Curriculum and Syllabus

MASTER OF BUSINESS ADMINISTRATION

Regulations 2018
Choice Based Credit System (CBCS)
## Chest Based Credit System

### Curriculum and Syllabi

#### Semester I

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* No end semester exam. Only continuous evaluation.
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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


UNIT – 2 CONSUMER & PRODUCER BEHAVIOUR


UNIT – 3 PRODUCT AND FACTOR MARKET

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

UNIT – 4 PERFORMANCE OF ECONOMY


UNIT – 5 MACRO ECONOMIC PROBLEMS & ROLE OF MONEY


TOTAL SESSIONS: 56

TEXT BOOK:


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(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**


**UNIT – 2 PROBABILITY DISTRIBUTIONS**

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 INFERENTIAL STATISTICS –I**

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 INFERENTIAL STATISTICS- II**

UNIT – 5 PREDICTIVE


TOTAL SESSIONS: 56

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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


UNIT – 2 INDIVIDUAL BEHAVIOUR (1)


UNIT – 3 INDIVIDUAL BEHAVIOUR (2)

UNIT – 4 GROUP BEHAVIOUR


UNIT – 5 DYNAMICS OF ORGANIZATIONAL BEHAVIOUR


TOTAL SESSIONS: 42

TEXT BOOK:


REFERENCE BOOKS:

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)


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

Regulations 2018

UNIT -4 COST AND MANAGEMENT ACCOUNTING (12+3)


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


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:

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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

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

Bailment - pledge, lien, indemnity and guarantee

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


UNIT-3 OTHER MISCELLANEOUS ACTS

UNIT-4 LAWS PERTAINING TO BUSINESS ORGANIZATIONS

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.

UNIT-5 TAXATION

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.

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**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**


**UNIT -2 PLANNING**


**UNIT -3 ORGANIZING**


**UNIT -4 STAFFING & DIRECTING**

UNIT -5 CONTROLLING

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:

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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:
2. Nageshwar Rao and Rajendra Das, Business skills, HPH
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

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

UNIT -2 WORKING WITH FUNCTIONS

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, Dcounpta, Dget, Dmax, Dmin, Dproduct, Dstdev) - Formula Error, Array formula –Simple finance functions.

UNIT -3 DATA VALIDATIONS

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

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

Goal Seek - Data Tables - Scenario Manager - Sensitivity analysis

UNIT -6 FORMATTING

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

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

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

TOTAL SESSIONS: 28


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(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**

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**

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

**UNIT3**


**UNIT 4**

Pricing options, methods - evaluation- Distribution channel systems - design and control - Franchising and Retailing - Mass communication and Sales Promotion - Public relations
UNIT 5

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

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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


UNIT-2 THE CONCEPT OF BEST FIT EMPLOYEE


UNIT-3 TRAINING AND EXECUTIVE DEVELOPMENT


UNIT-4 SUSTAINING EMPLOYEE INTEREST


UNIT-5 PERFORMANCE EVALUATION, EMPLOYEE DISCIPLINE AND GRIEVANCE


TOTAL SESSIONS: 42

TEXT BOOK:

REFERENCE BOOKS:
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
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.

UNIT-2 TIME VALUE OF MONEY

UNIT-3 RISK AND RETURN AND LEVERAGES
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


UNIT-5 WORKING CAPITAL MANAGEMENT


- **Inventories** - Role of Inventories in Working Capital, Cost of carrying inventories, Inventories planning and 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:

REFERENCE BOOKS:
COURSE CODE | COURSE TITLE | L | T | P | C
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PBA1204 | OPERATIONS MANAGEMENT | 3 | 0 | 0 | 3

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**


**UNIT-2 DESIGNING OPERATIONS**


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

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


UNIT-5 FUNDAMENTALS OF QUALITY MANAGEMENT


TOTAL SESSIONS: 42

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**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**


