGETING**

**9**

Capital Budgeting Process – Project Classification – Elements of Cash Flow stream – Basic principles of cash flow estimation - Investment Criteria - Techniques of Capital Budgeting – Discounted Cash Flow Methods versus Non Discounted Cash Flow Methods - Net Present Value – Benefit Cost Ratio – Internal Rate of Return – Modified Internal Rate of Return – Payback Period – Accounting Rate of Return

#### **UNIT-5 WORKING CAPITAL MANAGEMENT**

**9**

Working Capital Policy– Objective of Working Capital Management - Static and Dynamic view of Working Capital - Determinants of working capital - Characteristics of Current Assets – Level of Current Assets - Factors Affecting Composition of Working Capital – Approaches to working capital and finance - Criteria for Evaluation of Working Capital Management - Financing Current Assets - Sources of Finance - Trade Credit, Short-term bank finance, PDs, CPs and Factoring - Management of Current Assets

- **Inventories** - Role of Inventories in Working Capital, Cost of carrying inventories, Inventories planning and tools and techniques
- **Receivables** – Purpose and cost of Maintaining Receivables, Impact of Credit Policy and Process of Credit Evaluation - Monitoring Receivables - Tools and techniques.
- **Cash** - Difference between profits and cash, Factors affecting cash management and Internal Treasury Controls - Tools and techniques of determining optimum cash

**TOTAL SESSIONS: 42**

#### **TEXT BOOKS:**

1. J. Van Horne and John M. WachowiczJr, Fundamentals of Financial Management, 13<sup>th</sup> Edition, Pearson, 2008
2. Prasanna Chandra, Fundamentals of Financial Management, 5<sup>th</sup> Edition, McGraw Hill, 2012

#### **REFERENCE BOOKS:**

1. Prasanna Chandra, Financial Management – Theory and Practice, 9<sup>th</sup> Edition, McGraw Hill, 2017
2. Rajiv Srivastava and Anil Misra, Financial Management, 2<sup>nd</sup> Edition, Oxford University Press, 2012

3. M.Y. Khan and P.K. Jain, Financial Management – Text, Problems, cases, 6<sup>th</sup> Edition, McGraw Hill, 2014
4. I.M. Pandey, Financial Management, 10<sup>th</sup> Edition, Vikas Publishing House, 2010

| <b>COURSE CODE</b> | <b>COURSE TITLE</b>          | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
|--------------------|------------------------------|----------|----------|----------|----------|
| <b>PBA1204</b>     | <b>OPERATIONS MANAGEMENT</b> | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |

## **LEARNING OUTCOMES**

**CO-1** Critical understanding of an integrated and structured approach to planning and decision-making for a competitive advantage through operational excellence.

**CO-2** Appreciation of the role of Operations Management functions, recognise its interfaces with other functional areas and with its external environment.

**CO-3** Basic knowledge of problem solving techniques in the field of operations management.

**CO-4** Apply appropriate management tools in the design, operation and improvement in the creation of a firm's products and services.

## **UNIT-1 INTRODUCTION TO OPERATIONS MANAGEMENT 6**

Operations Management – Nature, Importance - Differences between services and goods - System Perspective – Functions – Challenges -Current Priorities -Recent Trends - Operations Strategy – Strategic Fit –Framework - Measures for Operational Excellence - World-Class Manufacturing Principles & Practices

## **UNIT-2 DESIGNING OPERATIONS 9**

Facility Location – Theories - Steps in Selection - Location Models - Capacity Planning – Long range – Types - Developing capacity alternatives - Process – Planning – Selection – Strategy - Major Decisions - Facility Layout – Principles – Types - Planning tools and techniques - Design of Service Systems - Personnel scheduling in Services - Product Design – Influencing factors – Approaches – Stages – Legal - Ethical and Environmental issues -Project Management – Scheduling Techniques – PERT - CPM

## **UNIT-3 PLANNING AND CONTROL OF OPERATIONS 9**

Demand Forecasting – Need, Types, Objectives and Steps - Overview of Qualitative and Quantitative methods - Overview of Sales and Operations Planning - Master Production Schedule – MRP - MRP II and ERP - Resource Planning CRP and DRP - Scheduling - work centres – nature, importance - Priority rules and techniques - Shop floor control - Flow shop scheduling - Johnson’s Algorithm – Gantt charts

## **UNIT-4 SOURCING AND SUPPLY MANAGEMENT**

**9**

Supply Chain Management - Purchasing – Objectives – Functions – Policies - Sourcing & Supply Management - Vendor rating and Value Analysis - Make or Buy Decisions - E-Procurement - Inventory – Objectives, Costs and control techniques - Selective Control - Overview of JIT - Lean Management.

## **UNIT-5 FUNDAMENTALS OF QUALITY MANAGEMENT**

**9**

Concept of Quality – Definition – Gurus - TQM Concepts – QFD - Quality Costs - Quality Management Tools - Design of Quality Assurance Systems - Introduction of ISO Standards - Statistical Process Control - OC Curve – AQL - Process Capability - Six Sigma

**TOTAL SESSIONS: 42**

### **TEXT BOOK:**

Mahadevan B, “Operations Management -Theory and Practice”,3<sup>rd</sup> Edition, Pearson Education, 2018.

### **REFERENCE BOOKS:**

1. Norman Gaither and Gregory Frazier, Operations Management, 9<sup>th</sup> Edition ,South Western Cengage Learning, 2002
2. Richard B. Chase, Ravi Shankar, Robert Jacobs ; Operations & Supply Chain Management, 14<sup>th</sup> Edition, McGraw Hill (Special Indian), 2017

| <b>COURSE CODE</b> | <b>COURSE TITLE</b>              | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
|--------------------|----------------------------------|----------|----------|----------|----------|
| <b>PBA1205</b>     | <b>BUSINESS RESEARCH METHODS</b> | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |

### **LEARNING OUTCOMES**

**CO-1** To demonstrate a basic understanding of various aspects of business research methodologies.

**CO-2** To describe the research process to solve business problem.

**CO-3** Carry out literature review that synthesizes and evaluates literature in a specific topic area

**CO-4** To identify appropriate techniques associated with qualitative and quantitative business methodologies.

**CO-5** To design a research activity for a given business situation

**CO-6** To design and develop a business research report and to learn how to communicate the results and acknowledge the ethical implications of the research.

### **UNIT -1 INTRODUCTION**

**9**

Business Research – Definition and Significance – Characteristics of good research - Types of Research –Exploratory and causal Research – Theoretical and empirical Research – Cross – Sectional and time – series Research – the research process – Research questions / Problems – Research objectives – Literature review – theoretical framework – components of theory- Research hypotheses–Types of hypothesis - Variables in Research.

### **UNIT-2 RESEARCH DESIGN**

**9**

Research design – Definition – Types of research design – exploratory and causal research design – Descriptive and experimental design – different types of experimental design – Validity of findings – internal and external validity – Measurement and scaling – Attitude measurement - Different scales – Construction of scales – Validity and Reliability of instrument.

### **UNIT-3 DATA COLLECTION**

**9**

Types of data – Primary Vs Secondary data – Methods of primary data collection – Focus group – Depth interview – Projective Technique - Survey Vs Observation – Methods of Secondary data – Construction of questionnaire and instrument – Sampling plan – Sample size – determinants optimal sample size – sampling techniques – Probability Vs Non-probability sampling methods.

### **UNIT-4 DATA PREPARATION & ANALYSIS**

**9**

Data Preparation – editing – Coding –Data entry – Validity of data –Data Analysis – Descriptive Statistics – Univariate Analysis - Testing of Hypothesis : Procedure for Hypothesis testing-

Bivariate Analysis – Test of differences and Means of Association - chi square test- ANOVA, Large and small samples (Single Mean, Difference of Means, and Paired Data) –Multivariate Analysis – Factor analysis – Discriminant analysis – cluster analysis – multiple regression and correlation – multidimensional scaling –Application of statistical software for data analysis.

#### **UNIT-5 REPORT DESIGN, WRITING AND ETHICS IN BUSINESS RESEARCH 6**

Research report – Different types - need of executive summary –chapterization – contents of chapter – report writing– Format of a research report – Pictures & Graphs – Interpretation – Oral presentation - Ethics in research – Subjectivity and objectivity in research.

**TOTAL SESSIONS: 42**

#### **TEXT BOOKS:**

1. Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, 11<sup>th</sup> Edition, Tata McGraw Hill, New Delhi, 2012.
2. Uma Sekaran and Roger Bougie, Research methods for Business, 6<sup>th</sup> Edition, Wiley India, New Delhi, 2012.

#### **REFERENCE BOOKS:**

1. Malhotra Naresh K, Marketing Research: Applied Orientation, 6<sup>th</sup> Edition, Pearson Pub, New Delhi, 2007
2. R. Paneerselvam, Research Methodology”, 2<sup>nd</sup> Edition, Prentice Hall of India, New Delhi, 2010.
3. T.N. Srivastava & Shailaja Rego, Business Research Methodology, 2<sup>nd</sup> Edition, Tata McGraw Hill, 2010
4. William G Zikmund et al Business Research Methods – A South-Asian perspective, 8th Edition, Cengage Learning India Pvt. Ltd., 2012.
5. Naval Bajpai, Business Research Methods, Pearson, 2011.

| <b>COURSE CODE</b> | <b>COURSE TITLE</b>                 | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
|--------------------|-------------------------------------|----------|----------|----------|----------|
| <b>PBA1206</b>     | <b>BUSINESS INFORMATION SYSTEMS</b> | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |

### **LEARNING OUTCOMES**

**CO-1** Describe and distinguish the various types of business information systems and their roles in running a business organization.

**CO-2** Describe the fundamental concepts of database and design simple database using E-R diagram and normalization concepts.

**CO-3** Describe and apply various methodologies, tools and techniques to analyze and design business information systems.

**CO-4** Describe business intelligence tools, techniques and its applications.

**CO-5** Describe the new information technologies available to businesses today and its applications.

**CO-6** Demonstrate an awareness of ethical issues related to usage of IS.

**CO-7** Plan and undertake a group project, prepare and deliver structured verbal and written report.

### **UNIT-1 INTRODUCTION TO INFORMATION SYSTEMS**

**8**

Information System - Define - Differentiate Data, Information and Knowledge - Role of Information Systems - Information Technology - Business Processes- Digitalization – Strategic Information Systems - IS and Competitive Advantage - Types of IS - Transaction Processing Systems - Management Information Systems- Decision Support Systems - Executive Support System - Enterprise Resource Planning.

### **UNIT-2 DATABASE AND KNOWLEDGE MANAGEMENT**

**10**

Database Fundamentals - Traditional File Approach– DBMS - RDBMS- Designing Databases – Normalization - ER Diagram–SQL Query - Big Data - Data Warehouses and Data Mart. - Knowledge Management - Concept and Definition - Knowledge Management Value Chain - Types of Knowledge Management Systems - Intelligent Techniques.

### **UNIT-3 BUSINESS INTELLIGENCE**

**8**

Types of Decisions - Decision Making Process - Decision Support Systems - Business Intelligence –OLAP - Data Mining - Techniques.



## **UNIT-4 DEVELOPING INFORMATION SYSTEMS**

**8**

System Development Process (SDLC) -System Development Methodologies –CASE tools - Data flow diagram - Object-Oriented Systems Analysis and Design - Use Case Modeling.

## **UNIT-5 NEW IT TRENDS AND IS SECURITY**

**8**

Cloud Computing – Social Computing – Mobile Computing – Pervasive Computing – Block chain Technology - Ethics in IT - Securing Information Systems – Vulnerabilities - Computer Crimes - Controls - Tools and Technologies for protecting IS

**TOTAL SESSIONS: 42**

### **TEXT BOOKS:**

1. Kelly Rainer, Brad Prince and Hugh Watson, Management Information Systems, 4<sup>th</sup> Edition, Wiley India, 2016
2. Kenneth C. Laudon, and Jane P. Laudon, Management Information Systems: Managing the digital firm, 15<sup>th</sup> Edition, Pearson Publication, 2018

### **REFERENCE BOOKS:**

1. Kenneth E. Kendal and Julie E. Kendall, Systems Analysis and Design, 9th Edition, Pearson Publication, 2014
2. Ralph M. Stair and George W. Reynolds, Fundamentals of Information Systems, 9th Edition, Cengage Learning, New York, 2018
3. Keri E. Pearlson, Carol S. Saunders and Dennis F. Galletta, Managing and Using Information Systems: A Strategic Approach, 6th Edition, John Wiley & Sons, 2016
4. Ellen F. Monk, Joseph A. Brady, and Emilio I. Mendelsohn, Problem- Solving Cases in Microsoft Access & Excel, 15th Edition, Cengage Learning, 2017
5. Sharda Ramesh, Delen Dursun and Turban Efraim, Business Intelligence: A Managerial Perspective on Analytics, 3rd Edition, Pearson, 2017

| <b>COURSE CODE</b> | <b>COURSE TITLE</b>                | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
|--------------------|------------------------------------|----------|----------|----------|----------|
| <b>PBA1207</b>     | <b>APPLIED OPERATIONS RESEARCH</b> | <b>3</b> | <b>0</b> | <b>1</b> | <b>4</b> |

### **LEARNING OUTCOMES**

**CO-1** Define and explain the various concepts and techniques of operations research and their applicability to business situations.

**CO-2** Translate a real-world problem, given in words, into a mathematical formulation.

**CO-3** Use the relevant mathematical model(s) to make optimal decisions under conditions of certainty, risk and uncertainty

**CO-4** Use appropriate software tools to solve problems in operations research and interpret the results to aid decision making under various operational constraints in an organization

### **UNIT-1 INTRODUCTION TO OPERATIONS RESEARCH AND LINEAR PROGRAMMING (10+3)**

Introduction to Mathematical Models – Definition – Evolution - Applications of Operations Research in decision making.

Linear Programming –Formulation - Solution by Graphical and Simplex methods - Big M/ Penalty - Special Cases - Principles of Duality- Sensitivity Analysis.

### **UNIT–2 LINEAR PROGRAMMING EXTENSIONS (10+3)**

Transportation Models (Minimising and Maximising Problems) – Balanced and unbalanced Problems – Initial Basic feasible solution by N-W Corner Rule - Least cost and Vogel’s approximation methods - Check for optimality by MODI method – Degeneracy - Transshipment Models.

Assignment Models (Minimising and Maximising Problems) – Balanced and Unbalanced Problems - Hungarian and Branch and Bound Algorithms - Travelling Salesman problems - Crew Assignment Models.

### **UNIT– 3 GAME THEORY (7+3)**

Game Theory-Two person Zero sum games-Saddle point - Dominance Rule - Convex Linear Combination (Averages) - methods of matrices - graphical and LP solutions.

### **UNIT – 4 SIMULATION AND DECISION THEORY (7+3)**

Decision making under risk – Decision trees – Decision making under uncertainty- Monte-Carlo simulation

**UNIT – 5 QUEUING AND REPLACEMENT MODELS**

**(7+3)**

Queuing Theory - Single and Multi-channel models – infinite number of customers and infinite calling source.

Replacement Models-Individuals Replacement Models (With and without time value of money)  
– Group Replacement Models.

**TOTAL SESSIONS: 56**

**TEXT BOOK:**

G. Srinivasan, Operations Research – Principles and Applications, 2<sup>nd</sup> Edition, PHI, 2010

| <b>COURSE CODE</b> | <b>COURSE TITLE</b>                 | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
|--------------------|-------------------------------------|----------|----------|----------|----------|
| <b>PBA1215</b>     | <b>MANAGERIAL COMMUNICATIONS II</b> | <b>0</b> | <b>0</b> | <b>2</b> | <b>2</b> |

**AN ILLUSTRATIVE LIST OF AREAS:**

Introduction to Business Communication – process, barriers  
 Non-verbal communication  
 Grammar  
 Active Listening  
 Oral communication – Structuring and delivering a talk  
 Articulation  
 Inter-personal communication  
 Active Reading skills – speed reading  
 Comprehension – written and spoken  
 Presentation skills  
 Vocabulary – Introduction to etymology – business jargon  
 Good writing – basic grammar  
 Business letters and reports  
 Email etiquette  
 Summarizing and paraphrasing  
 Group Discussion  
 Debating  
 Effective telephone conversation  
 Celebrity introduction  
 Cross-cultural communication  
 Content writing  
 Conducting meetings  
 Interviewing skills

**TOTAL SESSIONS: 28**

**SUGGESTED REFERENCES:**

1. Bovee, Thill&Schatzman, Business Communication Today, 13<sup>th</sup> Edition, Pearson
2. NageshwarRao and Rajendra Das, Business skills, HPH
3. Lesikar, R.V. &Flatley, M.E. Basic Business Communication – Connecting in a digital world, 13<sup>th</sup>Edition, McGraw Hill Publishing Company Ltd.
4. John Seely, Oxford Guide to Effective Writing and Speaking, 3<sup>rd</sup> edition, Oxford Publishing.
5. M Ashraf Rizvi, Effective Technical Communication,,2<sup>nd</sup>Edition, TMH.
6. Meenakshi Raman and Sangeeta Sharma, Technical Communication, 3<sup>rd</sup>Edition, Oxford Publishing.

| <b>COURSE CODE</b> | <b>COURSE TITLE</b>     | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
|--------------------|-------------------------|----------|----------|----------|----------|
| <b>PBA1211</b>     | <b>DATA ANALYSIS II</b> | <b>0</b> | <b>0</b> | <b>2</b> | <b>2</b> |

## **LEARNING OUTCOMES**

**CO1:** Demonstrate an understanding of basic concepts in Statistics and their applications using SPSS / R

**CO2:** Formulate and use appropriate models of data analysis to find feasible solution for business-related problems using SPSS / R

**CO3:** Understand and communicate from the statistical outputs into managerial recommendations using SPSS / R

### **UNIT -1 DESCRIPTIVE STATISTICS**

**7**

Introduction to SPSS / R- Descriptive Statistic - Creating and editing a data file - Managing Data - Computing New variables - Recoding Variables - Mean, Median, Mode - Variance and Standard Deviation - Maximum, Minimum, Range, Sum - Descriptive Statistic - Normal Distribution - Skewness and Kurtosis - Percentiles and Quartiles - Stem and Leaf and box plot - Creating Graphs.

### **UNIT – 2 TESTING OF HYPOTHESIS (PARAMETRIC)**

**7**

t-Test - One sample t-test - Two sample t-test - Paired sample t-test -F Test (ANOVA)

### **UNIT – 3 TESTING OF HYPOTHESIS (NON PARAMETRIC)**

**7**

Chi-square Tests - KS Test -Mann–Whitney U test - Kruskal Wallis test

### **UNIT – 4 CORRELATION & REGRESSION**

**7**

Correlation and Regression –Bi-variate Correlation - Simple Linear Regression - Multiple Regression.

**TOTAL SESSIONS: 28**

| <b>COURSE CODE</b> | <b>COURSE TITLE</b>         | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
|--------------------|-----------------------------|----------|----------|----------|----------|
| <b>PBA1301</b>     | <b>STRATEGIC MANAGEMENT</b> | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |

### **LEARNING OUTCOMES**

**CO-1** Define Mission, Vision, and Objectives of an Organization.

**CO-2** Assess the external and internal business environments of an industry / company using different tools and frameworks.

**CO-3** Perform Strategic gap analysis for a given business case.

**CO-4** Identify and relate corporate and business level strategies of a business organization.

**CO-5** Outline the strategy implementation process and the challenges for a given business situation.

### **UNIT – 1 STRATEGY, PLANNING, PROCESS 10**

Strategic Management Process -Concept of Strategy - Levels of Strategy –Stakeholders - Mission, Vision, Objectives, Goals - Business Definition -Managing Organizations by Objectives (MBO) -Strategic Gaps – Visualization and bridging the gaps

### **UNIT – 2 EXTERNAL AND INTERNAL ENVIRONMENT 16**

External Environment Assessment - Porter’s Five Force Model -Internal Environment Assessment -Resources, Capabilities, Competencies, Core Competencies - SWOT Matrix - Competitive Advantage and its Sustenance -Sources of Competitive Advantage – Value Chain Analysis –Outsourcing

### **UNIT – 3 STRATEGIC OPTIONS 10**

Generic Business Level Strategies (Cost Leadership, Differentiation, Niche Strategies) - Vertical Integration - Horizontal Integration -Corporate Level Strategies (Expansion, Diversification, Mergers and Acquisitions, Strategic Alliances, Networks)

### **UNIT -4 STRATEGY IMPLEMENTATION 6**

Strategic Choice -Strategic Fit -Strategy Implementation Process (Organization Communication, Organization Structure, Resource Management, Information Management, Evaluation and Control)

**TOTAL SESSIONS 42**

### **REFERENCE BOOKS:**

1. Hill, Strategic Management: An Integrated approach, 9th Edition, Cengage Learning.
2. John A.Parnell. Strategic Management, Theory and practice Biztantra (2012).

3. Azhar Kazmi, Strategic Management and Business Policy, 3rd Edition, Tata McGraw Hill,2008
4. Wheelen, Concepts in Strategic Management and Business Policy, 14th Edition, Pearson
5. John Pearce, Richard Robinson and Amitha Mittal, Strategic Management: Formulation, Implementation and Control, 12th Edition, McGraw Hill, 2017.

| <b>COURSE CODE</b> | <b>COURSE TITLE</b>                     | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
|--------------------|---|----------|----------|----------|----------|
| <b>PBA1321</b>     | <b>ADVERTISING AND PUBLIC RELATIONS</b> | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |

### **LEARNING OUTCOMES**

- CO-1** Demonstrate an understanding of all concepts in advertising and public relations.
- CO-2** Draw up an advertising and media plan for a product and create an agency brief for the same
- CO-3** Draw up a creative brief for a product / market situation
- CO-4** Describe and interpret any advertising campaign of another company with respect to objectives, creative design and executions.
- CO-5** Identify and describe the PR effort any company based by exploring newspaper archives.

### **UNIT-1 INTRODUCTION TO ADVERTISEMENT 8**

Concept-Definition- Scope- Objectives- Functions-Principles of Advertisement-Social, Economic and Legal Implications of Advertisements- Setting advertisement objectives- Advertisement Agencies- Selection and Remuneration- Advertisement Campaigns-Case Studies.

### **UNIT - 2 ADVERTISEMENT MEDIA 8**

Media plan-Type and choice criteria-Reach and Frequency of Advertisements-Cost of Advertisements-related to sales-Media Strategy and Scheduling - Media Research-Testing Validity and Reliability of ads-Measuring impact of advertisements-Trade Fairs, Exhibitions - Case Studies

### **UNIT - 3 CREATION AND PRODUCTION 8**

Design and execution of advertisements -Message Development-Different types of advertisements-Layout-Design appeal-Copy Structure-Advertisement Production-Print-Radio, T.V .and Web Advertisements-Trade Fairs and Exhibitions - Production Techniques

### **UNIT - 4 DIGITAL ADVERTISING 9**

Digital Advertising - An Overview - Website Planning & Creation - Search Engine Optimisation - Search Engine Marketing - Mobile Marketing -Affiliate Marketing - You Tube/Video Advertising- E- mail Marketing - Social-media Marketing

### **UNIT - 5 PUBLICITY AND PUBLIC RELATIONS 9**

Introduction - Meaning - Objectives - Scope - Functions - integrating PR into Promotional



Mix-Marketing Public Relation Function – Process of Public Relations – advantages and disadvantages of PR - Measuring the Effectiveness of PR-PR Tools and Techniques – Difference between Marketing, PR and Publicity—Social Publicity–Web Publicity and Social-media– Publicity Campaigns

**TOTAL SESSIONS 42**

**REFERENCE BOOKS:**

1. George E Belch and Michel A Belch, Advertising and Sales Promotion, 10<sup>th</sup> Edition, Tata McGraw Hill.
2. S.H.H.Kazmi and Satish K Batra, Advertising&SalesPromotion,3<sup>rd</sup> Revised Edition ExcelBooks,NewDelhi,2008.
3. Wells, Moriarty & Burnett, Advertising, Principles & Practice, 7<sup>th</sup> Edition, Pearson Education, 2007.
4. Kenneth Clow. Donald Baack, Integrated Advertisements, Promotion and Marketing communication, 3<sup>rd</sup> Edition, Prentice Hall of India, New Delhi, 2006.
5. Terence A. Shimp and J.Craig Andrews, Advertising Promotion and other aspects of Integrated Marketing Communications, 9<sup>th</sup> Edition, CENGAGE Learning, 2016
6. Julian Cummings, Sales Promotion: How to Create, Implement and Integrate Campaigns that Really Work, Kogan Page, London, 5<sup>th</sup> Edition, 2010.
7. Jaishri Jefhwaney, Advertising Management, 2<sup>nd</sup> Edition, Oxford University Press, 2013.

| <b>COURSE CODE</b> | <b>COURSE TITLE</b>      | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
|--------------------|--------------------------|----------|----------|----------|----------|
| <b>PBA1322</b>     | <b>CONSUMER BEHAVIOR</b> | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |

### **LEARNING OUTCOMES**

**CO-1** Demonstrate an understanding of how customers make decisions and assess the relevant implications for marketing practitioners

**CO-2** Identify the major individual, social and cultural factors that affect consumers' decision making process

**CO-3** Outline the major stages which consumers usually go through when making a consumption-related decision

### **UNIT-1 INTRODUCTION 8**

Concepts– Significance– Dimensions of Consumer Behavior– Application of knowledge of Consumer Behaviour in marketing decisions – Consumer research

### **UNIT-2 INTERNAL INFLUENCES 8**

Psychological Influences on Consumer Behavior– Psychographics – Motivation–Perception– Personality –Learning & Memory – Attitude –Self Image - Values and Lifestyles – AIO Analysis – Consumer expectation and satisfaction

### **UNIT-3 EXTERNAL INFLUENCES 8**

Social Class – Culture and Sub-culture –Cross Culture–Demographics–Family group – Lifecycle – Socialization and Reference group–Communication-Influences on Consumer behavior

### **UNIT-4 PURCHASE DECISION PROCESS 10**

Decision making process - Types of consumer decisions – High and low involvement- The buying process - Situational influences – Pre-purchase and post-purchase behavior– Diffusion of Innovation– Post purchase evaluation & Dissonance-Emerging Issues – Online purchase decision process

### **UNIT-5 CONSUMER BEHAVIOR MODELS 8**

Organizational and individual consumer behavior models-Howard- Sheth, Engel–Kollat, Webstar and Wind Consumer Behaviour Models– Implications for marketing decisions.

**TOTAL SESSIONS 42**

## **REFERENCE BOOKS:**

1. Hawkins, Motherbaugh, Mookerjee, Consumer Behaviour – Building Marketing Strategy, 12<sup>th</sup> Edition, Tata McGraw Hill.
2. Leon G Schiffman, Joseph Wisemblit, S Ramesh Kumar, Consumer Behaviour, 12<sup>th</sup> Edition, Pearson, 2015
3. Barry J.Babin, Eric G.Harris, Ashutosh Mohan, Consumer Behavior: A South Asian Perspective, Cengage Learning, Indian Edition, 6th Edition, 2016
4. P.C.Jain and Monika Bhatt., Consumer Behavior in Indian Context, S.Chand & Company, 2013.
5. Srabanti Mukherjee, Consumer behavior, Cengage Learning, 2012.
6. Assael, Consumer Behavior - A Strategic Approach, Biztranza, 2008
7. Dinesh Kumar, Consumer Behaviour, Oxford University Press, 2015.

| <b>COURSE CODE</b> | <b>COURSE TITLE</b>                         | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
|--------------------|---|----------|----------|----------|----------|
| <b>PBA1323</b>     | <b>CUSTOMER RELATIONSHIP<br/>MANAGEMENT</b> | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |

## **LEARNING OUTCOMES**

**CO-1** Demonstrate an understanding of the role customer relationship management in the performance of a business organization.

**CO-2** Demonstrate an understanding of the role of technology in managing relationships with customers.

**CO-3** Design a CRM strategy for a company by incorporating suitable analytical and conceptual tools.

**CO-4** Identify the CRM practices / strategies employed in any commercial enterprise and map these to the conceptual knowledge acquired.

### **UNIT-1 INTRODUCTION**

**9**

Definitions - Concepts and Context of Relationship Management-Objectives of Relationship- Stages of Customer Life Cycle – Evolution - Transactional Vs Relationship Approach – CRM as a Strategic Marketing Tool – CRM significance to the stakeholders- Elements of CRM – CRM Process-Types of CRM –CRM as Strategy

### **UNIT-2 UNDERSTANDING CUSTOMERS**

**9**

Customer Information Database – Customer Profile Analysis - Customer Perception, Expectations Analysis – Customer behavior in relationship perspectives; individual and group customer’s -Customer Lifetime Value – Selection of Profitable customer segments

### **UNIT -3 CRM STRATEGIES**

**9**

Concept of Customer Value-Sources for Creating Customer Value-Strategies for Customer Acquisition – Retention and Prevention of Defection – IDIC Model of CRM and CRM Value Chain – CRM road map for business applications – Customer Experience and CRM

### **UNIT-4 CRM PLANNING AND IMPLEMENTATION**

**9**

Strategic CRM planning process – Implementation issues – CRM Tools- Analytical CRM – Operational CRM – Call Center Management – Role of CRM Managers- Managing CRM Project- Implementation Issues

## **UNIT-5 TRENDS IN CRM**

**6**

Role of CRM in Sales-Sales Funnel- Sales Force Automation- Marketing Automation-- Call Centre Management- e-CRM

**TOTAL SESSIONS 42**

### **REFERENCE BOOKS:**

1. Jaspreet Kaur Bhasin, Customer Relationship Management, Dreamtech, 2012
2. Francis Buttle, Customer Relationship Management: Concepts & Tools, Taylor & Francis, 3<sup>rd</sup> Edition.
3. Alok Kumar et al, Customer Relationship Management: Concepts and applications, Biztantra, 2008
4. G.Shainesh, Jagdish, N.Sheth, Customer Relationships Management Strategic Perspective, Trinity Press, Reprinted Edition,2016.
5. H.Peeru Mohamed and A. Sahadevan, Customer Relation Management, Vikas Publishing 2005.

| <b>COURSE CODE</b> | <b>COURSE TITLE</b>                          | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
|--------------------|--|----------|----------|----------|----------|
| <b>PBA1324</b>     | <b>SALES AND DISTRIBUTION<br/>MANAGEMENT</b> | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |

### **LEARNING OUTCOMES**

**CO-1** Demonstrate an understanding of the principles of sales and distribution management in B2C and B2B markets.

**CO-2** Develop a hypothetical sales and distribution plan for a given product / category by incorporating all relevant variables and principles

**CO-3** Appreciate the sales and distribution function in any real-time organization.

#### **UNIT-1 SELLING PROCESS 8**

Buying Process, Organizational Buying Process, Steps in the Selling Process, The Funnel, Sales Presentation methods, Handling Objections, Negotiation, Closing, Relationship selling Strategy

#### **UNIT-2 SALES PLANNING 8**

Sales Forecasting methods, Sales Budget; Designing Sales Territories, Sales Quotas and Sales contests, Sales Organization Structures, Key Account Management, Sales Force Expenses and transportation

#### **UNIT-3 SALESFORCE MANAGEMENT 10**

Sales Force Size & Workload planning, Job Analysis, Recruitment and Selection of Sales Force, Sales Training, Motivating Sales Personnel- Concepts, Types of rewards , Compensating Sales Personnel- Objectives, Its Components, Designing a Compensation Plan, Productivity Analysis, Evaluating Sales Performance by developing suitable metrics, Sales force for B2B markets

#### **UNIT-4 CHANNEL MANAGEMENT 8**

Introduction to Distribution Management, Channel Design and planning process, Evaluating major Alternatives, Selecting Channel partners, Channel Conflict, Ways of managing channel conflict, Distribution management for Services, Distributor network relations, B2B Channel management

Channel Institutions for B2B markets, Trade promotion, Managing Wholesalers-Wholesaling functions, Strategic issues in Wholesaling, Distributors/Dealer/Stockists/Franchisees, Distributor ROI; Retail Management-Retail Strategy, Merchandising, Trading Format, Online Retail

**TOTAL SESSIONS 42**

**REFERENCE BOOKS:**

1. Krishna K Havaladar and Vasant M Cavale, Sales and Distribution Management, Text and Cases; 4<sup>th</sup> Edition, McGraw Hill
2. Richard R. Still, Edward W. Cundiff, Norman A. P. Govoni, Sandeep Puri, Sales and Distribution Management, 6<sup>th</sup> Edition, Pearson, Jul. 2017
3. Sapiro, Stanton & Rich, Management of Sales Force, , 12<sup>th</sup> Edition, Tata McGraw Hill
4. Churchill Ford, Walker Johnston and Tanner, Sales Force Management 6<sup>th</sup> Edition, Tata McGraw Hill, 2012
5. Charles M Futrell, Sales Management, 6<sup>th</sup> Edition, Thomson South Western Publication, 2003
6. Edward W. Gundiff and Norman A.P.Gowni, Sales Management, 5<sup>th</sup> Edition, Pearson Education, 2009

| <b>COURSE CODE</b> | <b>COURSE TITLE</b>       | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
|--------------------|---------------------------|----------|----------|----------|----------|
| <b>PBA1325</b>     | <b>SERVICES MARKETING</b> | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |

## **LEARNING OUTCOMES**

**CO-1**Demonstrate an understanding of the difference between marketing physical products and intangible services including dealing with the extended service marketing mix

**CO-2**Describe the role of services sector operates in a developing economy

**CO-3**Define and illustrate the main components of services marketing theory and describe how they can be practically applied in the service sector

**CO-4**Describe the challenges faced in services delivery in general and in specific reference to any company's service

### **UNIT – 1 INTRODUCTION 9**

Definition–Service Economy–Evolution and growth of Service Sector–Nature and Scope of Services– Unique characteristics of Services–Challenges and issues in Services Marketing

### **UNIT – 2 SERVICE MARKETING OPPORTUNITIES 9**

Assessing Service Market Potential – Advanced approaches to IMO Framework – Expanded Marketing Mix–Tasks faced by Service Companies and Management –Environment and Trends– Service Market Segmentation, Targeting and Positioning

### **UNIT – 3 SERVICE DESIGN AND DEVELOPMENT 8**

Service differentiation frameworks –New Service Development–Service Blue Printing–GAP Model of Service Quality –Measuring Service Quality–SERVQUAL– Service Quality Function Development

### **UNIT – 4 SERVICE DELIVERY AND PROMOTION 8**

Positioning of Services–Designing Service Delivery System - Consumer Behavior in Service Settings - Product Attributes Continuum - Customer Satisfaction –Pricing of Services – Methods– Service Marketing Triangle –Integrated Service Marketing Communication

### **UNIT -5 SERVICE STRATEGIES 8**

Service Guarantees - Service Recovery - Evaluation of Service Offering - Focus Strategies - Value Proposition Models – Demand-Capacity Management

**TOTAL SESSIONS 42**



## REFERENCE BOOKS:

1. Christopher H. Lovelock and Jochen Wirtz, Services Marketing, 8<sup>th</sup> Edition, Pearson Education, New Delhi.
2. Hoffman, Marketing of Services, 4<sup>th</sup> Edition, Cengage, 2010.
3. Kenneth et al, Services Marketing Operations Management and Strategy, 2<sup>nd</sup> Edition, Biztantra, New Delhi, 2004
4. Valarie Zeithaml et al, Services Marketing, 5<sup>th</sup> International Edition, Tata McGraw Hill, 2007.
5. Gronroos, Service Management and Marketing, 3<sup>rd</sup> Edition Wiley India, 2009.

| <b>COURSE CODE</b> | <b>COURSE TITLE</b>               | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
|--------------------|-----------------------------------|----------|----------|----------|----------|
| <b>PBA1326</b>     | <b>STRATEGIC BRAND MANAGEMENT</b> | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |

## **LEARNING OUTCOMES**

**CO-1** Demonstrate understanding of key branding concepts and process to develop brand strategy

**CO-2** Describe various theories and models to build strong brand.

**CO-3** Apply branding principles and marketing communication mix to improve brand performance.

**CO-4** Demonstrate the ability to conduct a brand audit using both primary and secondary sources and propose strategic recommendations based on the audit results.

**CO-5** Apply brand strategies to introduce new brands and managing brands over time.

**CO-6** Work effectively as team to discuss, analyze, prepare and present a brand audit report

### **UNIT -1 INTRODUCTION**

**8**

What is a Brand? – Brand vs. Product–Functions of Brand– Branding Challenges and Opportunities – Brand Equity Concept – Customer based Brand Equity – Sources of Brand Equity - Strategic Brand Management Process.

### **UNIT- 2 BUILDING STRONG BRAND**

**9**

Identifying and Establishing Brand Positioning –Brand Mantra – Building Strong Brands – Brand Building Blocks - Brand Resonance Model– Brand Value Chain.

### **UNIT -3 PLANNING AND IMPLEMENTING MARKETING PROGRAMS**

**8**

Brand Elements– Integrated Marketing Communication –Advertising and Promotions – Online Marketing – Events and Experiences – Mobile Marketing – Public Relations and Publicity – Brand Leverage – Secondary Sources of Brand Knowledge – Co-Branding – Celebrity Endorsement.

### **UNIT – 4 MEASURING BRAND EQUITY**

**8**

Conducting Brand Audits – Tracking Studies – Brand Equity Management System – Measuring Sources of Brand Equity – Research Methods and Techniques – Measuring Outcome of Brand Equity (Brand Performance) – Comparative Methods – Holistic Methods

Brand Architecture – Types of brands –Brand extension -Brand Portfolios – Brand Hierarchies –  
Brand Reinforcement – Brand Revitalization – Building Global Brands

**TOTAL SESSIONS 42**

**REFERENCE BOOKS:**

1. Kevin L. Keller, Ambi Parameswaran and Isaac Jacob, Strategic Brand Management: Building, Measuring and Managing, 4<sup>th</sup>Edition, Pearson. 2015.
2. Alice M. Tybout and Tim Calkins, Kellogg on Branding in a Hyper-Connected World, Wiley, 2019.
3. David Aaker, Building Strong Brands, Simon & Schuster, 2010.
4. Moorthi Y.L.R, Brand Management: The Indian Context, Vikas Publishing House, 2012.
5. Jean-Noël Kapferer, The New Strategic Brand Management: Advanced Insights and Strategic Thinking, 5th Edition, Kogan Page, 2012

| <b>COURSE CODE</b> | <b>COURSE TITLE</b>            | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
|--------------------|--------------------------------|----------|----------|----------|----------|
| <b>PBA1421</b>     | <b>INTERNATIONAL MARKETING</b> | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |

### **LEARNING OUTCOMES**

**CO-1**Demonstrate an understanding of global business and environment

**CO-2**Carry out a country analysis and determine its attractiveness for doing business

### **UNIT -1 INTRODUCTION TO INTERNATIONAL MARKETING 8**

International Marketplace, International Marketing, Opportunities and Challenges in International Marketing – Trade Barriers, Institutions in International Trade – WTO- Regional Trade Agreements, Impact of Trade and Investment

### **UNIT -2 INTERNATIONAL MARKETING ENVIRONMENT 8**

Cultural, Economic, Political and Legal Environment

### **UNIT -3 INTERNATIONAL MARKETS 10**

Types of Markets - Strategic Planning -Analyzing people and markets -Selection of Markets - Country Attractiveness -Market Entry and Expansion -Organizational Structure -Implementation and Control

### **UNIT -4 INTERNATIONAL MARKETING MIX 10**

Product and Brand Management – Marketing of Services - Advertising, Promotion and Sales – Pricing Strategies – Distribution and Logistics

### **UNIT -5 IMPORT MANAGEMENT 6**

Institutional Infrastructure for Export Promotion -Export Procedures and Documentation -Modes of Payment -International Trade Finance -Managing Risks in International Trade

**TOTAL SESSIONS 42**

### **REFERENCES:**

1. Michael R Czinkota, Ilkka A Ronkainen, International Marketing, 10<sup>th</sup> Edition, Cengage
2. Rakesh Mohan Joshi, International Marketing, 2<sup>nd</sup> Edition, Oxford University Press
3. International Marketing by Czinkota M and Ronkainan R, 10<sup>th</sup> Cengage Learning

4. International Marketing by Cateora P.R; Graham J.L, 3rd author is Mary C Gilly, 16th Edition, Tata McGraw Hill Publishers
5. Global Marketing Management by Kotabe M and Helsen K, 5<sup>th</sup> Edition, Sage Publications, 2012
6. International Marketing by Gillespie G Jeannet J.P and Hennessey H.D, Cengage Learning, 2008
7. International Marketing and Export Management by Albaum G and Duerr E, 7<sup>th</sup> Edition, Pearson Education, 2014

| <b>COURSE CODE</b> | <b>COURSE TITLE</b>      | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
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| <b>PBA1422</b>     | <b>RETAIL MANAGEMENT</b> | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |

## **LEARNING OUTCOME**

**CO-1** Demonstrate an understanding of the operations of a retail outlet

### **UNIT -1 INTRODUCTION 6**

Overview of Retail – Retail Formats and Theories – Retail in India – Retail in World – Key Drivers of Retail Industry – Retail Value Chain

### **UNIT -2 RETAIL STRATEGY AND PLANNING 8**

Consumer Behavior – Strategy – Site Selection – Methods of Expansion

### **UNIT -3 MERCHANDISE MANAGEMENT 10**

Basics of Merchandizing – Process – Procurement – Pricing – Private Labels – Category Management

### **UNIT -4 MANAGING IN RETAIL 8**

HR in Retail – Operations – Legal and Ethical Aspects – Store Design and Layout – Visual Merchandising

### **UNIT -5 CREATING AND SUSTAINING VALUE 10**

Managing Infrastructure – Supply Chain – Retail Viability – Marketing & Branding – Servicing – Role of Technology – Changing Facets – Retail Metrics –Retailer Profitability – eRetailing & Omni channel presence – CRM

**TOTAL SESSIONS 42**

## **REFERENCE BOOKS:**

1. Swapna Pradhan, Retailing Management, 5<sup>th</sup> Edition, McGraw Hill Education
2. Ron Hasty and James Reardon, Retail Management, McGraw Hill Edition, 2007
3. J K Nayak, Prakash C.Dash, Retail Management, Cengage, 2017
4. Dr.Harjit Singh, Retail Management A Global Perspective, S.Chand Publishing, 3<sup>rd</sup> Edition,2014

5. Patrick M. Dunne and Robert F Lusch, Retailing, Cengage, 8<sup>th</sup> Edition, 2013.
6. Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press, 3<sup>rd</sup> Edition 2016.
7. Ramkrishnan and Y.R.Srinivasan, Indian Retailing Text and Cases, Oxford University Press, 2008

| COURSE CODE | COURSE TITLE                | L | T | P | C |
|-------------|-----------------------------|---|---|---|---|
| PBA1327     | BANKING SERVICES MANAGEMENT | 3 | 0 | 0 | 3 |

## LEARNING OUTCOMES

**CO-1** To demonstrate an understanding of a bank's functioning and its various activities.

**CO-2** To compare the performance of different banks based on their financial statements.

**CO-3** To demonstrate an understanding of the legal framework in which banks operate

### UNIT – 1 SOURCES AND APPLICATION OF BANK FUNDS 12

Deposits and Non-deposit Sources -Types of Deposits - Designing of Deposit Schemes and Pricing of Deposit Services -Application of Bank Funds - Certificate of Deposits - Call money - term money – repo

Lending Functions -Loan Policy - Fund based, Non-fund based, and Asset based –Different types of loans and their features -Reverse Repo - Pricing of loans - Major components of a typical loan policy document - Pricing of loans - Customer profitability analysis.

### UNIT – 2 CREDIT MONITORING AND RISK MANAGEMENT 8

Credit Analysis, Delivery and Administration - Credit Monitoring, Signals of borrowers' financial sickness - Financial distress prediction models –Rehabilitation process -NPA classification and types of NPAs

Risk Management – Interest Rate, Liquidity, Forex, Credit, Market, Operational and Solvency Risks – Risk Measurement Process and Mitigation

### UNIT – 3 PERFORMANCE EVALUATION OF BANKS 8

Alternate deployment of Funds and Treasury operations - CRR, SLR and non-SLR investments - Overview of Financial Statement of Banks –Balance Sheet and Income Statement - Ratios applicable for Banks - Capital Adequacy - CAMELS rating

### UNIT – 4 MODERN BANKING 6

Diversification of business activities - Mutual Funds and Insurance business - Risks associated therewith - Payment system in India –Paper based, e-payments –Electronic Banking – Advantages –Plastic Money - E-money –Forecasting of cash demand at ATMs–Security threats in e-banking and RBI's initiatives - Banking correspondents - MICR Clearing CTS — Fraud Detection and Control



## **UNIT – 5 LEGAL ASPECTS OF BANKING**

**8**

Overview of RBI Act 1934 - Banking Regulations Act 1948 - important sections –Rights and obligations of a banker - Ombudsman and Customer Services - Resolution mechanisms of NPA - DRT, SARFAESI.NPA, PCA, IBC and other RBI guidelines - Overview of BASEL norms - Rules governing SLR and CRR.

**TOTAL SESSIONS 42**

### **REFERENCE BOOKS:**

1. Padmalatha Suresh and Justin Paul, Management of Banking and Financial Services,4<sup>th</sup> 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. Bharati Pathak, Indian Financial Systems, 4th Edition, Pearson, New Delhi
4. Peter S. Rose and Sylvia C. and Hudgins, Bank Management and Financial Services, Tata McGraw Hill, New Delhi, 2012.
5. Madura, Financial Institutions & Markets, 10th Edition, Cengage, 2016.

| <b>COURSE CODE</b> | <b>COURSE TITLE</b>      | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
|--------------------|--------------------------|----------|----------|----------|----------|
| <b>PBA1328</b>     | <b>CORPORATE FINANCE</b> | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |

### **LEARNING OUTCOMES**

**CO-1** Demonstrate an understanding of the role and responsibilities of Corporate Finance in relation to other functions in an organization.

**CO-2** Demonstrate an understanding of various alternatives for raising of funds by a corporate, theories if any, and their advantages and limitations.

**CO-3** Understand the relationship between shareholders wealth maximization and the linkage to dividends and the theoretical concepts.

**CO-4** Do a risk analysis for capital budgeting and suggest measures to mitigate the same

**CO-5** Carry out the valuation of an enterprise with a given set of data using different models and highlight their significance.

### **UNIT-1 INTRODUCTION TO CORPORATE FINANCE, CG & CSR 8**

Introduction to Corporate Finance – First principles of Corporate Finance – Corporate Financial decisions – Firm Value – Tools of Corporate Finance – Objectives – Value and Price  
 Long term sources of finance - Equity – Preference – Debentures – Leasing – Hire Purchase – Venture Capital  
 Corporate Governance - SEBI Guidelines - Corporate Social Responsibility

### **UNIT - 2 CAPITAL STRUCTURE THEORIES 8**

Capital Structure – Theories – Net Income Approach, Net Operating Income Approach, MM Approach – Determinants of Capital structure – Features of ideal capital structure EBT – EPS relationship – Point of indifference

### **UNIT -3 DIVIDEND POLICY THEORIES 8**

Dividend decision – Issues in dividend decisions – Factors determining dividend policy – Types of dividend policies – forms of dividend - Theories of Relevance & Irrelevance – Walter’s Model – Gordon’s model – MM model

### **UNIT-4 RISK MANAGEMENT IN CAPITAL BUDGETING 8**

Appraisal of Risky Investments –Types of risks – Tools in risk management – RADR – CEC – Probability – Standard deviation – Sensitivity analysis - Simulation – Decision tree approach in investment decisions

Corporate Valuation: Principles and practices – DCF method – Expected growth -- Discounting rate – Asset life – Relative valuation – Standardized values and multiples – Determinants of multiples – Use of comparable firms – Value creation – Alternate models

**TOTAL SESSIONS 42**

**REFERENCE BOOKS**

1. Rajiv Srivastava and Anil Misra, Financial Management, 2<sup>nd</sup> Edition, Oxford University Press.
2. Aswath Damodaran, Corporate Finance – Theory and Practice, 2nd Edition, Wiley India Pvt. Ltd.
3. J. Van Horne and John M. Wachowicz Jr., Fundamentals of Financial Management, 13th Edition, Pearson, 2008
4. Richard A Brealey, Stewart C Myers, Franklin Allen & Pitabas Mohanty, Principles of Corporate Finance, 11th Edition, Tata McGraw Hill.
5. Robert Parrino & David Kidwell, Fundamentals of Corporate Finance, 2nd Edition, Wiley India.

| <b>COURSE CODE</b> | <b>COURSE TITLE</b>                 | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
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| <b>PBA1329</b>     | <b>FINANCIAL STATEMENT ANALYSIS</b> | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |

### **LEARNING OUTCOMES**

**CO-1** Demonstrate a thorough understanding of the various methods and ratios used to analyse and evaluate the performance of a company

**CO-2** Compare the performances of two companies in the same industry or across two different industries.

**CO-3** Identify factors that cause the differences in the above comparison.

**CO-4** Draw inferences from the analysis and identify possible areas of strengths and weaknesses of the companies being analyzed along with possible course of action, if required.

### **Topics**

- Understand appreciate the different accounting standards and their implications on the financial statements of the company
- Understanding Financial statements- Income statement, Balance sheet-structure
- Principles of revenue recognition, accrual concept and other key accounting concepts
- Revenue analysis- sources of revenue, analysis of revenue by products, country, segments etc with practical case studies
- Expense analysis- trend analysis using company data over a period of time
- Analysis of balance-sheet structure- assets, liabilities, working capital, capital structure
- Analysis and interpretation of financial statements-Ratio analysis
- Case studies on ratio analysis
- Analysis and interpretation of financial statements- funds flow and cash flow analysis
- Case studies on funds and cash flow analysis
- Using financial statements to value companies- free cash flow analysis
- Computation of Economic Value added measure
- Putting them all together and writing an summary report
- On a selective basis, arrive at the same ratios by adopting different standards and highlight the impact on company performance.

**TOTAL SESSIONS 42**

### **REFERENCE BOOKS:**

1. Stephen Penman, Financial Statement Analysis and Valuation, 4th Edition, McGraw Hill Education
2. K.R.Subramanyam & John J Wilde , Financial Statement Analysis, 10th edition, Tata McGraw Hill Education

| <b>COURSE CODE</b> | <b>COURSE TITLE</b>       | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
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| <b>PBA1423</b>     | <b>FINANCIAL SERVICES</b> | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |

### **LEARNING OUTCOMES**

**CO-1** Demonstrate a good understanding of the financial system and the role of various participants.

**CO-2** Demonstrate a basic understanding of the regulatory system and the reasons for their existence.

**CO-3** Compare the funding sources of a business and highlight the advantages and disadvantages.

**CO-4** Demonstrate an understanding of the various credit rating options, their relevance and interpretation.

### **UNIT -1 INTRODUCTION TO FINANCIAL SYSTEM 8**

Introduction to Financial system – Design and structure – Participants, products, instruments, institutions and functions – Regulatory framework

NBFCs – Types – Products and services – Regulatory framework – Prudential norms

### **UNIT -2 MANAGEMENT OF CAPITAL ISSUES 8**

Types of capital issues – Intermediaries – Duties, roles and responsibilities of intermediaries – Procedure involved in capital issues– Pre, and post issue formalities – Listing – Brokerage and underwriting– Obligations during, pre, open and post issue periods– Regulatory framework

### **UNIT -3MUTUAL FUND MANAGEMENT 8**

Mutual Funds – Types – Advantages –Organizational Structure – Authorities – Regulations – Trading – Tax benefits – ETFs – Evaluation of performance and risks

### **UNIT -4 LEASING, HIRE PURCHASE, VC & PE 9**

Leasing – Types of leasing – Advantages – Limitations – Hire Purchase – Features of HP – Distinction between HP and leasing – Procedure for entering into HP and leasing agreements  
Venture capital & PE – Objectives – Types – Stages - Exit routes – Risks

## **UNIT -5 OTHER SERVICES**

**9**

Credit rating Agencies – Rating process and methodology– Rating of instruments – Special kinds of ratings – Rating symbols – Rating institutions

Bill Discounting – Factoring and forfeiting – Securitization – Insurance - Life and Non-life – IRDAI – Micro finance institutions

**TOTAL SESSIONS 42**

### **REFERENCE BOOKS:**

1. M Y Khan, Financial Services, 9<sup>th</sup> Edition, Tata McGraw Hill, 2017
2. Sandeep Goel, Financial Markets, Institution and Services, PHI Learning 2018
3. Bhole, Financial Institutions and Markets, 6th Edition, McGraw Hill 2017
4. Bharati V. Pathak, Indian Financial System, 5th Edition, Pearson 2018
5. Dr. S. Gurusamy, Merchant Banking and Financial Services, 4th Edition, Vijay Nicole 2013

| <b>COURSE CODE</b> | <b>COURSE TITLE</b>                       | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
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| <b>PBA1424</b>     | <b>INTERNATIONAL FINANCIAL MANAGEMENT</b> | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |

## **LEARNING OUTCOMES**

**CO-1** Demonstrate a good understanding of the International monetary system and its constituents

**CO-2** Demonstrate an understanding of the risks involved in international business and generate alternatives to mitigate foreign exchange risks

**CO-3** Demonstrate an understanding of various investment avenues available at international levels both in terms of short term and long term

### **UNIT-1 INTRODUCTION TO INTERNATIONAL FINANCE 7**

Dimensions of International Finance – Foreign exchange – Risks – Market imperfections – External Opportunities – Goals of International Financial Management – Globalization of world economies – Global financial markets – Emergence of Euro as a global currency

### **UNIT-2 INTERNATIONAL MONETARY SYSTEM 10**

Exchange rate regimes – Determinants of exchange rate – Fixed exchange rate system – Weakness of fixed exchange rate system – Gold standard – implications of gold standard – Bretton woods agreement – Flexible exchange rate system and its pros and cons – Current international financial systems – Exchange rate policy and monetary policy – Devaluation and Revaluation and their impact – Depreciation and appreciation of local currency and its impact on exports and imports – Currency convertibility – International liquidity and reserves

### **UNIT-3 INTRODUCTION TO FOREIGN EXCHANGE MARKETS 10**

Foreign Exchange Market – Structure – Operations – Participants – Trends – Network for International transactions – Arbitrage – Nostro, Vostro and Loro accounts – Determination of exchange rates – Quotations – Spread – Long and short positions – Cross rates – Swaps – Fundamental and technical forecasting of exchange rates – Market based forecasting – Exchange rate theories

### **UNIT-4 FOREIGN EXCHANGE EXPOSURE 8**

Types of exposure – Transaction, translation and economic exposures – Techniques for managing exposures – Risk mitigation tools – Hedging – Derivatives – Money market – Forward market – Netting – Matching – Leading and lagging – Price variation – Arbitrage – Invoicing in foreign currency

## **UNIT-5 SHORT TERM FINANCIAL MANAGEMENT AND INVESTMENTS 7**

Short term borrowings and investments – Centralized vs. Decentralized cash management – International financial instruments – ADR, GDR, IDR – Euro bond, FRNs and others

**TOTAL SESSIONS 42**

### **REFERENCE BOOKS:**

1. Cheol Eun and Bruce G Resnick, International Financial Management, 7<sup>th</sup>Edition, McGraw Hill, 2017
2. Jeff Madura, International Financial Management, 12<sup>th</sup>Edition, Cengage Learning
3. Apte, International Financial Management, 7th Edition, McGraw Hill, 2017
4. Thummuluri Siddaiah, International Financial Management – An Analytical Framework, 2<sup>nd</sup>Edition, Pearson 2015
5. Alan C Shapiro and Peter Moles, International Financial Management, Wiley 2016
6. V.K. Bhalla, International Financial Management – Text and Cases, S.Chand, 2014
7. S.P. Srinivasan and Dr. B. Janakiram, International Financial Management, Biztantra, 2015



| <b>COURSE CODE</b> | <b>COURSE TITLE</b>                               | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
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| <b>PBA1425</b>     | <b>SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT</b> | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |

### **LEARNING OUTCOMES**

**CO-1** Demonstrate an understanding of the various topics in the field of securities analysis and portfolio management.

**CO-2** Identify the different risks that an entity is exposed to and able to assess the risk.

**CO-3** Demonstrate an understanding of the securities market operations and the role of regulators.

**CO-4** Carry out a fundamental analysis of an industry and a company by using various techniques.

**CO-5** Demonstrate a familiarity of using technical analysis for evaluating securities.

**CO-6** Build a model portfolio given a risk-reward profile of financial assets by using the techniques taught.

### **UNIT -1 INVESTMENT SETTING**

**6**

Financial and Economic Meaning of Investment– Characteristics and objectives of Investment– Types of Investment–Investment alternatives - Discussion of various types of Assets– Technological changes– Choice and Evaluation– Risk and return concepts Sources of risk – market risk, interest rates, inflation, liquidity risk, credit risk and portfolio risk.

### **UNIT-2 SECURITIES MARKETS**

**9**

Financial Market- Segments –Types- Participants in financial Market–Regulatory Environment, Primary Market–Methods of floating new issues, book building–Role of primary market– Regulation of primary market – Stock exchanges in India -Organization and Function of Equity Market and Bond

### **UNIT-3 FUNDAMENTAL ANALYSIS**

**9**

Economic Analysis–Economic Forecasting and Stock Investment Decisions–Forecasting Techniques - Macroeconomic activity and security - Cyclical Indicator Approach - Monetary Variables. Industry Analysis-Industry Classification – Industry lifecycle–Analysis of Industry Competition - Estimation of Industry Rates of Return –Company Analysis –Measuring Earnings - Firm Competitive Strategies - Analysis of Growth and Value Companies – Forecasting Earnings – Grahamand Dodds ratio

## UNIT-4 TECHNICAL ANALYSIS

9

Technical Analysis–Charting Methods–Market Indicators –Trend Analysis- Patterns-Moving Average– Exponential Moving Average–Oscillators– Market Indicators –Efficient Market Theory - Different forms of Efficiency - Random Walk Theory -Challenges to the Efficient Market Hypothesis

## UNIT-5 PORTFOLIO MANAGEMENT

9

Portfolio Analysis - Markowitz Portfolio Theory–Capital Asset Pricing Model- Arbitrage Pricing Theory - **Optimal Portfolio Selection** - Markowitz Theory - Sharpe's Single Index Model –**Evaluation of Portfolio performance** - Treynor, Sharpe, and Jensen –Portfolio Revision.

**TOTAL SESSIONS 42**

### REFERENCE BOOKS

1. Prasanna Chandra, Investment Analysis and Portfolio Management, 5<sup>th</sup> Edition McGraw Hill Education
2. Donald .E. Fischer and Ronald J. Jordan, Security Analysis and Portfolio Management, 7<sup>th</sup> Edition, Pearson, 2018.
3. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing House Pvt Ltd.
4. Reilly and Brown, Investment Analysis and Portfolio Management, Cengage Learning, India Ed
5. Bodie, Kane, Marcus and Mohanty, Investments, Tata McGraw Hill
6. Jay M Desai and Nisarg A Joshi, Investment Management, Biztantra Publishers
7. M. Ranganatham and R. Madhumathi, Security Analysis and Portfolio Management, 2<sup>nd</sup> Edition, Pearson

| <b>COURSE CODE</b> | <b>COURSE TITLE</b>                         | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
|--------------------|---|----------|----------|----------|----------|
| <b>PBA1331</b>     | <b>INDUSTRIAL RELATIONS AND LABOUR LAWS</b> | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |

## **LEARNING OUTCOMES**

**CO -1** Demonstrate an understanding of the role and importance of industrial relations in a country's development.

**CO-2** Demonstrate an understanding of various legislations pertaining to labour, social security and labor welfare, their historical significance, purpose and importance.

**CO-3** Demonstrate an ability to identify issues in a given situation and analyze them with respect to the legislations.

### **UNIT-1 - INDUSTRIAL RELATIONS**

**7**

An Overview, Concept – Importance & evolution – Industrial Relations problems in the Public Sector, Perspectives /Approaches to IR, Roles of major stakeholders of IR.

### **UNIT-2 INDUSTRIAL RELATIONS LEGISLATIONS**

**8**

History and growth of Trade Unions – Trade Union Act, Industrial Employment & Standing Orders Act, Disputes – Causes, Industrial Dispute Act - Strikes – Industrial Peace Machinery – Conciliation – Mediation- Arbitration – Adjudication. Economic and Social Impact of Industrial disputes

### **UNIT-3 LABOR WELFARE**

**9**

Concept - Objectives – Scope– Need –Statutory Welfare Measures - Voluntary Welfare Measures – Labor – Welfare Funds – Workers Participation in Management (WPM) - Worker's Education and Training Schemes, Functioning and Objectives of ILO and National Commission on labor (NCL).

### **UNIT-4 LABOR LEGISLATIONS**

**10**

Factories Act, Workmen's Compensation Act, The Apprenticeship Act, Contract Labor (Regulation and Abolition) Act, Child Labor Act, Migrant Labor Act, IT Act and Cyber Laws, Shops and Establishments Act.

Concept, Importance, Social Insurance, Social Assistance, Social Security Legislations - Employees State Insurance Act, Provident Fund and Miscellaneous Act, Payment of Gratuity Act, The Maternity Benefit Act

**TOTAL SESSIONS 42**

**REFERENCE BOOKS:**

1. Piyali Ghosh, Shefali Nandan, Industrial Relations and Labor Laws, McGraw Hill, 2015.
2. B Nandhakumar, Industrial Relations Labor Welfare and Labor Laws, Vijay Nicole Imprints Pvt. Ltd, Chennai, 2015
3. Mamoria & Mamoria, Gankar, Dynamics of Industrial Relations, Himalaya Publishing House, NewDelhi, 2012.
4. P.R.N Sinha, Indu Bala Sinha, Seema Priyadarshini Shekhar, Industrial Relations Trade Unions and Labour Legislation, 7<sup>th</sup> Edition, Pearson, New Delhi, 2004.
5. Ratna Sen, Industrial Relations in India- Shifting Paradigms, Macmillan India Ltd., New Delhi, 2007.
6. R C Sharma, Industrial Relations Labor Legislation, PHI learning, New Delhi, 2016.
7. R Sivarethnamohan, Industrial Relations and Labor Welfare Text and Cases, PHI, New Delhi, 2016.

| <b>COURSE CODE</b> | <b>COURSE TITLE</b>                                  | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
|--------------------|--|----------|----------|----------|----------|
| <b>PBA1332</b>     | <b>ORGANIZATIONAL THEORY, DESIGN AND DEVELOPMENT</b> | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |

### **LEARNING OUTCOMES**

**CO-1** Explain the linkage between the environment, structure and strategy

**CO-2** Enumerate the various factors affecting organizational design and their structural implications for managers.

**CO-3** Understand the importance of culture and its implications for practicing managers

**CO-4** Determine a change management strategy and identify the appropriate OD interventions

**CO-5** Demonstrate knowledge on the organizational life cycle and managing innovation process.

### **UNIT-1ORGANIZATION & ITS ENVIRONMENT**

**8**

Meaning of Organization – Need for Existence - Organizational Effectiveness – Creation of Value – Measuring Organizational Effectiveness – External Resources Approach, Internal Systems Approach and Technical approach - HR implications

### **UNIT-2 ORGANIZATIONAL DESIGN**

**10**

Organizational Design – Determinants – Components – Types - Basic Challenges of Design – Differentiation, Integration, Centralization, Decentralization, Standardization, Mutual adjustment- Mechanistic and Organic Structures- Technological and Environmental Impacts on Design- Importance of Design – Success and Failures in design - Implications for Managers.

### **UNIT-3 ORGANIZATIONAL CULTURE**

**8**

Understanding Culture – Strong and Weak Cultures – Types of Cultures – Importance of Culture - Creating and Sustaining Culture - Culture and Strategy - Implications for practicing Managers – Managing Conflict, Power and Politics

### **UNIT-4 ORGANIZATIONAL CHANGE**

**8**

Meaning – Forces for Change - Resistance to Change – Types and forms of Change – Evolutionary and Revolutionary Change – Change Process – Managing Change – Action Research - Organizational Development – HR functions and Strategic Change Management - Implications for practicing Managers

Organizational Life Cycle: Birth, Growth, Decline and Death – Models of Transformation – Models of Organizational Decision Making – Organizational Learning: Nature, Affecting Factors – Innovation, Intrapreneurship and Creativity – Managing the innovation process -HR implications.

**TOTAL SESSIONS 42**

**REFERENCE BOOKS:**

1. Gareth R. Jones and Mary Mathew, Organizational Theory, Design and Change, 7<sup>th</sup> Edition, Pearson, 2017.
2. Thomson G. Cummings and Christopher G. Worley, Organizational development and Change, 9<sup>th</sup> Edition, Cengage, 2011
3. Robbins Organization Theory; Structure Design & Applications, Prentice Hall of India, 2009
4. Bhupen Srivastava, Organisational Design and Development: Concepts application, Biztantra, 2010.
5. Robert A Paton, James Mc Calman, Change Management, A guide to effective implementation, Response Books, 2012.
6. Adrian Thorn Hill, Phil Lewis, Mike Mill more and Mark Saunders, Managing Change -A Human Resource Strategy Approach, Wiley, 2010
7. Richard L. Daft, Understanding theory & Design of Organisations, 10<sup>th</sup> Edition Cengage, Western, 2012

| <b>COURSE CODE</b> | <b>COURSE TITLE</b>                        | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
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| <b>PBA1333</b>     | <b>STRATEGIC HUMAN RESOURCE MANAGEMENT</b> | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |

## **LEARNING OUTCOMES**

**CO-1** Understand the meaning and nature of strategic HRM and its influence on business strategy

**CO-2** Describe the linkage of business strategy with HR planning

**CO-3** Describe the significance of SHRM for gaining and sustaining competitive advantage

**CO-4** Explain the issues related to cross-cultural HRM

**CO-5** Demonstrate an understanding of strategic HR issues faced by an organization in periods of turbulence and uncertainty.

### **UNIT – 1 ROLE OF SHRM**

**10**

Introduction to SHRM – Definition – Concept of SHRM Investment - Perspective of SHRM - Need , Importance and Objectives of SHRM – Evolution of SHRM – Difference between SHRM and HRM – Integrating HR Strategy with Business Strategy – Developing Plans and Policies - Barriers to strategic HR - Role of HR in strategic planning - HR Environment – Broad Influences of Technology - Employee Surveillance and Monitoring – e-HR – Workforce Diversity – Demographic Changes – Generational Diversity - Ethical Behaviour.

### **UNIT – 2 STRATEGIC FIT FRAMEWORKS**

**8**

Strategic fit frameworks - Linking business strategy with HR Strategy - HR bundles approach, best practice approach - Business strategy and human resource planning - HRM and firm performance linkages - Measures of HRM performance - Sustaining competitive advantages through inimitable HR practices

### **UNIT – 3 HR PLANNING, DESIGN AND REDESIGN OF WORK SYSTEMS**

**8**

Objectives – Types of Planning – Aggregate Planning – Succession Planning – Design of work systems – What Workers Needed – How Jobs Interface with Other Jobs – Redesign of Work Systems – Strategic Work Redesign in Action – Outsourcing and Off shoring – Mergers and Acquisitions – Understanding Change and Managing Change.

### **UNIT – 4 CROSS-CULTURAL HRM**

**8**

Domestic vs. International HRM - Cultural Dynamics - Culture Assessment - Cross Cultural Education and Training Programs – Leadership and Strategic HR Issues in International

Assignments - Repatriation etc. - Building Multicultural Organization - International Compensation.

**UNIT – 5 MANAGEMENT OF STRATEGIC HR ISSUES**

**8**

Retrenchment Strategies – Early Retirement Plans – VRS – Project Based Employment, Downsizing – Pink-slip Concept – Behavioural Issues in Strategic Implementation – Matching Culture with Strategy — Employee Morale – Personal Values and Business Ethics.

**TOTAL SESSIONS 42**

**REFERENCE BOOKS:**

1. Jeffrey A Mello, Strategic Human Resource Management, 3rd Edition, Cengage Learning, 2012.
2. Greer, Charles, “Strategic Human Resource Management”, Pearson Education, Second Edition
3. Rothwell & Kazanas, Strategic Human Resource Management, HRD Press Inc., U.S.; Second edition, 2003.
4. Michael Armstrong, Armstrong's Handbook of Strategic Human Resource Management, Publisher: Kogan Page; 6 edition, 2016.
5. Christopher Mabey, Graeme Salaman, John Storey Human Resource Management: A Strategic Introduction (Management, Organizations and Business) Wiley-Blackwell, 2014.
6. Gary Dessler, Human Resource Management, PHI, New Delhi, 2003.
7. Charles R. Greer, Strategic Human Resource Management, Pearson Education, 2003.
8. Luis R. Gomez-Mejia, David B. Balkin, Robert L. Cardy, Managing Human Resources, PHI, 2001.
9. Peter J. Dowling, Denise E. Welch, Randall S. Schuler, International Human Resource Management, Thomson South-Western, 2002



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| <b>PBA1426</b>     | <b>COMPENSATION &amp; BENEFITS</b> | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |

## **LEARNING OUTCOMES**

**CO-1** Understand the significance of compensation

**CO-2** Explain the factors affecting the pay levels and pay mix decisions

**CO-3** Determine and design a pay package

**CO-4** Describe the various components of employee benefits and its objectives

**CO-5** Analyze and understand the various issues in designing compensation for special groups.

### **UNIT-1 INTRODUCTION**

**8**

Compensation – Meaning – Definition – Forms of Pay –Strategies and Compensation – Strategic Choices – Developing a total compensation strategy – Defining internal alignment –Factors shaping internal structures of pay – Job Analysis – Job Evaluation – Skill Analysis

### **UNIT – 2 DETERMINING THE PAY LEVEL**

**8**

External Competitiveness – Labour market forces – Demand and Supply – Product Market Factors – Ability to Pay – Organizational Factors – Competitive Pay Policy Alternatives – Consequences of pay-level and mix decisions – Compensation Benchmarking– Union Role in Wage and Salary Administration.

### **UNIT – 3 DETERMINING INDIVIDUAL AND TEAM PAY**

**9**

Wage System in India – National Wage Policy – Pay Structures and Components – Incentive Schemes - Pay-for-Performance – Plans – Merit Pay, Lump-sum bonuses, Individual spot awards, individual incentive plans – team incentive plans – Team compensation, gain-sharing plans, profit-sharing plans, earnings-at-risk plans-ESOPs-Performance plans-Broad-based option plans (BBOPs).

### **UNIT – 4 EMPLOYEE BENEFITS**

**9**

Growth in employee benefits – reasons – key considerations – Components of Wage and Benefits Structure – Statutory Benefits – The Indian Constitution and Social Security – Select Legislations – Medical Care, Safety, Occupational Health and Welfare Funds – Other Social Security Benefits: Accident Insurance Schemes, Sick Leave, Educational Allowances, House Building Advance, Employment of Dependents, Death Relief/Benevolent Fund – Social Security Reforms during the period of Structural Adjustment – Privatization and Job Security – Trends and Issues.

Compensation for Special Groups – Supervisors, Corporate Directors, Executives, Scientists and Engineers, Sales Forces, Contingent Workers – International Pay Systems – Managing Variations – Comparing Costs – Comparing Systems – National Systems – Japanese National System – German National System and United States – Strategic Market Mind Set – Expatriate Pay – Elements.

**TOTAL SESSIONS 42**

**REFERENCE BOOKS:**

1. Milkovich, Newman and Venkata Ratnam, Compensation, 9<sup>th</sup> Edition, Tata McGraw Hill
2. Dipak Kumar Bhattacharya, Compensation Management, Oxford University Press, 2009.
3. Fisher, Schoenfeldt, Shaw, Human Resource Management, 6<sup>th</sup> Edition, Boston, MA: Houghton-Mifflin, 2006.
4. VSP Rao, Human Resource Management, 3<sup>rd</sup> Edition, Excel Books.
5. Milkovich, G.T., Newman, J.M., and Milkovich, C. (2009). Cases in Compensation, 10<sup>th</sup> Edition
6. Luis R. Gomez-Mejia & Steve Werner, Global compensation -Foundations and perspectives, Routledge, 2008.
7. Richard I. Henderson, Compensation Management in a Knowledge-Based World, 10<sup>th</sup> Edition, Pearson Education, 2009.
8. B D Singh, Compensation and Reward Management, Excel Books, 2008
9. Tapomoy Deb, Compensation Management, Text and Cases, 1<sup>st</sup> Edition, Excel Books, 2009,

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|--------------------|--|----------|----------|----------|----------|
| <b>PBA1427</b>     | <b>INTERNATIONAL HUMAN RESOURCE MANAGEMENT</b> | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |

### **LEARNING OUTCOMES**

**CO-1** Demonstrate an understanding of key terms, theories/concepts and practices within the field of IHRM

**CO-2** Describe the approaches in international staffing and the training of the expatriates

**CO-3** Understand and demonstrate an appreciation of the complexities, challenges and choices in international compensation and performance management

**CO-4** Identify the Leadership issues and Cross Cultural Issues in IHRM.

**CO-5** Understand the complexities in the repatriation process and designing repatriation program.

### **UNIT – 1 INTRODUCTION**

**8**

Definition of IHRM- Difference between domestic and international HRM – The organizational context of IHRM – Stages of Internationalization – Types of Organizational Structures for IHRM: Export department structure, Sales Subsidiary Structure, International Divisional Structure, Global Product/Area Division, Global Matrix Structure, Network Organization – Control Strategies.

### **UNIT – 2 STAFFING AND TRAINING FOR INTERNATIONAL ASSIGNMENTS**

**9**

Approaches in staffing – Role of an Expatriate - Issues in Staff Selection – Factors moderating performance – Selection Criteria – The role of Expatriate Training – Components of Effective Pre-departure Training Programs – The Effectiveness of Pre-departure Training – Developing Staff through International Assignments – Trends in International Training and Development

### **UNIT – 3 INTERNATIONAL COMPENSATION AND PERFORMANCE MANAGEMENT**

**9**

Objectives of International Compensation – Key Components of an International Compensation Program – Approaches – Complexity, Challenges and Choices – Multinational Performance Management – Performance Appraisal – Issues and Challenges – Methods of Performance Management.

### **UNIT – 4 LEADERSHIP AND CROSS CULTURAL ISSUES IN IHRM**

**8**

Leadership and Strategic HR Issues in International Assignments – Attitude of European Managers – US and Japanese Style of Leadership – Cross Cultural Issues in IHRM – Culture –

Ethics – Industrial Relations – Economic and Legal Issues – Culture Assessment – Hofstede’s Cultural Dimensions.

#### **UNIT – 5 RE-ENTRY ISSUES AND IHRM IN THE HOST-COUNTRY CONTEXT 8**

Introduction to repatriation process – Issues in repatriation - Challenges – individual reactions to re-entry – multinational responses – designing a repatriation program – Standardization and localization of HRM practices – Factors driving standardization – Factors driving localization.

**TOTAL SESSIONS 42**

#### **REFERENCE BOOKS:**

1. Peter J. Dowling, Marion Festing & Allen D. Engle, International Human Resource Management, 7<sup>th</sup> Edition, Cengage Learning.
2. Tony Edwards, Chris Rees: International Human Resource Management, Pearson.
3. Indrani Mutsuddi: Managing Human Resources in the Global Context, New age international publishers.
4. P. Subbarao : International Human Resource Management, HPH.
5. P. L. Rao, International Human Resource Management –Text and Cases Excel Books
6. M.N Rudrabasavaraj, Global Human Growth Model, Himalaya
7. Monir Tayeb, International Human Resource Management, Oxford
8. Tarique, I., Briscoe, D. and Schuler, R. (2016). International Human Resource Management: Policies and Practices for Multinational Enterprises, 5<sup>th</sup> Edition, London: Routledge

| <b>COURSE CODE</b> | <b>COURSE TITLE</b>             | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
|--------------------|---------------------------------|----------|----------|----------|----------|
| <b>PBA1428</b>     | <b>TRAINING AND DEVELOPMENT</b> | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |

## **LEARNING OUTCOMES**

**CO-1** Demonstrate the understanding of the need and importance of strategic Training and Development Process

**CO-2** Ability to identify the training needs of an organization

**CO-3** Demonstrate an understanding of different training methods as applicable for different situations and needs.

**CO-4** Design suitable evaluation methods for measuring training effectiveness.

**CO-5** Explain the importance of various aspects of career management and its role in organization's growth.

## **UNIT-1 INTRODUCTION TO EMPLOYEE TRAINING AND DEVELOPMENT 8**

Meaning- Designing Effective Training- Forces influencing working and learning – Strategic Training – The Strategic T&D Process – Organizational Characteristics that influence training – Training needs in different strategies – Models of Organizing the Training Department – Marketing the Training function – Outsourcing Training.

## **UNIT -2 DESIGNING TRAINING 9**

Needs Assessment - Organizational Analysis, Task Analysis and Person Analysis – Learning Psychology - Theories and Program Design - Learning Theories, Learning Process - Instructional Emphasis for Learning Outcomes - Considerations in Designing Effective Training Programs – Training Content Development – Transfer of Training - Training Design, Work Environment Characteristics that influence transfer – Organizational Environment that influence transfer.

## **UNIT – 3 TRAINING AND DEVELOPMENT METHODS 9**

Traditional Training Methods – Lectures - On-the-job training – Simulations - Case Studies - Business Games - Role Plays - Behaviour Modeling - Group Building Methods - Adventure Learning - Team Building and Action Learning – Choosing a training method.

E-Learning and Use of Technology in Training - Computer Based Training - Developing Effective Online Learning - Blended Learning – Simulations - Mobile Technology and Training Methods - Intelligent Tutoring Systems - Technologies for Training Support - Technologies for Training Administration - Gamification, Learning Management Systems

## **UNIT – 4 TRAINING EVALUATION**

**8**

Training Evaluation - Reasons for Evaluating Training - Formative Evaluation and Summative Evaluation – Overview of Evaluation Process - Outcomes used in the Evaluation of Training Programs – Determining whether Outcomes are Appropriate – Evaluation Practices – Evaluation Designs – Determining Return on Investment – Measuring Human Capital and Training Activity.

## **UNIT – 5 CAREER MANAGEMENT**

**8**

Importance of Career Management – Career Meaning – Career Development Model – Career Management Systems – Special Challenges in Career Management: Socialization and Orientation – Career Paths, Developing Dual - Career Paths and Career Portfolios – Plateauing – Skills Obsolescence – Coping with Career Breaks – Balancing Work-Life Conflict – Company Policies to accommodate work and non work-coping with job loss – dealing with older workers.

**TOTAL SESSIONS 42**

### **REFERENCE BOOKS:**

1. Raymond A Noe and Amitabh DeoKodwani, Employee Training and Development, 7<sup>th</sup> Edition, Tata McGraw Hill, 2018
2. Randy L. Desimone, Jon M. Werner – David M. Mathis, Human Resource Development, 6<sup>th</sup> Edition, Cengage Learning, 2012.
3. Rolf, P., and Udai Pareek, Training for Development, Sage Publications Pvt. Ltd., 3<sup>rd</sup> Edition, October 2011
4. Prior, John, Handbook of Training and Development, Jaico Publishing House, Bombay
5. Trvelove, Steve, Handbook of Training and Development, Blackwell Business.
6. Warren, M.W. Training for Results, Massachusetts, Addison-Wesley.
7. Craig, Robert L., Training and Development Handbook, McGraw Hill
8. Garner, James, Training Interventions in Job Skill Development, Addison-Wesley. Kenney, John; Donnelly, Eugene L. and Margaret A. Reid, Manpower Training and Development, London Institute of Personnel Management

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| <b>PBA1334</b>     | <b>SUPPLY CHAIN AND LOGISTICS<br/>MANAGEMENT</b> | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |

## **LEARNING OUTCOMES**

**CO-1** Understand the concepts underlying the philosophy of supply chain management, appreciate the major drivers of supply chain and define the key metrics that track the performance of the supply chains.

**CO-2** Understand the importance of sourcing and procurement in supply chains, role and decision making on network design using quantitative techniques and supply chain planning.

**CO-3** Appreciate the role of logistics in customer value delivery chain and understand the role and functions of warehousing, transportation and packaging in enabling the supply chains.

### **UNIT – 1 INTRODUCTION 8**

Supply Chain – Fundamentals - Evolution, Importance, Decision Phases, Process View-Supplier- Manufacturer- Customer chain - Supply Chain Strategy- Drivers of Supply Chain Performance - Structuring Supply Chain Drivers

### **UNIT-2 STRATEGIC SOURCING 8**

In-sourcing and Out-sourcing – Types of Purchasing Strategies - Supplier Evaluation - Selection and Measurement - Creating a world class supply base - World Wide Sourcing

### **UNIT-3 NETWORK DESIGN 8**

Distribution Network Design – Role, Factors Influencing - Options, Value Additions. Models for Facility Location and Capacity allocation - Impact of uncertainty on Network Design. Network Design decisions using Decision Trees

### **UNIT - 4 PLANNING DEMAND, INVENTORY AND SUPPLY 8**

Overview of Demand Forecasting in the Supply Chain - Aggregate Planning in the Supply Chain - Managing Predictable Variability

Managing Supply Chain Cycle Inventory - Uncertainty in the Supply Chain – Safety Inventory- Determination of Optimal Level of Product Availability - Coordination in the Supply Chain

### **UNIT -5 MANAGING LOGISTICS FOR EFFECTIVE SUPPLY CHAINS 10**

Scope of Logistics -Customer Value Chain - Value added logistics services - Role of logistics in Competitive Strategy – Customer Service

Warehousing Functions – Options - Types – Site Selection – Decision Model – Layout Design – Costing – Virtual Warehouse

Transportation – Drivers, Modes, Measures - Strategies for Transportation, 3PL and 4PL, Vehicle Routing and Scheduling

Packaging- Design considerations, Material and Cost - Packaging as Unitization- Consumer and Industrial Packaging

**TOTAL SESSIONS 42**

**REFERENCE BOOKS:**

1. Sunil Chopra and Peter Meindl, Supply Chain Management-Strategy Planning and Operation, 7<sup>th</sup> Edition, Prentice Hall, 2018.
2. Ronald H. Ballou and Samir K. Srivastava, Business Logistics and Supply Chain Management,5<sup>th</sup> Edition, Pearson Education.
3. Bowersox Donald J, Logistics Management – The Integrated Supply Chain Process,Tata McGraw Hill,2010
4. Vinod V. Sople, Logistics Management-The Supply Chain Imperative, Pearson. 2012
5. Coyle et al., The Management of Business Logistics, Thomson Learning, 7th Edition, 2004.
6. Mohanty R.P and Deshmukh S.G, Supply chain theories and practices, Biztantra publications,2007.
7. Leenders, Johnson, Flynn, Fearon, Purchasing and Supply Management, Tata McGraw Hill,2010.



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| <b>PBA1335</b>     | <b>TOTAL QUALITY MANAGEMENT</b> | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |

## **LEARNING OUTCOMES**

**CO-1** Show a critical understanding of the basic principles in TQM.

**CO-2** Appreciation of the six sigma methodology.

**CO-3** Applying quality philosophies and tools to facilitate continuous process improvement ensuring customer delight.

### **UNIT - 1 INTRODUCTION TO TOTAL QUALITY MANAGEMENT 7**

Quality – Vision, Mission and Policy Statements - Customer Focus – Customer Perception of Quality - Translating Needs into Requirements (Kano Model) -Customer Retention - TQM Framework - Role of Leadership & Employee Involvement for TQM Efforts - Dimensions of Product and Service Quality

### **UNIT - 2 PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT 8**

Overview of the contributions of Deming, Juran, Crosby, Ishikawa - Taguchi Techniques – Introduction, Loss Function, Parameter & Tolerance Design, Signal to Noise Ratio - Concepts of Quality Circle, Japanese 5S Principles and 8D Methodology - Continuous Process Improvement (Kaizen)

### **UNIT - 3 STATISTICAL PROCESS CONTROL 9**

Meaning and Significance of Statistical Process Control (SPC) – Construction of Control Charts for Variables and Attributes - Reliability Concepts – Definitions, Reliability in Series and Parallel -Product-Life Characteristics Curve - Total Productive Maintenance (TPM)

### **UNIT – 4 TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT 9**

Quality Functions Deployment (QFD) – Benefits, Voice of Customer - Information Organization - House of Quality (HOQ) -Building a HOQ - QFD Process - Failure Mode Effect Analysis (FMEA) – Requirements of Reliability, Failure Rate, FMEA Stages, Design, Process and Documentation - Seven Tools (old & new) – Benchmarking - POKA YOKE

### **UNIT – 5 SIX SIGMA AND PROCESS IMPROVEMENT 9**

Process Capability – Meaning, Significance and Measurement - Six Sigma Methodology – DMAIC, DMADV - Foundations, Principles and Implementation - Lean Six Sigma - Business

Process Improvement (BPI) – principles, applications, reengineering process, benefits and limitations - Role of computers (IT) on quality

**TOTAL SESSIONS 42**

**REFERENCE BOOKS:**

1. Dale H.Besterfield, Carol Besterfield – Michna, Glen H. Besterfield, Mary Besterfield – Sacre, Hermant – Urdhwareshe, Rashmi Urdhwareshe, Total Quality Management, 5<sup>th</sup> edition, Pearson Education, Paperback - 2019.
2. Thomas Pyzdek, The Six Sigma Handbook, 5th Edition, McGraw-Hill Education, 2018
3. Poornima M Charantimath; Total Quality Management, 3<sup>rd</sup> Edition, Pearson, 2017
4. Thomas Pyzdek, The Six Sigma Handbook, 5<sup>th</sup> Edition, McGraw-Hill Education, 2018
5. Shridhara Bhat, Total Quality Management - Text and Cases, 2<sup>nd</sup> Edition, Himalaya Publishing House, 2010
6. James R. Evans and William M. Lindsay, The Management and Control of Quality, 6<sup>th</sup> Edition, Thompson, 2005
7. Douglas C. Montgomery, Introduction to Statistical Quality Control, 4th Edition, Wiley Student Edition, 2008.
8. Indian standard – quality management systems – Guidelines for performance improvement (Fifth Revision), Bureau of Indian standards, New Delhi

| <b>COURSE CODE</b> | <b>COURSE TITLE</b>                   | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
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| <b>PBA1336</b>     | <b>SERVICES OPERATIONS MANAGEMENT</b> | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |

## **LEARNING OUTCOMES**

**CO-1** Demonstrate an understanding of concepts and contemporary tools necessary to effectively to design and manage a service operation.

**CO-2** Appreciate the role and importance of information technology in services sector in today's competitive world.

**CO-3** Demonstrate a familiarity with the best practices of service organizations around the world.

### **UNIT-1 INTRODUCTION**

**8**

Services–Importance – Role in Economy –Service Sector– Growth –Nature of Services– Service Classification – 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-2 SERVICE DESIGN**

**8**

New Service Development – Design Elements – Service Blue- Printing - Process Structure – Generic Approaches –Value to Customer - Retail Design Strategies – Store Size – Network Configuration - Managing Service Experience – Experience Economy, Key Dimensions - Vehicle Routing and Scheduling

### **UNIT-3 SERVICE QUALITY**

**8**

Service Quality- Dimensions, Service Quality Gap Model; Measuring Service Quality – SERVQUAL - Walk-through Audit; Quality Service by Design - Service Recovery - Service Guarantees; Service Encounter – Triad, Creating Service Orientation - Service Profit Chain - Front-Office Back-office Interface – Service Decoupling.

### **UNIT- 4 SERVICE FACILITY**

**8**

Servicescapes – Behaviour - Environmental Dimensions – Framework- Facility design – Nature, Objectives, Process Analysis – Process Flow Diagram, Process Steps, Simulation - Service Facility Layout - Service Facility Location – considerations, facility location techniques – metropolitan metric, Euclidean, Centre of Gravity, Retail Outlet Location - Location Set Covering Problem

Forecasting and Managing Demand– Strategies – Managing Capacity–Basic Strategies – Supply Management Tactics – Operations Planning and Control –Yield Management Inventory Management in Services–Retail Discounting Model, Newsvendor Model – Managing Waiting Lines– Queuing Systems – Psychology of waiting- Managing for growth, expansion strategies, franchising ,globalization – Managing Service Projects

**TOTAL SESSIONS 42**

**REFERENCE BOOKS:**

1. James A .Fitzsimmons, Service Management –Operations, Strategy, Information Technology, 8<sup>th</sup> Edition, Tata McGraw-Hill, 2013.
2. Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton Successful Service Operations Management, South-Western, Cengage Learning, 2nd Edition ,2012
3. Cengiz Haksever, Barry Render, Roberta S. Russell, Robert G. Murdick, Service Management and Operations, 2<sup>nd</sup> Edition, Pearson Education.
4. Robert Johnston, Graham Clark, Service Operations Management, 2<sup>nd</sup> Edition, Pearson Education, 2005.
5. Bill Hollins and Sadie Shinkins, Managing Service Operations, Sage, 2006
6. J.Nevan Wright and Peter Race, The management of service operations, 2<sup>nd</sup> Edition, Cengage, 2004

| <b>COURSE CODE</b> | <b>COURSE TITLE</b>       | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
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| <b>PBA1429</b>     | <b>PROJECT MANAGEMENT</b> | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |

## **LEARNING OUTCOMES**

**CO-1** Demonstrate a critical understanding of the basic principles in Project Management.

**CO-2** Demonstrate an ability to plan, schedule, allocate resources and control the activities of a project.

**CO-3** Apply project management principles in business situations to optimize resource utilization and time optimization.

### **UNIT – 1 INTRODUCTION TO PROJECT MANAGEMENT 8**

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

### **UNIT – 2 PLANNING AND BUDGETING 8**

The Planning Process – Work Break down Structure – Role of Multidisciplinary teams-Budget the Project – Methods - Cost Estimating and Improvement - Budget Uncertainty and Risk Management.

### **UNIT-3 SCHEDULING AND RESOURCE ALLOCATION 9**

PERT & CPM Networks - Project Uncertainty and Risk Management – Simulation -Gantt Charts — Resource loading and levelling - Allocating scarce resources – Goldratt’s Critical Chain Crashing – Expediting a project

### **UNIT – 4 CONTROL AND COMPLETION 8**

The Plan-Monitor-Control Cycle - Data Collecting and Reporting – Project Control – Designing the Control System - Project Evaluation - Auditing and Termination

### **UNIT – 5 MS OFFICE PROJECT 9**

POM+ Project: WBS - Critical Path - Start & Finish time – SlackResource allocation and levelling (within and outside slack) - Cost Estimation and Cash Flow - Generate status reports and interpret indices on project progress

**TOTAL SESSIONS 42**

**REFERENCE BOOKS:**

1. Clifford Gray, Erik Larson, Gautam V. Desai, Project Management - The Managerial Process, 6<sup>th</sup> Edition, Tata McGraw Hill, 2015
2. John M. Nicholas, Project Management for Business and Technology - Principles and Practice, 2<sup>nd</sup> Edition, Pearson Education, 2016
3. Gido and Clements, Successful Project Management, 6th Edition, Cengage, 2015.
4. Harvey Maylor, Project Management, 4th Edition, Pearson Education, 2010
5. Bob Hughes and Mike Cotterell, Software Project Management, 5th Edition, Tata McGraw Hill
6. Jalote, Software Project Management in Practice, Pearson Education
7. Ramesh, Gopalswamy, Managing Global Projects, Tata McGraw Hill

| <b>COURSE CODE</b> | <b>COURSE TITLE</b>         | <b>L</b> | <b>T</b> | <b>P</b> | <b>C</b> |
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| <b>PBA1431</b>     | <b>MATERIALS MANAGEMENT</b> | <b>3</b> | <b>0</b> | <b>0</b> | <b>3</b> |

## **LEARNING OUTCOMES**

**CO-1:** Show a critical understanding of the basic principles in MM.

**CO-2:** Appreciation of its linkages with other functions.

**CO-3:** Applying tools which facilitate effective utilisation of materials in manufacturing and service organisation

### **UNIT 1 - INTRODUCTION TO MATERIALS MANAGEMENT 7**

Operating Environment - 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 2 - MATERIALS PLANNING 9**

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

### **UNIT 3 - INVENTORY MANAGEMENT 9**

Policy Decisions – Objectives - Control based on ABC Classification Inventory Costs, Financial measures – EOQ - Model for uniform and variable demand - Quantity Discount Models. Independent Demand Ordering Systems – Determining Safety Stock & Service levels, Order Point System and Periodic Review System.

### **UNIT 4 - PURCHASING MANAGEMENT 9**

Establishing specifications - Selecting Suppliers - Price Determination – Forward Buying - Mixed Buying Strategy - Price Forecasting - buying seasonal commodities - purchasing under uncertainty Impact of MRP on purchasing Environmentally Responsible Purchasing

### **UNIT 4 - WAREHOUSE MANAGEMENT 8**

Warehousing Functions – Types - 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

**TEXTBOOK:**

J.R.Tony Arnold, Stephen N. Chapman, Ann K. Gatewood, Lloyd M. Clive, Introduction to Materials Management”, 8<sup>th</sup>edition, Pearson - 2018.

**REFERENCES:**

1. P. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill, 2012
2. A.K.Chitale and R.C.Gupta, Materials Management, Text and Cases, PHI Learning, 2<sup>nd</sup> Edition, 2006
3. A.K.Datla, Materials Management, Procedure, Text and Cases, PHI Learning, 2<sup>nd</sup> Edition, 2006
4. Ajay K Garg, Production and Operations Management, Tata McGraw Hill , 2012
5. Ronald H. Ballou and Samir K. Srivastava, Business Logistics and Supply Chain Management, Pearson education, Fifth Edition
6. S. N. Chary, Production and Operations Management, Tata McGraw Hill , 2012