**UNIT-2 RESEARCH DESIGN**

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**


**UNIT-4 DATA PREPARATION & ANALYSIS**

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

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


TOTAL SESSIONS: 42

TEXT BOOKS:

REFERENCE BOOKS:
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PBA1206 | BUSINESS INFORMATION SYSTEMS | 3 | 0 | 0 | 3

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


UNIT-2 DATABASE AND KNOWLEDGE MANAGEMENT 10


UNIT-3 BUSINESS INTELLIGENCE 8

UNIT-4 DEVELOPING INFORMATION SYSTEMS


UNIT-5 NEW IT TRENDS AND IS SECURITY


TOTAL SESSIONS: 42

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**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)


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 - Transhipment 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

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**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:**

2. NageshwarRao and Rajendra Das, Business skills, HPH  
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**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**

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)**

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

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

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

**UNIT – 4 CORRELATION & REGRESSION**

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

**TOTAL SESSIONS: 28**
COURSE CODE: PBA1301
COURSE TITLE: STRATEGIC MANAGEMENT
L T P C: 3 0 0 3

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

UNIT – 2 EXTERNAL AND INTERNAL ENVIRONMENT
16

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

TOTAL SESSIONS 42

REFERENCE BOOKS:
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


UNIT - 2 ADVERTISEMENT MEDIA 8


UNIT – 3 CREATION AND PRODUCTION 8


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

TOTAL SESSIONS 42

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**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**

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

**UNIT-2 INTERNAL INFLUENCES**


**UNIT-3 EXTERNAL INFLUENCES**

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**

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**

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:

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


UNIT-2 UNDERSTANDING CUSTOMERS

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

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

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

TOTAL SESSIONS 42

REFERENCE BOOKS:

COURSE CODE | COURSE TITLE | L  | T  | P  | C  
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PBA1324 | SALES AND DISTRIBUTION MANAGEMENT | 3  | 0  | 0  | 3  

**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**


**UNIT-2 SALES PLANNING**

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**


**UNIT-4 CHANNEL MANAGEMENT**

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.
UNIT-5 CHANNEL INSTITUTIONS

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:

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

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


UNIT – 3 SERVICE DESIGN AND DEVELOPMENT


UNIT – 4 SERVICE DELIVERY AND PROMOTION


UNIT -5 SERVICE STRATEGIES

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

TOTAL SESSIONS 42
REFERENCE BOOKS:

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  

UNIT- 2 BUILDING STRONG BRAND  
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  

UNIT – 4 MEASURING BRAND EQUITY  
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
UNIT- 5 GROWING AND SUSTAINING BRANDING EQUITY

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

TOTAL SESSIONS 42

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**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

**REFERENCES:**

3. International Marketing by Czinkota M and Ronkainan R, 10th Cengage Learning

TOTAL SESSIONS 42
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<th>COURSE CODE</th>
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**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


**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


**TOTAL SESSIONS 42**

**REFERENCE BOOKS:**

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

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


UNIT – 2 CREDIT MONITORING AND RISK MANAGEMENT

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

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

UNIT – 5 LEGAL ASPECTS OF BANKING

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:

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
Corporate Governance - SEBI Guidelines - Corporate Social Responsibility

UNIT - 2 CAPITAL STRUCTURE THEORIES  8


UNIT -3 DIVIDEND POLICY THEORIES  8


UNIT-4 RISK MANAGEMENT IN CAPITAL BUDGETING  8


TOTAL SESSIONS 42

REFERENCE BOOKS
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

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**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**

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**

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 -3 MUTUAL FUND MANAGEMENT**


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


Venture capital & PE – Objectives – Types – Stages - Exit routes – Risks
UNIT -5 OTHER SERVICES

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:

2. Sandeep Goel, Financial Markets, Institution and Services, PHI Learning 2018
COURSE CODE  |  COURSE TITLE                      |  L  |  T  |  P  |  C  \
---|---|---|---|---|---
PBA1424  |  INTERNATIONAL FINANCIAL MANAGEMENT  |  3  |  0  |  0  |  3  

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  

UNIT-2 INTERNATIONAL MONETARY SYSTEM  

UNIT-3 INTRODUCTION TO FOREIGN EXCHANGE MARKETS  

UNIT-4 FOREIGN EXCHANGE EXPOSURE  
UNIT-5 SHORT TERM FINANCIAL MANAGEMENT AND INVESTMENTS

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:

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


UNIT-2 SECURITIES MARKETS 9


UNIT-3 FUNDAMENTAL ANALYSIS 9

UNIT-4 TECHNICAL ANALYSIS


UNIT-5 PORTFOLIO MANAGEMENT


TOTAL SESSIONS 42

REFERENCE BOOKS
4. Reilly and Brown, Investment Analysis and Portfolio Management, Cengage Learning, India Ed
5. Bodie, Kane, Marcus and Mohanty, Investments, Tata McGraw Hill
COURSE CODE | COURSE TITLE | L | T | P | C
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PBA1331 | INDUSTRIAL RELATIONS AND LABOUR LAWS | 3 | 0 | 0 | 3

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

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


UNIT-3 LABOR WELFARE


UNIT-4 LABOR LEGISLATIONS

UNIT-5 SOCIAL SECURITY

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:

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-1 ORGANIZATION & ITS ENVIRONMENT


UNIT-2 ORGANIZATIONAL DESIGN


UNIT-3 ORGANIZATIONAL CULTURE

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


TOTAL SESSIONS 42

REFERENCE BOOKS:

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**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


**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


**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


TOTAL SESSIONS 42

REFERENCE BOOKS:

COURSE CODE | COURSE TITLE                     | L | T | P | C  
---|---------------------------------|---|---|---|----
PBA1426 | COMPENSATION & BENEFITS         | 3 | 0 | 0 | 3  

**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**


**UNIT – 2 DETERMINING THE PAY LEVEL**


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


**UNIT – 4 EMPLOYEE BENEFITS**

UNIT – 5 COMPENSATION FOR SPECIAL GROUPS


TOTAL SESSIONS 42

REFERENCE BOOKS:

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

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

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


TOTAL SESSIONS 42

REFERENCE BOOKS:

6. M.N Rudrabasavaraj, Global Human Growth Model, Himalaya
<table>
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**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


**UNIT -2 DESIGNING TRAINING**  
9


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


UNIT – 4 TRAINING EVALUATION


UNIT – 5 CAREER MANAGEMENT


TOTAL SESSIONS 42

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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**

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**

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**


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

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**

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:
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


Unit - 2 Principles and Philosophies of Quality Management


Unit - 3 Statistical Process Control


Unit – 4 Tools and Techniques for Quality Management


Unit – 5 Six Sigma and Process Improvement

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

TOTAL SESSIONS 42

REFERENCE BOOKS:

8. Indian standard – quality management systems – Guidelines for performance improvement (Fifth Revision), Bureau of Indian standards, New Delhi
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


UNIT-2 SERVICE DESIGN 8


UNIT-3 SERVICE QUALITY 8


UNIT-4 SERVICE FACILITY 8

UNIT-5 MANAGING CAPACITY AND DEMAND


TOTAL SESSIONS 42

REFERENCE BOOKS:

COURSE CODE | COURSE TITLE | L | T | P | C
---|---|---|---|---|---
PBA1429 | PROJECT MANAGEMENT | 3 | 0 | 0 | 3

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


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 – Slack Resource 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:
6. Jalote, Software Project Management in Practice, Pearson Education
COURSE CODE | COURSE TITLE | L | T | P | C
---|---|---|---|---|---
PBA1431 | MATERIALS MANAGEMENT | 3 | 0 | 0 | 3

**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**


**UNIT 2 - MATERIALS PLANNING**


**UNIT 3 - INVENTORY MANAGEMENT**


**UNIT 4 - PURCHASING MANAGEMENT**

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**

TEXTBOOK:

REFERENCES: