SSN COLLEGE OF ENGINEERING, KALAVAKKAM - 603110
(Autonomous Institution Affiliated to Anna University Chennai)
REGULATIONS 2021
(Approved in 5th Academic Council Meeting on 6th Aug 2022)
CHOICE BASED CREDIT SYSTEM
Master in Business Administration
CURRICULA AND SYLLABI

SEMESTER I

S.No	CODE NO	COURSE TITLE		L	T	P	C
1	PBA2101	Principles of Management	FC	2	0	0	2
2	PBA2102	Organizational Behaviour	FC	3	0	0	3
3	PBA2103	Economic Analysis for Business	FC	3	0	0	3
4	PBA2104	Accounting for Management	FC	3	0	0	3
5	PBA2105	Statistics for Managerial Decisions	FC	4	0	0	4
6	PBA2106	Legal Aspects for Business	FC	3	0	0	3
7	PBA2107	Information Management	FC	3	0	0	3
8	PBA2111	Data Analysis and Modelling	FC	0	0	2	1
9	PBA2119	Business Communication*	EEC	0	0	2	1
10	PBA2115	Seminar I*	EEC	0	0	2	1
		TOTAL		**21**	**0**	**6**	**24**

* No end semester exam. Only continuous evaluation.

SEMESTER II

S.No	CODE NO	COURSE TITLE		L	T	P	C
1	PBA2201	Applied Operations Research	PC	3	0	2	4
2	PBA2202	Human Resource Management	PC	3	0	0	3
3	PBA2203	Financial Management	PC	3	0	0	3
4	PBA2204	Operations Management	PC	3	0	0	3
5	PBA2205	Marketing Management	PC	3	0	0	3
6	PBA2206	Business Research Methods	PC	3	0	0	3
7	PBA2207	Introduction to Business Analytics	PC	3	0	0	3
8		Cross-functional Elective	PE	3	0	0	3
9	PBA2211	Data Analysis and Visualization	FC	0	0	2	1
10	PBA2215	Seminar II*	EEC	0	0	2	1
		TOTAL		**24**	**0**	**5**	**27**

* No end semester exam. Only continuous evaluation.

SEMESTER III

S.No	CODE NO	COURSE TITLE		L	T	P	C
1	PBA2301	Strategic Management	PC	3	0	0	3
2		Elective 1 - Specialization 1	PE	3	0	0	3
3		Elective 2 - Specialization 1	PE	3	0	0	3
4		Elective 3 - Specialization 1	PE	3	0	0	3
5		Elective 4 - Specialization 2	PE	3	0	0	3
6		Elective 5 - Specialization 2	PE	3	0	0	3
7		Elective 6 - Specialization 2	PE	3	0	0	3
8	PBA2316	Summer Internship	EEC	0	0	2	4
		TOTAL		**21**	**0**	**2**	**25**

SEMESTER IV

S.No	CODE NO	COURSE TITLE		L	T	P	C
1		Elective 7 - Specialization 1	PE	3	0	0	3
2		Elective 8 - Specialization 2	PE	3	0	0	3
3	PBA2418	Final Semester Project	EEC	0	0	0	12
		TOTAL		**6**	**0**	**0**	**18**

TOTAL NO. OF CREDITS: 94

ELECTIVES

S.No	CODE NO	COURSE TITLE		L	T	P	C
		CROSS-FUNCTIONAL ELECTIVES					
1	PBA2221	Business Ethics and Corporate Governance	PE	3	0	0	3
2	PBA2222	Entrepreneurship Development	PE	3	0	0	3
3	PBA2223	Business Analysis	PE	3	0	0	3
4	PBA2224	Sustainable Development	PE	3	0	0	3

S.No	CODE NO	COURSE TITLE		L	T	P	C
		SPECIALIZATION – MARKETING					
1	PBA2321	Advertising and Public Relations	PE	3	0	0	3
2	PBA2322	Consumer Behaviour	PE	3	0	0	3
3	PBA2323	Customer Relationship Management	PE	3	0	0	3
4	PBA2324	Sales and Distribution Management	PE	3	0	0	3
5	PBA2325	Services Marketing	PE	3	0	0	3
6	PBA2326	Strategic Brand Management	PE	3	0	0	3
7	PBA2327	Marketing Research	PE	3	0	0	3
8	PBA2328	International Marketing	PE	3	0	0	3
9	PBA2421	Marketing Analytics	PE	3	0	0	3
10	PBA2422	Retail Management	PE	3	0	0	3

S.No	CODE NO	COURSE TITLE		L	T	P	C
		SPECIALIZATION – FINANCE					
1	PBA2329	Banking Services Management	PE	3	0	0	3
2	PBA2331	Corporate Finance	PE	3	0	0	3
3	PBA2332	Financial Statement Analysis	PE	3	0	0	3
4	PBA2333	Financial Services	PE	3	0	0	3
5	PBA2334	Security and Portfolio Management	PE	3	0	0	3
6	PBA2423	Financial Modelling and Analysis	PE	2	0	2	3
7	PBA2425	Behavioral Finance	PE	3	0	0	3

SPECIALIZATION - HUMAN RESOURCE MANAGEMENT							
S.No	CODE NO	COURSE TITLE		L	T	P	C
1	PBA2335	Industrial Relations and Labor Laws	PE	3	0	0	3
2	PBA2336	Compensation & Benefits	PE	3	0	0	3
3	PBA2337	Strategic Human Resource Management	PE	3	0	0	3
4	PBA2338	Performance Management	PE	3	0	0	3
5	PBA2339	International Human Resource Management	PE	3	0	0	3
6	PBA2426	Organizational Theory, Design and Development	PE	3	0	0	3
7	PBA2427	Training and Development	PE	3	0	0	3

SPECIALIZATION – OPERATIONS							
S.No	CODE NO	COURSE TITLE		L	T	P	C
1	PBA2341	Supply Chain and Logistics Management	PE	3	0	0	3
2	PBA2342	Project Management	PE	3	0	0	3
3	PBA2343	Services Operations Management	PE	3	0	0	3
4	PBA2344	Materials Management	PE	3	0	0	3
5	PBA2428	Total Quality Management	PE	3	0	0	3

SPECIALIZATION - BUSINESS ANALYTICS							
S.No	CODE NO	COURSE TITLE		L	T	P	C
1	PBA2345	Tools for Business Analytics	PE	2	0	2	3
2	PBA2346	Functional Analytics	PE	3	0	0	3
3	PBA2347	Artificial Intelligence for Business	PE	2	0	2	3
4	PBA2348	Block Chain Technology	PE	3	0	0	3
5	PBA2349	Big Data Analytics	PE	3	0	0	3
6	PBA2429	Social Media Web Analytics	PE	3	0	0	3
7	PBA2431	Business Analytics – Project Work	PE	0	0	6	3

PROGRAM OUTCOMES

PO1 Demonstrate a familiarity and understanding of principles and concepts in management.

PO2 Demonstrate knowledge of contemporary issues that have an impact on the business and industry.

PO3 Apply the relevant knowledge gained to read situations, analyze and solve business problems.

PO4 Ability to communicate effectively, to achieve organizational and individual goals.

PO5 Work in teams of diverse people to meet organizational goals.

PO6 Demonstrate leadership skills appropriate for managerial roles in organizations.

PO7 Identify and appreciate the ethical issues in management decision area.

PO8 Ability to pursue lifelong learning.

	COURSE TITLE	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
S E M E S T E R I	Principles of Management	✔	✔	✔	✔				✔
	Organizational Behaviour	✔	✔	✔	✔			✔	✔
	Economic Analysis for Business	✔	✔	✔	✔			✔	✔
	Accounting for Management	✔		✔	✔				✔
	Statistics for Managerial Decisions	✔	✔	✔	✔				✔
	Legal Aspects for Business	✔		✔	✔			✔	✔
	Information Management	✔	✔	✔	✔	✔	✔	✔	✔
	Data Analysis and Modelling	✔		✔	✔				✔
	Business Communication*	✔			✔	✔	✔		✔
	Seminar I*	✔		✔	✔	✔	✔		✔

		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
S E M E S	Applied Operations Research	✔	✔	✔	✔				✔
	Human Resource Management	✔	✔	✔	✔	✔	✔	✔	✔
	Financial Management	✔	✔	✔	✔				✔
	Operations Management	✔	✔	✔	✔			✔	✔
	Marketing Management	✔	✔	✔	✔	✔	✔	✔	✔

		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
T E R II	Business Research Methods	✓	✓	✓	✓	✓	✓	✓	✓
	Introduction to Business Analytics	✓		✓	✓				✓
	Cross-functional Elective	*Shown in table separately							
	Data Analysis and Visualization	✓	✓	✓	✓				✓
	Seminar II*	✓	✓	✓	✓	✓	✓		✓

		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
S E M E S T E R III	Strategic Management	✓	✓	✓	✓	✓	✓	✓	✓
	Elective 1 - Specialization 1	*Shown in table separately							
	Elective 2 - Specialization 1								
	Elective 3 - Specialization 1								
	Elective 1 - Specialization 2								
	Elective 2 - Specialization 2								
	Elective 3 - Specialization 2								
	Summer Internship	✓	✓	✓	✓	✓	✓	✓	✓

		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
SEMESTER IV	Elective 4 - Specialization 1	*Shown in table separately							
	Elective 4 - Specialization 2								
	Final Semester Project	✓	✓	✓	✓				✓

CROSS-FUNCTIONAL ELECTIVES

S. NO	COURSE TITLE	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
1	Business Ethics and Corporate Governance	✓	✓	✓	✓			✓	✓
2	Entrepreneurship Development	✓	✓	✓	✓	✓	✓		✓
3	Business Analysis	✓		✓	✓				✓
4	Sustainable Development	✓	✓	✓	✓				✓

SPECIALIZATION - MARKETING

S. NO	COURSE TITLE	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
1	Advertising and Public Relations	✓	✓	✓	✓			✓	✓
2	Consumer Behaviour	✓	✓	✓	✓				✓
3	Customer Relationship Management	✓	✓	✓	✓				✓
4	Sales and Distribution Management	✓	✓	✓	✓	✓	✓		✓
5	Services Marketing	✓	✓	✓	✓	✓	✓		✓
6	Strategic Brand Management	✓	✓	✓	✓	✓	✓		✓
7	Marketing Research	✓	✓	✓	✓	✓	✓	✓	✓
8	International Marketing	✓	✓	✓	✓	✓			✓
9	Marketing Analytics	✓	✓	✓	✓	✓		✓	✓
10	Retail Management	✓	✓	✓	✓	✓			✓

SPECIALIZATION – FINANCE

S.NO	COURSE TITLE	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
1	Banking Services Management	✓	✓	✓	✓	✓	✓		✓
2	Corporate Finance	✓		✓	✓				✓
3	Financial Statement Analysis	✓	✓	✓	✓				✓
4	Financial Services	✓	✓	✓				✓	✓
5	Security and Portfolio Management	✓	✓	✓	✓			✓	✓
6	Financial Modelling and Analysis	✓	✓	✓	✓		✓	✓	✓
7	Behavioural Finance	✓	✓	✓	✓	✓	✓	✓	✓

SPECIALIZATION – HR

S. NO	COURSE TITLE	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
1	Industrial Relations and Labor Laws	✓	✓	✓	✓			✓	✓
2	Compensation & Benefits	✓	✓	✓	✓				✓
3	Strategic Human Resource Management	✓	✓	✓	✓			✓	✓
4	Performance Management	✓	✓	✓	✓			✓	✓
5	International Human Resource Management	✓	✓	✓	✓		✓	✓	✓
6	Organizational Theory, Design and Development	✓	✓	✓	✓			✓	✓
7	Training and Development	✓	✓	✓	✓				✓

SPECIALIZATION - OPERATIONS

S. NO	COURSE TITLE	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
1	Supply Chain and Logistics Management	✓	✓	✓	✓	✓		✓	✓
2	Project Management	✓	✓	✓	✓	✓			✓
3	Services Operations Management	✓	✓	✓	✓	✓	✓		✓
4	Materials Management	✓	✓	✓	✓				✓
5	Total Quality Management	✓	✓	✓	✓	✓			✓

SPECIALIZATION – BUSINESS ANALYTICS

S. NO	COURSE TITLE	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
1	Tools for Business Analytics	✓	✓	✓	✓				✓
2	Functional Analytics	✓	✓	✓	✓	✓	✓	✓	✓
3	Artificial Intelligence for Business	✓	✓	✓	✓	✓	✓	✓	✓
4	Block Chain Technology	✓	✓	✓	✓			✓	✓
5	Big Data Analytics	✓	✓	✓	✓			✓	✓
6	Social Media Web Analytics	✓	✓	✓	✓			✓	✓
7	Business Analytics – Project Work	✓	✓	✓	✓			✓	✓

COURSE CODE	COURSE TITLE	L	T	P	C
PBA2101	PRINCIPLES OF MANAGEMENT	2	0	0	2

LEARNING OUTCOMES

CO 1	Demonstrate an understanding of the evolution of management, theories and managerial functions and role of managers.
CO 2	Describe how the managerial tasks of planning, organizing, directing andcontrolling can be applied in a variety of circumstances.
CO 3	Appreciate the use of qualitative and quantitative techniques in different functions of management.

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 or Management, 5th Edition, Tata McGraw Hill, 2010.

REFERENCE BOOKS:

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

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1		2				3
CO2	3	1	2	2				3
CO3	3	2		2				3

COURSE CODE	COURSE TITLE	L	T	P	C
PBA2102	ORGANIZATIONAL BEHAVIOUR	3	0	0	3

LEARNING OUTCOMES

CO 1	Explain the basic organizational behavior concepts 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	Discuss 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:

1. Stephen P. Robins, Organisational Behavior, 17th Edition,PHI Learning / PearsonEducation, (Global edition) , 2016.

REFERENCE BOOKS:

1. Aswathappa. K, Organizational Behaviour, 12th Edition, Himalaya Publishing House,2016.
2. Fred Luthans, Organisational Behavior,12th Edition, McGraw Hill, 2014.
3. UdaiPareek, Understanding Organisational Behaviour, 3rdEdition, Oxford HigherEducation, 2011.
4. Margie Parikh, Rajen Gupta, Organizational Behaviour, 1st Edition, McGraw Hill,2010

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	3	2			2	3
CO2	3		3	2				3
CO3	3		3	2				3
CO4	3		3	2				3
CO5	3		3	2				3

COURSE CODE	COURSE TITLE	L	T	P	C
PBA2103	**ECONOMIC ANALYSIS FOR BUSINESS**	**3**	**0**	**0**	**3**

LEARNING OUTCOMES

CO 1	To have a broader understanding of principles relating to micro and macroeconomics
CO 2	Familiarity with the application of these principles in business

UNIT – 1 INTRODUCTION   4

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 - Economic Systems and characteristics - Environmental Economics.

UNIT – 2 CONSUMER & PRODUCER BEHAVIOUR   10

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 – Returns to Scale - Marginal Rate of Technical Substitution – Cost of Production – Cost Concepts and cost curves –Economies and Diseconomies of Scale

UNIT – 3 PRODUCT AND FACTOR MARKET   10

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

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   **10**

Macroeconomic Goals – Components of Macro Economy – 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   **8**

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 Monitory 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: 42

TEXT BOOK:

1. Deviga Vengedasalam, Karunagaran Madhavan, Principles of Economics, 3rd Edition, Oxford, 2013.

REFERENCE BOOKS:

1. Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, Economics, 19th edition, Tata McGraw Hill, New Delhi, 2010.

2. Geetika, Piyali Ghosh, Purba Roy Choudhury, Managerial Economics, 2nd Edition, Mc Graw Hill.

3. D.N. Dwivedi, Managerial Economics, 7th Edition, Vikas, 2011.

4. Debabrata Datta, Managerial Economic, PHI Learning Pvt. Ltd., 2017.

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	2			2	2
CO2	3	2	2	2			2	2

COURSE CODE	COURSE TITLE	L	T	P	C
PBA2104	ACCOUNTING FOR MANAGEMENT	3	0	0	3

LEARNING OUTCOMES

CO 1	Demonstrate an understanding of the accounting principles, concepts and the process leading to preparation of final accounts.
CO 2	Read, interpret and analyze the final statements of a corporate entity and carry out a comparison of companies.
CO 3	Explain the concepts of cost accounting and tools and their relevance to management decision making.
CO 4	Demonstrate an understanding of the budgeting process and draw up budgets based on information provided

UNIT – 1   FUNDAMENTAL PRINCIPLES OF ACCOUNTING   8

Basics of Accounting – Accounting Principles, Concepts and Conventions – Final Accounts

UNIT – 2   CORPORATE ACCOUNTS   8

Types of capital - Final Accounts of Companies – Distinction between the financial statements of firms and corporates

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

UNIT – 3   FINANCIAL PERFORMANCE ANALYSIS   10

Ratio Analysis – meaning and definitions – objectives – limitations – Classification of Ratios 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   10

Definitions – Objectives – Advantages and Limitations of Cost Accounting – Classification of Costs; Cost Unit, Cost Centre – Cost Sheet Preparation – Manufacturing Cost Statement – ABC costing, Job costing, Marginal costing – Applications in decision making - Standard costing.

UNIT – 5   FINANCIAL PLANNING AND CONTROL   6

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: 42

TEXT BOOKS:

1. Ashish K. Bhattacharya, Financial Accounting for Business Managers, 5thEdition, Prentice-Hall of India Pvt. Ltd., 2006
2. Needles, Powers and Crosson, Financial and Managerial Accounting, 9th Edition, Cengage Learning, 2015
3. T.S.Reddy & Y.Hariprasad Reddy, Financial Accounting & Management Accounting,4th Edition, Margham Publications, 2008
4. R. Narayanaswamy, Financial Accounting- A Managerial Perspective, 5th Edition, Prentice-Hall of India Pvt. Ltd., 2002

REFERENCE BOOKS:

1. Robert N. Anthony, David F. Hawkins, Kenneth A. Merchant, Accounting Text &Cases, 13th Edition, Tata Mc Graw Hill Publishing Co. Ltd., 2003
2. Horngren, Sundem, Elliott, Introduction to Financial Accounting, 11th Edition, Pearson Education, 2005
3. Ambrish Gupta, Financial Accounting for Management, 5th Edition, Pearson Education, 2005

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3		2	1				3
CO2	3		2	1				3
CO3	3		2	1				3
CO4	3		2	1				3

COURSE CODE	COURSE TITLE	L	T	P	C
PBA2105	**STATISTICS FOR MANAGERIAL DECISIONS**	4	0	0	4

LEARNING OUTCOMES

CO 1	Demonstrate and understanding of basic concepts in Statistics and its applications.
CO 2	Applying suitable statistical techniques and tools to solve business problems.
CO3	Make suitable recommendations based on results of statistical analysis.

UNIT -1 INTRODUCTION, DESCRIPTIVE STATISTICS AND PROBABILITY   11

Introduction- Importance of Statistics –Importance of Statistics in Business Analysis – Population – Measures of scale - 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 variable

UNIT 2- PROBABILITY DISTRIBUTIONS & SAMPLING DISTRIBUTION   12

Probability Distribution: Binomial Distribution, Poisson Distribution and Normal Distribution. - Sampling Distribution and Estimation: Sampling techniques- 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 TEST   11

Introduction to Parametric tests – Steps in Hypothesis testing- one sample test for mean and proportion- Independent sample for mean and proportion- Paired sample test- F- test for two sample standard deviation- One way ANOVA and Two Way ANOVA.

UNIT 4- INFERENTIAL STATISTICS II- NON-PARAMETRIC TESTS   12

Introduction to Non parametric tests- Chi square test- Sign test (Single population and paired data)- Rank Sum test: Mann Whitney U test, Kruskal Wallis test- Kolmogorov Smirnov- One sample run test- Wilcox test.

UNIT 5- PREDICTIVE STATISTICS   **10**

Simple Correlation: Karl pearsons' correlation – Spearman's Rank Correlation – Simple linear Regression: Estimation of Regression line using Method of Least Squares – Concept of Multiple regression.

TOTAL SESSIONS: 56

TEXT BOOKS:

1. Richard I. Levin, David S. Rubin, Statistics for Management, 8th Edition, Pearson Education,,2020.

2. Ken Black, Business Statistics for contemporary decision making, 5th Edition, Wiley India Edition, 201

REFERENCE BOOKS:

1. Srivatsava TN and ShailajaRego, Statistics for Management, 3rd Edition, Tata McGraw Hill, 2019.

2. Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 11th Edition, Thomson (South – Western) Asia, Singapore, 2011.

3. Dinesh Kumar U. Business Analytics, First Edition, Wiley.2017.

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3		2	1				3
CO2	3	2	2	1				3
CO3	3	2	2	1				3

COURSE CODE	COURSE TITLE	L	T	P	C
PBA2106	**LEGAL ASPECTS OF BUSINESS**	**3**	**0**	**0**	**3**

LEARNING OUTCOMES

CO 1	Demonstrate a basic understanding of laws that have an influence on business and what can be done and cannot be done within the legal framework.
CO 2	Appreciate the spirit behind the various laws that influence business.

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

Sale of Goods - Types and Formation Contract of Sale -Conditions and Warranties - Transfer of Property –Performance of Sales Contracts – Lien - 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, Cyber Crimes – what, reasons, cyber criminals, kinds of Cyber Crimes - 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.

      TOTAL SESSIONS: 42

TEXT BOOKS:

1. Kapoor, N.D., Elements of Mercantile Law, 30th Edition, Sultan Chand & Sons, NewDelhi,2015.

2. PC Tulsian & Bharat Tulsian, Business Laws, McGraw Hill, 4e

REFERENCE BOOKS:

1. P.K.Goel, Business Law for Managers, Indian Text Edition, Biztantara Publishers, India,2008.

2. Akhileshwar Pathak, Legal Aspects of Business, 4thEdition, Tata McGraw Hill, 2009.

3. Maheshwari,S.N. and S.K.Maheshwari, A Manual of Business Law,6th Edition, Himalaya Publishing House, 2015.

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3		3	1			1	3
CO2	3		3	1			1	3

COURSE CODE	COURSE TITLE	L	T	P	C
PBA2107	**INFORMATION MANAGEMENT**	**3**	**0**	**0**	**3**

LEARNING OUTCOMES

CO 1	Describe various types of business information systems and their roles in running a business organization.
CO 2	Compare and contrast types of databases and demonstrate a basic understanding of database design.
CO 3	Classify the various analytical tools that can be utilized for decision making.
CO 4	Outline the process of developing an information system for an organization.
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 Information Systems

UNIT – 1   INTRODUCTION   9

Information System – Differentiate Data and Information – Business Objectives of Information Systems – Business Processes - Types of IS - Transaction Processing Systems - Management Information Systems - Decision Support Systems - Executive Support System - Enterprise Applications.

UNIT – 2   DATABASE AND INFORMATION MANAGEMENT   8

Traditional File Approach – DBMS – RDBMS – Designing Databases – Non-relational Databases –Distributed Databases – Big Data – Data Warehouses and Data Marts

UNIT – 3   KNOWLEDGE MANAGEMENT AND DECISION MAKING   8

Types of Knowledge – Knowledge Management Value Chain – Types of Decisions – Decision Making Process – Business Intelligence – Business Analytics

UNIT – 4   DEVELOPING INFORMATION SYSTEMS   8

System Development Process (SDLC) – System Development Methodologies – Structured Methodologies – Object Oriented Development – Prototyping – Agile Development – Software Packages – Outsourcing.

UNIT – 5   NEW IT TRENDS AND IS SECURITY   9

Cloud Computing – Pervasive Computing – IoT – Blockchain Technology – Ethics in IT –Threats to Information Systems – Securing Information Systems.

TOTAL SESSIONS: 42

TEXT BOOK:

1. Kenneth C. Laudon, and Jane P. Laudon, Management Information Systems: Managing the digital firm, 16th Edition, Pearson, 2020.

REFERENCE BOOKS:

1. Kelly Rainer, Brad Prince and Hugh Watson, Management Information Systems, 4thEdition, Wiley India, 2016.
2. Ralph M. Stair, George W. Reynolds, and Thomas Chesney, Principles of Business Information Systems, 4th Edition, Cengage Learning, 2020.
3. Sharda Ramesh, Delen Dursun, Turban Efraim and David King, Business Intelligence: A Managerial Perspective on Analytics, 4th Edition, Pearson, 2019.
4. Waman S. Jawadekar and Sanjiva Shankar Dubey, Management Information System: Text and Cases, 6th Edition, McGraw Hill, 2020

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3		2	1	1	1		3
CO2	3	1	2	2	1	1		3
CO3	3	2	2	2	1	1		3
CO4	3		3	2	2	2		3
CO5	3	2	1	2	2	2		3
CO6	2						1	3

COURSE CODE	COURSE TITLE	L	T	P	C
PBA2111	**DATA ANALYSIS AND BUSINESS MODELLING**	**0**	**0**	**2**	**1**

LEARNING OUTCOMES

CO 1	Understand and apply basic functions and other features of the spreadsheet.
CO 2	Use the necessary advanced functions and features for data analysis and manipulation.
CO 3	Construct a model for selected scenarios and carry out a sensitivity analysis.

UNIT -1 OVERVIEW OF THE BASICS OF EXCEL   **3**

Understanding Excel files, ribbon and shortcuts - Protecting and un-protecting worksheets and cells - 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 – Formatting - Using conditional formatting option for rows, columns and cells.

UNIT -2 WORKING WITH FUNCTIONS   **7**

Basic Excel Functions(Sum, Max, Min, Count, Average) - Date and time functions - Text functions - 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, 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 - CHOOSE Function – Database Function - Simple finance functions.

UNIT -3 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.

UNIT -4 DATA VALIDATION & WHAT IF ANALYSIS   **4**

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.

Goal Seek - Data Tables - Scenario Manager - Sensitivity analysis

UNIT -5 WORKING WITH REPORTS   **4**

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 – Charts – Formatting Charts.

UNIT -6 MODELLING   **7**

Revenue management – Inventory model – Basic finance models - Budgets.

TOTAL SESSIONS: 28

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3		3	1				3
CO2	3		3	1				3
CO3	3		3	1				3

COURSE CODE	COURSE TITLE	L	T	P	C
PBA2119	**BUSINESS COMMUNICATION**	**0**	**0**	**2**	**1**

LEARNING OUTCOMES

CO 1	Develop the ability to write official communication
CO 2	Demonstrate familiarity with words and phrases commonly used in Business
CO 3	Demonstrate the ability to speak in a group or address a gathering in different contexts
CO 4	Understand the method of creating and presenting on a given topic
CO 5	Demonstrate the ability to listen effectively
CO 6	Paraphrase a given text

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, 13th edition, Pearson

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

3. Lesikar, R.V. &Flatley, M.E. Basic Business Communication – Connecting in a digital world, 13thEdition, McGraw Hill Publishing Company Ltd.

4. John Seely, Oxford Guide to Effective Writing and Speaking, 3rd edition, Oxford Publishing.

5. M Ashraf Rizvi, Effective Technical Communication,.2ndEdition, TMH.

6. Meenakshi Raman and Sangeeta Sharma, Technical Communication, 3rdEdition, Oxford Publishing.

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	1			3				3
CO2	1			3				3
CO3	1			3	3	1		3
CO4	1			3	3	1		3
CO5	1			3				3
CO6	1			3				3

COURSE CODE	COURSE TITLE	L	T	P	C
PBA2115	**SEMINAR I**	**0**	**0**	**2**	**1**

LEARNING OUTCOMES

CO 1	Ability to synthesize information using logical thinking of a chosen topic with pointed questions
CO 2	Gain collaborative and leadership skills
CO 3	Ability to make presentation and answer questions.
CO 4	Ability to listen to diverse topics

This is an activity-oriented course where the students are encouraged to explore areas that they are not familiar with and they work in groups.

The activity can happen in multiple ways. The following is an illustrative list:

a. Each group identifies areas / topics outside the curriculum. There must be a direct or indirect link to business, management, industry or economy. The topics need to be explored in a comprehensive manner, a summary prepared and presented to the class. Wherever possible, the content must be supported by data.

b. Article/s are identified in Practitioners' or research journals on topics that might be relevant to MBA students. The content of the article must be thoroughly understood and summarized for a presentation to the class.

c. A company or industry is chosen; a fundamental analysis carried out and a summary made for presentation to the class.

The objective of this seminar course is to initiate students into self-learning which will be a life-skill. And the students get exposed to a range of topics dealt by different groups and this might trigger an interest to explore areas more deeply.

TOTAL SESSIONS: 28

CO-PO MAPPING

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**
CO1	3		3	3				3
CO2					3	3		3
CO3				3	3	3		3
CO4								3

COURSE CODE	COURSE TITLE	L	T	P	C
PBA2201	**APPLIED OPERATIONS RESEARCH**	**3**	**0**	**2**	**4**

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 (11+4)

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 - 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+2)

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+2)

Queuing Theory - Single and Multi-channel models – infinite number of customers and infinite calling source.
Replacement Models-Individual replacement Models (With and without time value of money)

– Group Replacement Models.

TOTAL SESSIONS: 56

TEXT BOOK:

1. Paneerselvam R., Operations Research, Prentice Hall of India, Fourth Print, 2008.

REFERENCE BOOKS:

1. N. D Vohra, Quantitative Techniques in Management, Tata McGraw Hill, 2010.
2. G. Srinivasan, Operations Research – Principles and Applications, 2nd edition, PHI, 2011.
3. Nagraj B, Barry R and Ralph M. S Jr., Managerial Decision Modelling with Spreadsheets, Second Edition, 2007, Pearson Education.
4. Hamdy A Taha, Introduction to Operations Research, Prentice Hall India, Tenth Edition, Third Indian Reprint 2019.
5. Bernard W. Taylor III, Introduction to Management Science, 9th Edition, Pearson Ed.
6. Frederick & Mark Hillier, Introduction to Management Science – A Modeling and case studies approach with spreadsheets, Tata McGraw Hill, 2010.

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	3	1				3
CO2	3	1	3	1				3
CO3	3	1	3	1				3
CO 4	3	1	3	1				3

COURSE CODE	COURSE TITLE	L	T	P	C
PBA2202	HUMAN RESOURCE MANAGEMENT	3	0	0	3

LEARNING OUTCOMES

CO 1	Explain the various functions of a Human Resource Manager including staffing and selection, training and development, performance appraisal, compensation and Career Management.
CO 2	Apply human resource management concepts across a variety of contexts, situations and incidents to draw up suitable plans for various HR functions.
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:

1. 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, 2nd Edition, Pearson, 2016
4. Aswathappa K, Human Resource Management,7th Edition, McGraw Hill, 2010

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2		1				3
CO2	3		3	1				3
CO3	3	3	3	3	2	1	1	3

COURSE CODE	COURSE TITLE	L	T	P	C
PBA2203	FINANCIAL MANAGEMENT	3	0	0	3

LEARNING OUTCOMES

CO 1	Explain the role and functions of finance in organisations
CO 2	Apply the principle of time value of money in the valuation of financial assets from an investment point of view
CO 3	Identify the various types of risks, their measurement and demonstrate their relevance in the context of financial assets
CO 4	Demonstrate an ability to compare and select projects from a capital budgeting perspective.
CO 5	Assess the need and types of working capital and its effective management.

UNIT - 1 INTRODUCTION TO FINANCIAL MANAGEMENT 8

Interface between Finance and Other Functions – Financial decisions in an organization - Interface between goals of the firm, responsibilities of a 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

Determinants of time value of money - Mechanics of compounding and Discounting – Present and Future Values of a single amount and a stream - 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 Risks – Expected Return – Types of Risks – Single Asset Risk –Riskand Return of portfolio – Measurement of Market Risk – Beta Determinants – Capital Asset Pricing Model

Analysis and Impact of Leverages (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 – Approachesto 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 - Cost of carrying inventories, inventory planning and tools and techniques
- Receivables – Cost of Receivables, Impact of Credit Policy and Process of Credit Evaluation - Monitoring Receivables - Tools and techniques.
- Profits Vs cash, Factors affecting cash management and Internal Treasury Controls - Tools and techniques of determining optimum cash

TOTAL SESSIONS: 42

TEXT BOOK:

1. Rajiv Srivastava and Anil Misra, Financial Management, 2nd Edition, Oxford
   University Press, 2012

REFERENCE BOOKS:

1. J. Van Horne and John M. Wachowicz Jr, Fundamentals of Financial Management, 13th
   Edition, Pearson, 2008
2. Prasanna Chandra, Financial Management – Theory and Practice, 9th Edition, McGraw
   Hill, 2017
3. M.Y. Khan and P.K. Jain, Financial Management – Text, Problems, Cases, 6th Edition,
   McGraw Hill, 2014
4. I.M. Pandey, Financial Management, 10th Edition, Vikas Publishing House, 2010

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3		1	1				3
CO2	3		3	1				3
CO3	3		3	1				3
CO4	3		3	1				3
CO5	3		3	1				3

COURSE CODE	COURSE TITLE	L	T	P	C
PBA2204	**OPERATIONS MANAGEMENT**	**3**	**0**	**0**	**3**

LEARNING OUTCOMES

CO 1	Understanding of an integrated approach between operations and other functional areas and with overall company strategy.
CO 2	Appreciation of the role a n d i m p o r t a n c e of Operations Management function in the performance of an organization.
CO 3	Understanding and application of management tools and problem solving techniques in the field of operations.
CO 4	Demonstrate an awareness of contemporary practices in operations management.

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

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

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 - Designof 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:
1. Mahadevan B, "Operations Management -Theory and Practice",3rd Edition, Pearson Education, 2018.

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

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3			1			1	3
CO2	3			1				3
CO3	3	1	3	1				3
CO4	3	3		1				3

COURSE CODE	COURSE TITLE	L	T	P	C
PBA2205	MARKETING MANAGEMENT	3	0	0	3

LEARNING OUTCOMES

CO 1	Describe the role of marketing in business and explain the key concepts of marketing.
CO 2	Identify and describe the factors which influence consumer and industrial buying behavior.
CO 3	Describe the elements of marketing mix in marketing a product or service.
CO 4	Identify and illustrate the various distribution and communication strategies.
CO 5	Demonstrate an ability to develop marketing strategies and prepare a marketing plan

UNIT- 1 INTRODUCTION   8

Marketing – Marketing Concept - Marketing Process – Understanding the market place and customer needs – Managing Customer Relationships and Capturing Customer Value – Customer Relationship Management– The Changing Marketing Landscape - The Digital Age Marketing – Globalization – Sustainable Marketing – Ethics in Marketing.

UNIT- 2 MARKETING PLANNING & STRATEGY   9

Creating Competitive Advantage – Competitor Analysis – Competitive Strategies – Market Leader Strategies - Market Challenger Strategies – Market Follower Strategies and Market Nicher Strategies.

Customer Value-Driven Marketing Strategy: Market Segmentation – Segmentation of Consumer Markets – Segmentation of Business Markets – Segmentation of International Markets - Market Targeting – Selecting Target Market Segments – Differentiation and Market Positioning – Positioning Maps – Choosing Differentiation and Positioning Strategy - Marketing Mix – Marketing Plan.

UNIT - 3 CONSUMER AND BUSINESS BUYING BEHAVIOUR   8

Consumer Markets and Buying Behaviour- Model of Buying behaviour- Characteristics affecting consumer Behaviour – Buying Decision Behaviour and the Buyer Decision Process – Buyer

Decision Process for New Products. Business Markets - Business Buying Behaviour – The Business Buyer Decision Process – Institutional and Government Markets.

UNIT - 4 MARKETING MIX STRATEGIES (I)   8
Products, Services and Brands – Building Strong Brands – Developing New Products and Managing Product Life Cycle – Pricing – Major Pricing Strategies – New Product Pricing Strategies – Product Mix Pricing Strategies – Price Adjustment Strategies – Price Changes.

UNIT - 5 MARKETING MIX STRATEGIES (II)   9
Marketing Channels – Channel Design & Management Decisions – Retailing, Wholesaling and Logistics – Integrated Marketing Communications – Developing Effective Marketing Communication – Setting the total Promotion Budget and Mix – Advertising and Public Relations – Personal Selling and Sales Promotion – Direct, Online, Social Media and Mobile Marketing.

TOTAL SESSIONS: 42

TEXT BOOK:

1. Philip Kotler, Gary Armstrong and Prafulla Agnihotri, Principles of Marketing, Pearson, 2019.

REFERENCE BOOKS:

1. KS Chandrasekar, "Marketing management-Text and Cases", Tata McGraw Hill Education, 2012
2. Lamb, Hair, Sharma, Mc Daniel– Marketing – An Innovative approach to learning and teaching A south Asian perspective, Cengage Learning, 2012.
3. Paul Baines, Chris Fill, Kelly Page, Marketing, Asian edition, Oxford University Press,5th edition, 2019.
4. Ramasamy, V.S, Namakumari, S, Marketing Management: Global Perspective Indian Context, Macmillan Education, New Delhi, 6th edition, 2018.
5. A. NAG, Marketing successfully- A Professional Perspective, Macmillan 2008.
6. Micheal R.Czinkota, Masaaki Kotabe, Marketing Management, Vikas Thomson Learning, 2nd edition 2006.

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	3	2			2	3
CO2	3	2	3	2				3
CO3	3	2	3	2				3
CO4	3	2	3	2				3
CO5	3	2	3	3	3	3	2	3

COURSE CODE	COURSE TITLE	L	T	P	C
PBA2206	**BUSINESS RESEARCH METHODS**	**3**	**0**	**0**	**3**

LEARNING OUTCOMES

CO 1	Demonstrate an understanding of the basic concepts of business research methodologies.
CO 2	Describe and design a suitable research process to solve business problem.
CO 3	Describe and apply appropriate methods to collect qualitative and quantitative data for analysis.
CO 4	Apply appropriate statistical tools to analyze data and solve research problems.
CO 5	Design and present a research report with all necessary information.
CO 6	Demonstrate an awareness and understanding of the ethical implications of doing 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 – 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 of 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) – Correlation and Regression - Multiple regression - Multivariate Analysis – Factor analysis – Discriminant analysis – Cluster analysis – Multidimensional scaling.

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. Naval Bajpai, "Business Research Methods", 2nd Edition, 2020, Pearson Pub, NewDelhi.

2. Deepak Chawl, Neena Sondhi, "Research Methodology", 2nd edition, 2018, VikasPublishing.

3. Malhotra Naresh K, Marketing Research: Applied Orientation, 6th Edition, 2007, Pearson Pub, New Delhi.

REFERENCE BOOKS:

1. Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, 11th Edition, Tata Mc Graw Hill, New Delhi, 2012.

2. R.Paneerselvam, "Research Methodology", Prentice Hall of India, New Delhi,2010.

3. T.N. Srivastava & Shailaja Rego, "Business Research Methodology",Tata McGraw Hill.

4. William G Zikmund et al "Business Research Methods – A south-Asian perspective", 8th Edition, Cengage Learning India Pvt. Ltd., 2012.

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	2	1	2		3
CO2	3	2	3	2	1	2		3
CO3	3		3	2	1	2		3
CO4	3	1	3	2	1	2		3
CO5	3			3	3	3		3
CO6	3	1	1	1			3	3

COURSE CODE	COURSE TITLE	L	T	P	C
PBA2207	INTRODUCTION TO BUSINESS ANALYTICS	3	0	0	3

LEARNING OUTCOMES

CO 1	Understand the importance of analytics in business decision making
CO 2	Appreciate the different types of analytical models to gain relevant insights.
CO 3	Apply and solve problems using the tools and techniques in analytics

UNIT- 1 INTRODUCTION TO BUSINESS ANALYTICS   9

Introduction to Analytics: Definition, Extracting value from data, Why Analytics? - Components of analytics – Descriptive, Predictive and Prescriptive analytics, big data analytics. Framework for data driven decision-making. Industry wide applications of analytics

UNIT- 2 DESCRIPTIVE ANALYTICS   9

Simple comprehension of data using data summarization - Types of data – Structured, Semi-structured and Unstructured data. Scales of Measurement – Nominal, Ordinal, Interval and Ratio. Measure of central tendency – Mean, Median and Mode. Measure of Variation – Range, IQR, Variance and Standard Deviation. Measure of Shape – Skewness and Kurtosis, Central Limit Theorem - Data Visualization – Univariate, Bivariate and Multivariate

UNIT - 3 PREDICTIVE ANALYTICS – SUPERVISED   9

Simple Linear Regression. Multiple Linear Regression - Logistic Regression - Time series analysis: Variations in time series - trend analysis, cyclical variations, seasonal variations and irregular variations, forecasting errors. Using Regression Analysis for Forecasting -Linear Trend Projection - Holt's Model –Winter's Model - Using Regression Analysis as a Causal Forecasting Method - Combining Causal Variables with Trend and Seasonality

UNIT - 4 PREDICTIVE ANALYTICS – UNSUPERVISED   9

Association: Market-Basket Analysis - Link Analysis - Sequence Analysis

Segmentation: Clustering - Distance and Dissimilarity measures in clustering -Clustering algorithms – K means and Hierarchical clustering - Optimal number of clusters. Cluster validation

UNIT- 5 PRESCRIPTIVE ANALYTICS   6

Introduction to Prescriptive analytics - Prescriptive Modeling - Non Linear Optimization - Multi-Criteria Decision-Making (MCDM) Problems Roadmap for analytics capability building. Challenges in data-driven decision making and future

TOTAL SESSIONS 42

TEXT BOOK:

1. Business Intelligence, Analytics and Data Science, Fourth Edition, Ramesh Sharda, Dursun Delen, Efraim Turban, David King, Fourth Edition, Pearson

REFERENCE BOOKS:

1. Essentials of Business Analytics, 1st Edition Jeffrey D. Camm, James J. Cochran, Michael J. Fry, Jeffrey W. Ohlmann, David R. Anderson, Dennis J. Sweeney, Thomas A. Williams. Cengage learning.
2. Business Analytics, Business Analytics: The Science of Data - Driven Decision Making, U Dinesh Kumar, Wiley India

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3		3	1				3
CO2	3		3	1				3
CO3	3		3	1				3

COURSE CODE	COURSE TITLE	L	T	P	C
PBA2211	**DATA ANALYSIS AND VISUALIZATION**	**0**	**0**	**2**	**1**

LEARNING OUTCOMES

CO 1	Demonstrate and understanding of basic concepts in Statistics and preparing the data for Data Analysis
CO 2	Identify suitable statistical tool for describing data or Hypothesis testing, Procedure to apply suitable tool to obtain the output.
CO 3	Understand and communicate the decision recommendations or research inference from the statistical output.
CO 4	Work with Visualization tools and analyse data by utilising various visualization concepts
CO 5	Perform exploratory data analysis

PART I – STATISTICS   14

A. Introduction and Descriptive Statistics

Introduction to tool- Creating a data file: Descriptive Analysis

B. Inferential Statistics

One sample test- Independent Sample test- Paired Sample test- One way ANOVA- Post hoc test- Two way ANOVA and Chi square test

C. Predictive Statistics

Correlation- Simple linear Regression – Multiple regression

PART II – VISUALIZATION   14

A. Introduction

Introduction to cognitive perceptions of human brain – how computers visualize – different methods for visualization – tools for data visualization – Pre-attentive attributes.

B. Basic Charts with Tableau

Introduction to tableau –creating simple charts using tableau – connecting with different datasources – data types in tableau – sort- drill down and hierarchies – calculated columns – grouping –parameters – combine – sets – exporting the visualization.

C. Advanced Charts with Tableau

Joins in tableau – Data blends – filters, dealing with maps – table calculations - creating dashboards – story telling using tableau – Creating animations in tableau – Level of Detailing in tableau – Publishing visualization in Tableau Public

TOTAL SESSIONS: 28

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	2			2				3
CO2	2	2	2	2				3
CO3	2	2	2	2				3
CO4	3		3	2				3
CO5			3	3				3

COURSE CODE	COURSE TITLE	L	T	P	C
PBA2215	SEMINAR II	0	0	2	1

LEARNING OUTCOMES

CO 1	Ability to synthesize information using logical thinking of a chosen topic with pointed questions
CO 2	Gain collaborative and leadership skills
CO 3	Ability to make presentation and answer questions.
CO 4	Ability to listen to diverse topics

This is an activity-oriented course where the students are encouraged to explore areas that they are not familiar with and they work in groups.

The activity can happen in multiple ways. The following is an illustrative list:

a. Each group identifies areas / topics outside the curriculum. There must be a direct or indirect link to business, management, industry or economy. The topics need to be explored in a comprehensive manner, a summary prepared and presented to the class. Wherever possible, the content must be supported by data.

b. Article/s are identified in Practitioners' or research journals on topics that might be relevant to MBA students. The content of the article must be thoroughly understood and summarized for a presentation to the class.

c. A company or industry is chosen; a fundamental analysis carried out and a summary made for presentation to the class.

The objective of this seminar course is to initiate students into self-learning which will be a life-skill. And the students get exposed to a range of topics dealt by different groups and this might trigger an interest to explore areas more deeply.

TOTAL SESSIONS: 28

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	3	3				3
CO2					3	3		3
CO3				3	3	3		3
CO4								3

COURSE CODE	COURSE TITLE	L	T	P	C
PBA2301	**STRATEGIC MANAGEMENT**	**3**	**0**	**0**	**3**

LEARNING OUTCOMES

CO 1	Explain the process of formulation of vision, mission and objectives for an organization and their significance to the strategy.
CO 2	Assess the external and internal business environments of an industry / company and their impact on strategy formulation.
CO 3	Perform Strategic gap analysis for a given business case.
CO 4	Differentiate between corporate and business level strategies of a business organization.
CO 5	Outline the strategy implementation process and the common challenges faced by an organization.

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 ENVIRONMENT ANALYSIS   8

Components of general business environment – global, demographic, economic, political, legal, socio cultural and technology factors, External Environment Assessment - Porter's Five Force Model, Industry Analysis.

UNIT – 3   INTERNAL ENVIRONMENT ANALYSIS   8

Internal Environment Assessment -Resources, Capabilities, Competencies, Core Competencies - SWOT Matrix - Competitive Advantage and its Sustenance -Sources of Competitive Advantage – Value Chain Analysis -Outsourcing

UNIT – 4 STRATEGIC OPTIONS – BUSINESS LEVEL AND CORPORATE LEVEL STRATEGIES **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 -5 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, 11th Edition, Cengage Learning.
2. John A.Parnell. Strategic Management, Theory and practice, 4th Edition, Sage.
3. Azhar Kazmi, Strategic Management and Business Policy, McGraw Hill
4. Wheelen, Concepts in Strategic Management and Business Policy, Pearson
5. John Pearce, Richard Robinson and Amitha Mittal, Strategic Management, 14th Edition, McGraw Hill India.

CO-PO MAPPING

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

COURSE CODE	COURSE TITLE	L	T	P	C
PBA2221	**BUSINESS ETHICS AND CORPORATE GOVERNANCE**	3	0	0	3

LEARNING OUTCOMES

CO 1	Understand ethical concepts that are relevant to moral issues in business.
CO 2	Identify ethical issues in business decisions and how companies have addressed them.
CO 3	Understanding of issues that arise from social, technological and natural environments of businesses
CO 4	Understand the concept of moral dilemmas in business and ways by which companies have addressed these.
CO 5	Understand the role of corporate governance in businesses and its mechanism of implementation.

UNIT – I   **6**

Ethical issues in business, ethical principles in business

UNIT – II   **10**

Government, markets and international trade in the business system, ethics in the market place.

UNIT – III   **10**

Ethics and the environment, ethics of consumer production and marketing.

UNIT – IV   **6**

Ethics of job discrimination and ethics and employees

UNIT – V   **10**

Need for corporate governance, corporate governance code, transparency and disclosure, role of auditors, board of directors and shareholders, global issues in governance, accounting and regulatory framework, corporate scams, corporate social responsibility.

TOTAL SESSIONS: 42

TEXT BOOKS:

1. Business Ethics, Concepts and Cases, Seventh Edition, Manuel G Velasquez, PHI.
2. Corporate Governance, Third Edition, Bob Tricker, Oxford
3. Corporate Governance: Principles and Practices, Sandeep Goel, McGraw Hill.

CO-PO MAPPING

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

COURSE CODE	COURSE TITLE	L	T	P	C
PBA2221	**ENTREPRENEURSHIP DEVELOPMENT**	**3**	**0**	**0**	**3**

LEARNING OUTCOMES

CO 1	Gain an understanding of entrepreneurial competence to run a business efficiently.
CO 2	Prepare business plans and understand feasibility.
CO 3	Prepare plan for launching a business taking into account the various policies' support
CO 4	Appreciate the factors leading to success and failure from entrepreneurs.

UNIT I ENTREPRENEURAL COMPETENCE   **8**

Entrepreneurship concept – Entrepreneurship as a Career – Entrepreneurial Personality - Characteristics of Successful Entrepreneurs – Knowledge and Skills of an Entrepreneur.

UNIT II ENTREPRENEURAL ENVIRONMENT   **8**

Business Environment - Role of Family and Society - Entrepreneurship Development Training and Other Support Organisational Services - Central and State Government Industrial Policies and Regulations.

UNIT III BUSINESS PLAN PREPARATION   **9**

Sources of Product for Business - Prefeasibility Study - Criteria for Selection of Product - Ownership - Capital Budgeting- Project Profile Preparation - Matching Entrepreneur with the Project - Feasibility Report Preparation and Evaluation Criteria.

UNIT IV LAUNCHING OF SMALL BUSINESS   **8**

Finance and Human Resource Mobilisation - Operations Planning - Market and Channel Selection - Growth Strategies - Product Launching – Incubation, Venture capital, Start-ups.

UNIT V MANAGEMENT OF SMALL BUSINESS   **9**

Monitoring and Evaluation of Business - Business Sickness - Prevention and Rehabilitation of Business Units - Effective Management of small Business - Case Studies.

         TOTAL SESSIONS: 42

TEXT BOOK:

1. S.S.Khanka, Entrepreneurial Development, S.Chand and Company Limited, New Delhi, 2016.

REFERENCE BOOKS:

1. R.D.Hisrich, Entrepreneurship, Tata McGraw Hill, New Delhi, 2018.
2. Rajeev Roy, Entrepreneurship, Oxford University Press, 2nd Edition, 2011.
3. Donald F Kuratko,T.V Rao. Entrepreneurship: A South Asian perspective. Cengage Learning, 2012.
4. Dr. Vasant Desai, "Small Scale Industries and Entrepreneurship", HPH, 2006.
5. Arya Kumar. Entrepreneurship, Pearson, 2012.
6. Prasanna Chandra, Projects – Planning, Analysis, Selection, Implementation and Reviews, Tata McGraw-Hill, 8th edition, 2017.

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2		1				3
CO2	3	1	3	2	2	1		3
CO3	3	3	2	1	2	1		3
CO4	3	3		1				3

COURSE CODE	COURSE TITLE	L	T	P	C
PBA2223	**BUSINESS ANALYSIS**	**3**	**0**	**0**	**3**

LEARNING OUTCOMES

CO 1	Demonstrate an understanding of the role of a business analyst and the competencies required.
CO 2	Ability to investigate a business situation and understand the role of various stakeholders.
CO 3	Gaining a system based understanding of business rules, the associated key performance indicators and their influence on business processes.
CO 4	Ability to document a business process, analyse and identify the areas for improvements.
CO 5	Establish requirements and ability to document the business requirements.
CO 6	Ability to deliver a feasible business solution with benefits.

UNIT – I BUSINESS ANALYSIS INTRODUCTION   **8**

Business Analysis framework – origin, development, scope, role of business analyst and maturity model.

Competencies of business analyst – Behavioural and personal skills, business knowledge, techniques, right competencies and prevailing industry skills framework.

Context of strategy in business analysis framework.

UNIT – II BUSINESS ANALYSIS FRAMEWORK   **10**

Process model, service framework, investigation techniques, stakeholder analysis and management.

UNIT – III BUSINESS MODELLING   **10**

Modelling business systems – business perspectives, activity models, business rules, critical success factors and key performance indicators, validation of activity models and using the activity model to perform gap analysis.

Modelling business processes – organizational view with business processes, arriving at the business process model, analysing the business process model, improving the business processes.

UNIT – IV   REQUIREMENTS MANAGEMENT   8

Requirements – gathering, documenting, modelling and delivering.

UNIT – V   MAKING A BUSINESS AND FINANCIAL CASE   6

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Business case in the project life cycle, project feasibility, structure of business case, investment appraisal for business case, presentation of business case with benefits and realisations.

TOTAL SESSIONS: 42

TEXT BOOK:

1. Business Analysis - Debra Paul, James Cadle and others- BCS Learning and Development, 4th edition, 2020

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3			1				3
CO2	3		3	1				3
CO3	3		3	1				3
CO4	3		3	3				3
CO5	3		3	3				3
CO6	3		3	3				3

COURSE CODE	COURSE TITLE	L	T	P	C
PBA2224	**SUSTAINABLE DEVELOPMENT**	**3**	**0**	**0**	**3**

LEARNING OUTCOMES

CO 1	Develop an understanding of sustainability management as an approach to aid in evaluating and minimizing environmental impacts while achieving the expected social impact.
CO 2	Demonstrate an understanding of corporate sustainability and responsible Business Practices
CO 3	Understand, measure and interpret sustainability performances.
CO 4	Demonstrate knowledge of innovative practices in sustainable business and community management
CO 5	Deep understanding of sustainable management of resources and commodities

UNIT I MANAGEMENT OF SUSTAINABILITY   8

Management of sustainability -rationale and political trends: An introduction to sustainability management, International and European policies on sustainable development, theoretical pillars in sustainability management studies.

UNIT II CORPORATE SUSTAINABILITY AND RESPONSIBILITY   8

Corporate sustainability perimeter, corporate sustainability institutional framework, integration of sustainability into strategic planning and regular business practices, fundamentals of stakeholder engagement.

UNIT III SUSTAINABILITY MANAGEMENT: STRATEGIES & APPROACHES 9

Corporate sustainability management and competitiveness: Sustainability-oriented corporate strategies, markets and competitiveness, Green Management between theory and practice, Sustainable Consumption and Green Marketing strategies, Environmental regulation and strategic postures; Green Management approaches and tools; Green engineering: clean technologies and innovation processes; Sustainable Supply Chain Management and Procurement.

UNIT IV SUSTAINABILITY AND INNOVATION   **8**

Socio-technical transitions and sustainability, Sustainable entrepreneurship, Sustainable pioneers in green market niches, Smart communities and smart specializations.

UNIT V SUSTAINABLE MANAGEMENT OF RESOURCES, COMMODITIES AND COMMONS   **9**

Energy management, Water management, Waste management.

TOTAL SESSIONS 42

TEXT BOOK:

1. Petra Molthan-Hill, The Business Student's Guide to Sustainable Management: Principles and Practice, Greenleaf Publishers, 2014

REFERENCE BOOKS:

1. Tiberio Daddi, Fabio Iraldo, Francesco Testa, Environmental Certification for Organizations and Products: Management, Routledge Publishers, 2016
2. Christian N. Madu, Handbook of Sustainability Management World Scientific 2012
3. Margaret Robertson, Sustainability Principles and Practice, Cambridge University Press 2014
4. Peter Rogers, An Introduction to Sustainable Development, Glen Education Foundation, Inc, 2006.

CO-PO MAPPING

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

COURSE CODE	COURSE TITLE	L	T	P	C
PBA2321	**ADVERTISING AND PUBLIC RELATIONS**	**3**	**0**	**0**	**3**

LEARNING OUTCOMES

CO 1	Describe the purpose and process of advertising by an organization within the societal, economic and legal framework in the country.
CO 2	Describe the various media options available to an advertiser and processfor selecting a suitable media mix.
CO 3	Describe the process of creating and producing advertisements in the context of a market situation.
CO 4	Describe and interpret any advertising campaign of another company with respect to objectives, creative design and execution.
CO 5	Explain the role and usage of Public Relations and methods of measuring the impact.

UNIT-1 INTRODUCTION TO ADVERTISING   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 PUBLICITYAND 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

TEXT BOOK:

1. George E Belch and Michel A Belch, Advertising and Sales Promotion, 10thEdition, Tata McGraw Hill.

REFERENCE BOOKS:

1. S.H.H.Kazmi and Satish K Batra, Advertising & Sales Promotion,3rd Revised Edition Excel Books,NewDelhi,2008.
2. Wells, Moriarty & Burnett, Advertising, Principles & Practice, 7th Edition, PearsonEducation, 2007.
3. Kenneth Clow. Donald Baack, Integrated Advertisements, Promotion and Marketingcommunication, 3rd Edition, Prentice Hall of India, New Delhi, 2006.
4. Terence A. Shimp and J.Craig Andrews, Advertising Promotion and other aspects ofIntegrated Marketing Communications, 9th Edition, CENGAGE Learning, 2016
5. Jaishri Jefhwaney, Advertising Management, 2nd Edition, Oxford University Press, 2013.

CO-PO MAPPING

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

COURSE CODE	COURSE TITLE	L	T	P	C
PBA2322	CONSUMER BEHAVIOUR	3	0	0	3

LEARNING OUTCOMES

CO 1	Identify and prioritize the major individual, social and cultural factors that affect consumer behaviour and the decision-making process.
CO 2	Outline the major stages which consumers usually go through when making a purchase-related decision
CO 3	Apply the various consumer behaviour theories, concepts and models in marketing situations.

UNIT-1 INTRODUCTION 8

Concepts– Significance– Dimensions of Consumer Behavior– Applications 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

TEXT BOOK:

1. Leon G Schiffman, Joseph Wisemblit, S Ramesh Kumar, Consumer Behaviour, 12ᵗʰ Edition, Pearson India, 2019.

REFERENCE BOOKS:

1. Hawkins, Motherbaugh, Mookerjee, Consumer Behaviour – Building Marketing Strategy, 12ᵗʰ Edition, Tata McGraw Hill.

2. Barry J.Babin, Eric G.Harris, Ashutosh Mohan, Consumer Behavior: A South Asian Perspective, Cengage Learning, Indian Edition, 6th Edition, 2016.

3. P.C.Jain and Monika Bhatt., Consumer Behavior in Indian Context, S.Chand & Company, 2013.

4. Srabanti Mukherjee, Consumer behavior, Cengage Learning, 2012.

5. Assael, Consumer Behavior - A Strategic Approach, Biztranza, 2008.

6. Dinesh kumar, Consumer Behaviour, Oxford University Press, 2015.

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	3	2				3
CO2	3	2	3	2				3
CO3	3	2	3	2				3

COURSE CODE	COURSE TITLE	L	T	P	C
PBA2323	**CUSTOMER RELATIONSHIP MANAGEMENT**	3	0	0	3

LEARNING OUTCOMES

CO 1	Demonstrate the role of customer relationship management in marketing, sales and services.
CO 2	Demonstrate an understanding of customers and their profiles to design an appropriate CRM strategy.
CO 3	Demonstrate an understanding in managing customer lifecycle using CRM tools and techniques.
CO 4	Describe the functionalities of Operational and Analytical CRM.

UNIT – 1   INTRODUCTION   8

Defining CRM – Types of CRM – Concept and Context of Relationship Management – Transactional Vs Relationship Approach – Customer Satisfaction, Loyalty and Business Performance – Benefits of CRM.

UNIT – 2   UNDERSTANDING CUSTOMERS   9

Customer Portfolio Management – Customer Profile Analysis - Customer Lifetime Value – CPM Model - Profitable Customer Segments – Customer Management Strategies – Concept of Customer Value - Sources for Creating Customer Value – Managing Customer Experience.

UNIT – 3   MANAGING CUSTOMER LIFECYCLE   9

Customer Lifecycle – Customer Acquisition - The customer journey – Prospecting – Lead Generation – Customer Retention – Strategies for Customer Retention – Kano's Customer Delight Model – Loyalty Programmes – Customer Engagement – Strategies for Customer Development – Terminating Customer Relationships.

UNIT – 4   CRM STRATEGY AND IMPLEMENTING   7

Models of CRM – IDIC Model – CRM Value Chain Model – Gartner Competency Model – Steps in formulating a CRM Strategy – Selecting a CRM Tool – Implementation Process.

UNIT – 5   OPERATIONAL AND ANALYTICAL CRM   9

Role of CRM in Sales – Sales Funnel – Sales Force Automation – Marketing Automation Applications – Service Automation – Analytical CRM.

TOTAL SESSIONS 42

TEXT BOOKS:

1. Jaspreet Kaur Bhasin, Customer Relationship Management, Dreamtech, 2012.
2. Francis Buttle and Stan Maklan, Customer Relationship Management: Concepts & Technologies, Routledge, 4th Edition, 2019.

REFERENCE BOOKS:

1. Jagdish N. Sheth, Parvatiyar Atul and Shinesh G., Customer Relationship Management: Emerging Concepts, Tools and Applications, McGraw Hill Education, 2017.
2. Naresh K Malhotra and James Agarwal, Customer Relationship Marketing: Theoretical and Managerial Perspectives, World Scientific Publishing, 2021.
3. Mullick N. H., Customer Relationship Management, Oxford, 2016.

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	3	2			2	3
CO2	3		3	2				3
CO3	3		3	2				3
CO4	3	2	3	2				3

COURSE CODE	COURSE TITLE	L	T	P	C
PBA2324	SALES AND DISTRIBUTION MANAGEMENT	3	0	0	3

LEARNING OUTCOMES

CO 1	Demonstrate an understanding of the methods and strategies necessary for planning, motivating and evaluating selling operations
CO 2	Demonstrate an understanding of the structure and management methods for Distribution Channels
CO 3	Develop a suitable sales and distribution organization for a given product/ market situation.
CO 4	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

UNIT-5 CHANNEL INSTITUTIONS   **8**

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

TEXT BOOK:

1. Krishna K Havaldar and Vasant M Cavale, Sales and Distribution Management, Text and Cases; 4th Edition, McGraw Hill

REFERENCE BOOKS:

1. Richard R. Still, Edward W. Cundiff, Norman A. P. Govoni, Sandeep Puri, Sales and Distribution Management, 6th Edition, Pearson, Jul. 2017
2. Sapiro, Stanton & Rich, Management of Sales Force, , 12th Edition, Tata McGraw Hill
3. Churchill Ford, Walker Johnston and Tanner, Sales Force Management 6th Edition, TataMcGraw Hill, 2012
4. Charles M Futrell, Sales Management, 6th Edition, Thomson South Western Publication, 2003
5. Edward W. Gundiff and Norman A.P.Gowni, Sales Management, 5th Edition, PearsonEducation, 2009

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3		2	1				3
CO2	3		2	1				3
CO3	3	2	3	3	2	1		3
CO4	3	3	3	1				3

COURSE CODE	COURSE TITLE	L	T	P	C
PBA2325	**SERVICES MARKETING**	**3**	**0**	**0**	**3**

LEARNING OUTCOMES

CO 1	Demonstrate an understanding of the unique characteristics of services, its role in the global economy and challenges.
CO 2	Describe the process of drawing up a marketing strategy and marketing plan for a service offering.
CO 3	Describe the challenges faced in services delivery, process of measuring quality of services and ensuring customer satisfaction.

UNIT – 1 INTRODUCTION   9

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

TEXT BOOK:

1. Chiristropher H. Lovelock and Jochen Wirtz, Services Marketing, 8 edition, Pearson Education, New Delhi

REFERENCE BOOKS:

1. Hoffman, Marketing of Services, 4th Edition, Cengage,2010.
2. Kenneth et al, Services Marketing Operations Management and Strategy, 2nd Edition, Biztantra, New Delhi, 2004
3. Valarie Zeithamletal, Services Marketing,5th International Edition, Tata McGraw Hill, 2007.
4. Gronroos, Service Management and Marketing, 3rdEdition Wiley India, 2009.

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1	2	1				3
CO2	3		2	1	3	1		3
CO3	3	3	2	1				3

COURSE CODE	COURSE TITLE	L	T	P	C
PBA2326	STRATEGIC BRAND MANAGEMENT	3	0	0	3

LEARNING OUTCOMES

CO 1	Demonstrate understanding of key branding concepts and the process to build strong brand.
CO 2	Apply branding principles to design marketing communications programs.
CO 3	Demonstrate the ability to measure brand equity and propose strategic recommendations based on the results.
CO 4	Apply branding strategies to introduce new brands and managing brands over time.

UNIT – 1   INTRODUCTION   8

Define 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   9

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

Measuring Sources of Brand Equity – Research Methods and Techniques – Conducting Brand Audits – Measuring Outcome of Brand Equity (Brand Performance).

UNIT – 5   GROWING AND SUSTAINING BRANDING EQUITY   8

Brand Architecture – Brand Portfolios – Brand Hierarchies – Brand Extension – Brand Reinforcement – Brand Revitalization – Building Global Brands.

TOTAL SESSIONS: 42

TEXT BOOK:

1. Kevin L. Keller, Vanith Swaminathan, Ambi M. G. Parameswaran and Isaac Jacob, Strategic Brand Management: Building, Measuring and Managing Brand Equity, 5th Edition, Pearson. 2020.

REFERENCE BOOKS:

1. Al Ries and Jack Traut, Positioning: The battle for your mind, McGraw Hill Education(India), 2003.
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. Tapan K. Panda, Product and Brand Management, Oxford University Press, 2016.

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	3	3	2	1		3
CO2	3	2	3	3	3	1		3
CO3	3	2	3	3	3	1		3
CO4	3	2	3	3	3	1		3

COURSE CODE	COURSE TITLE	L	T	P	C
PBA2327	**MARKETING RESEARCH**	**3**	**0**	**0**	**3**

LEARNING OUTCOMES

CO 1	To obtain a knowledge of some basics (concepts, tools and techniques) in Marketing Research (MR).
CO 2	To learn how to apply the MR techniques in real marketing situations.
CO 3	To make the student understand how to conduct different types of MR.
CO 4	To enable the student, appreciate how data analysis improves decision making.
CO 5	To enable the student to convert a statistical result into actionable points of decision making.

UNIT -1 Introduction and Early phases of marketing research   8

Importance and Role of research in Marketing - Marketing research industry - Types of Market research - Significance of Market research - Market research process - Problems encountered by marketing research.

UNIT -2 Research design formulation   8

Research design - Exploratory research design - Qualitative research - Descriptive research design - Causal research design: Experimentation - Questionnaire and form design – Testing of Instrument: Validity and Reliability.

UNIT -3 Data collection   8

Data Collection: Primary and secondary data - Questionnaire Design and issues – Interviews - measurement scaling techniques, sampling design: Sampling procedure, types of sampling.

UNIT -4 Data Analysis   12

Frequency distribution - cross-tabulation - hypothesis testing - Analysis of variance and covariance - Correlation and regression - Discriminant and Logit analysis - Factor analysis - Cluster analysis - Multidimensional scaling and Conjoint analysis - Structural equation modelling – hands-on exercise with real-time market research cases.

UNIT -5 Reporting **6**

Reporting the Results - Ethical Issues in Marketing Research - Preparing Marketing research reports and presentation - Format of the report - Graphical presentation of reports.

TOTAL SESSIONS: 42

TEXT BOOKS:

1. Marketing Research, An Applied Orientation, 6th Ed, Naresh Malhotra and Satyabhushan Dash, Pearson Education

2. Multivariate Data Analysis, 5th Ed, Hair, Anderson, Tatham and Black, Pearson Education.

REFERENCE BOOKS:

3. Marketing to Mindstates: The Practical Guide to Applying Behavior Design to Research and Marketing by will leach.

CO-PO MAPPING

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

COURSE CODE	COURSE TITLE	L	T	P	C
PBA2328	INTERNATIONAL MARKETING	3	0	0	3

LEARNING OUTCOMES

CO 1	Demonstrate an understanding of global business and environment
CO 2	Carry out a country analysis and determine its suitability and attractiveness for doing business
CO 3	Describe the process of evaluating entry strategies and drawing up the marketing mix for an international market
CO 4	Demonstrate a familiarity of the important processes involved in export of products from India.

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 EXPORT 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

REFERENCE BOOKS:

1. Michael R Czinkota, Ilkka A Ronkainen, International Marketing, 10th Edition, Cengage

2. Rakesh Mohan Joshi, International Marketing, 2nd Edition, Oxford University Press

3. Warren Keegen, Mark Green, Global Marketing, Global Marketing, 9th Edition, PearonEducation

4. International Marketing by Cateora P.R; Graham J.L, 3rd author is Mary C Gilly, 16thEdition, Tata McGraw Hill Publishers

5. Global Marketing Management by Kotabe M and Helsen K, 5th 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, 7th Edition,Pearson Education, 2014

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	1	1				3
CO2	3	2	2	3	2			3
CO3	3	2	2	1				3
CO4	3	2	2	1				3

COURSE CODE	COURSE TITLE	L	T	P	C
PBA2421	**MARKETING ANALYTICS**	3	0	0	3

LEARNING OUTCOMES

CO 1	To gauge how well the marketing efforts are performing.
CO 2	To turn data into information
CO 3	To ascertain what students may do differently in order to get successful productivity throughout various marketing methods.
CO 4	To improve consumer profiling in order to boost profitability

UNIT -1 Introduction to Marketing Analytics and R Programming: **8**

Necessity of Marketing Analytics in Business Decision Making – R environment setup – Data types – Operators – Functions – Data frames – Data reshaping – File types – Charts – plots – Functions of basic statistics.

UNIT -2 Customer Profiling and Marketing: **9**

Customer segmentation and targeting – Demand forecasting and pricing – Marketing mix models – Advertising models.

UNIT -3 Consumer analysis   **9**

Recommender system – Market basket analysis – RFM analysis – Customer churn – Customer lifetime value – Survival analysis – logistic regression.

UNIT -4 Qualitative Data Mining: **8**

Text mining – Sentiment analysis – Social Network Analysis for Marketing.

UNIT -5 Concept Implementation: **8**

Individual project with real-time data and demonstration.

TOTAL SESSIONS: 42

TEXT BOOKS:

1. R for Marketing Research and Analytics by Chris Chapman Elea & McDonnell Feit, Springer (2015)

2. Marketing Analytics for Strategic Decision-Making by Moutusy Maity & Pavankumar Gurazada, First Edition, Oxford University Press.

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1		2	3	3	1			2
CO2	1	1	3	3	2		2	3
CO3	2	3	2		2			1
CO4		2	3					

COURSE CODE	COURSE TITLE	L	T	P	C
PBA2422	RETAIL MANAGEMENT	3	0	0	3

LEARNING OUTCOMES

CO 1	Identify the various elements that are required to develop a detailed plan and strategy for a retail operation.
CO 2	Demonstrate an understanding of consumer behaviour and decision-making processes with respect to retail.
CO 3	Plan and design retail operations including interior and exterior atmospherics, merchandise management, manpower planning and financial viability.
CO 4	Demonstrate an understanding of the role played by technology in retail operations

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 Merchandising – 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 – Retail Metrics –Retailer Profitability – eRetailing & Omni channel presence - Role of Technology – Changing Facets – CRM.

TOTAL SESSIONS: 42

TEXT BOOK:
1. Swapna Pradhan, Retailing Management, 5th Edition, McGraw Hill Education.

REFERENCE BOOKS:

1. Ron Hasty and James Reardon, Retail Management, McGraw Hill Edition, 2007

2. J K Nayak, Prakash C.Dash, Retail Management, Cengage, 2017.

3. Dr.Harjit Singh, Retail Management A Global Perspective, S.Chand Publishing, 3rd Edition, 2014.

4. Patrick M. Dunne and Robert F Lusch, Retailing, Cengage, 8th Edition, 2013.

5. Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press, 3rd Edition 2016.

6. Ramkrishnan and Y.R.Srinivasan, Indian Retailing Text and Cases, Oxford University Press, 2008.

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3			2				3
CO2	3	1		1				3
CO3	3		3	2	3			3
CO4	3	3	1	1				3

COURSE CODE	COURSE TITLE	L	T	P	C
PBA2329	BANKING SERVICES MANAGEMENT	3	0	0	3

LEARNING OUTCOMES

CO 1	Demonstrate an understanding of the banking sector, functioning of banks and practices for a profitable operation.
CO 2	Analyze the performance of different banks based on their financial statements.
CO 3	Demonstrate an understanding of the legal framework in which banks operate.
CO 4	Demonstrate an awareness of recent developments in the banking sector.

UNIT – 1 SOURCES AND APPLICATION OF BANK FUNDS   12

Banking – Definition – Banking System in India – Evolution – Reforms in the Banking sector – Functions – Banker–Customer relationship - Applicability of KYC norms.

Capital adequacy – Concept – Approaches to Capital Adequacy – Basel Norms I, II, III & IV – Deposits and non-deposit sources of Bank funds – Designing of deposit schemes – Pricing of deposit services.

Application of bank funds – Investments functions of a bank – Lending functions – Types of lending – Fund based – Non-fund based – Asset based – Different types of loans and their features – Major components of a typical loan policy document – Pricing of Loans – Customer profitability analysis.

UNIT – 2 CREDIT MONITORING AND RISK MANAGEMENT   12

Credit Analysis – Steps involved in Credit analysis – 5 C's in Credit analysis – Delivery and administration – Credit appraisal techniques – Parameters to determine the eligibility of a customer – Technical – Economic – Bankability parameters.

Credit Monitoring – Need for credit monitoring – Signals of borrowers' financial sickness – Financial distress prediction models – Asset Classification and NPAs – Reasons for NPAs –

Resolution Mechanisms of NPA -– BIFR – Sick Industries rehabilitation - Debt Restructuring – Lok Adalat - DRT & DRAT – SARFEASI Act – ARC (Assets Reconstruction Companies) – NCLT – IBC.

Risk management – Types of Risk – Credit risk – Operational risk – Interest rate risk – Liquidity risk – Forex risk – Market risk – Solvency risk – Risk Measurement Process and Mitigation – Basic understanding of ALM.

UNIT – 3 PERFORMANCE EVALUATION OF BANKS   7

Alternate deployment of Funds and Treasury operations – Functions of Treasury Management - CRR, SLR and non-SLR investments – LAF – Components of LAF - Overview of Financial Statement of Banks – Balance Sheet and Income Statement – Ratios applicable for Banks – CAMELS rating - PCA

UNIT – 4 MODERN BANKING   7

Diversification of business activities – Mutual Funds and Insurance business – Risks associated therewith – Payment system in India – Paper based – e-payments – Electronic Banking – RTGS, NEFT, POS Terminal, NUUP, AEPS, APBS, Advantages – Plastic Money – E-money – ATMs – Types of ATMs – Forecasting of cash demand at ATMs – Prepaid Payment Instruments - Security threats in e-banking and RBIs initiatives – Banking correspondents - MICR Clearing – CTS – Fraud Detection and Control – Recent developments in banking.

UNIT – 5 LEGAL ASPECTS OF BANKING   4

Overview of RBI Act 1934 and Banking Regulations Act 1948 – Rights and obligations of a banker – Ombudsman and Customer Services – Rules governing SLR and CRR – Recent developments in the legal framework governing Banking.

TOTAL SESSIONS 42

TEXT BOOKS:

1. Padmalatha Suresh and Justin Paul, Management of Banking and Financial Services, 4th Edition, Pearson, Delhi, 2017.

REFERENCE BOOKS:

1. Meera Sharma, Management of Financial Institutions – with emphasis on Bank and Risk Management, PHI Learning Pvt. Ltd., New Delhi 2010.

2. Bharati Pathak, Indian Financial Systems, 4th Edition, Pearson, New Delhi.

3. Peter S. Rose and Sylvia C. and Hudgins, Bank Management and Financial Services, Tata McGraw Hill, New Delhi, 2012.

4. Madura, Financial Institutions & Markets, 10th Edition, Cengage, 2016.

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3		2					3
CO2	3		3	3	3	3		3
CO3	3							3
CO4	3	3	2	2	2	2		3

COURSE CODE	COURSE TITLE	L	T	P	C
PBA2331	**CORPORATE FINANCE**	**3**	**0**	**0**	**3**

LEARNING OUTCOMES

CO 1	Demonstrate an understanding of the roles and responsibilities of Corporate Finance
CO 2	Demonstrate an understanding of various alternatives for raising of funds by a corporate and their theoretical framework
CO 3	Examine the relationship between shareholders wealth maximization and dividends and the related theories.
CO 4	Carry out a risk analysis for capital budgeting and suggest measures to mitigate risks
CO 5	Carry out the valuation of an enterprise using different models

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 approachin investment decisions

UNIT - 5 CORPORATE VALUATION   10

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

TEXT BOOK:

1.Rajiv Srivastava and Anil Misra, Financial Management, 2nd Edition,Oxford University Press

REFERENCE BOOKS:

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

CO-PO MAPPING

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

COURSE CODE	COURSE TITLE	L	T	P	C
PBA2332	**FINANCIAL STATEMENTANALYSIS**	3	0	0	3

LEARNING OUTCOMES

CO 1	Understand the linkage between the financial statements and the different components of financial statements
CO 2	Understand the different techniques to analyse companies both qualitatively and quantitatively and how financial statements are linked to the value of a company
CO 3	Learn, understand and analyse the impact of changes of individual components of financial statements on the value and other aspects of a company
CO 4	Use Excel and other tools to analyse financial statements, build in assumptions and estimates to build a financial model, value companies and arrive at conclusions

UNIT – 1 INTRODUCTION TO FINANCIAL STATEMENT ANALYSIS   8

Introduction to Financial Statement Analysis: Business Analysis – Reporting environment – Meaning, significance, types, and limitations of financial statements – Accounting policies, regulations of financial accounting, and accounting choices/practices

Concept, Nature, Objectives and Limitations of Financial Statements – Analysis and Interpretation of Financial Statements – Types and methods of Analysis and Interpretations – Comparative Financial Statements; Common Size Statements, Trend Analysis and Fund Flow Analysis

UNIT – 2 ANALYSIS OF FINANCING, INVESTING & OPERATING ACTIVITIES
                                                                                                        12

Analysis of Financing Activities: Management of current and non-current liabilities – Off balance sheet financing – Related ratios

Analysis of Investing Activities: Tangible and Intangible Assets – Investments – Current Assets – Inter corporate investments – Related ratios

Analysis of Operating Activities: Measurement of Income – Nonrecurring items – Revenue recognition – Deferred charges – Employee Costs – Interest income – Income

Tax – Related ratios.

UNIT – 3 CASH FLOW ANALYSIS   7

Cash flow analysis – Relevance – Calculation of Cash from operations, financing and investing activities – Ratios for cash flow analysis – Analysis and interpretation of the cash flow statement – Suggestions and remedial measures

UNIT – 4 RETURNS, CREDIT AND CAPITAL STRUCTURE   8

Returns and Profitability analysis – Importance – Different types of returns and their calculations – Ratios – analysis & interpretation – Suggestions and Corrective measures Credit Analysis – Liquidity analysis – Operating activity analysis of liquidity – other ratios Capital Structure and Solvency analysis – Coverage ratios

UNIT – 5   EARNINGS AND COMPREHENSIVE ANALYSIS   7

Earnings analysis & valuation – Determinants – Related Ratios

Application of Financial Statement Analysis – Steps involved – Building Blocs – Comprehensive case analysis

TOTAL SESSIONS:42

TEXT BOOK:

1. K.R. Subramanyam, Financial Statement Analysis, 11th Edition, Tata McGraw Hill Education

REFERENCE BOOKS:

1. Stephen Penman, Financial Statement Analysis and Valuation, 4th Edition, McGraw Hill Education

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3		3	2				3
CO2	3	2	3	2				3
CO3	3		3	2				3
CO4	3		3	2				3

COURSE CODE	COURSE TITLE	L	T	P	C
PBA2333	FINANCIAL SERVICES	3	0	0	3

LEARNING OUTCOMES

CO 1	Understand the functioning of the Indian financial system and its role in the economy.
CO 2	Analyse the various types of financial products and services and their functions.
CO 3	Demonstrate an awareness of the current structure and regulations governing the Indian financial services sector.

UNIT – 1 INTRODUCTION   6

Financial Services Industry – Emergence – Developments – Fund Based and Non-fund-based activities – Modern activities – Players in Financial Services Sectors - New Financial Products and Services, Innovative Financial Instruments – Introduction to Fintech.

UNIT – 2 FINANCIAL MARKET   9

Introduction to Primary and secondary markets – Regulation by SEBI – Stock exchanges – Money market – Capital formation through primary market - Role of Bankers, Brokers, Merchant Bankers, Underwriters, Registrar and Share transfer agents - Stock broking Depositories and Custodial services.

UNIT – 3 FINANCIAL SERVICES   9

Lease and Hire purchase: Types of leasing – Hire Purchase – Depreciation and Tax implications.

Factoring and Forfaiting - Types, functions – Factoring in India.

Consumer Finance – Housing finance – Securitization in India – NBFCs –

Overview,Types, Regulatory framework - Micro finance.

UNIT – 4 MUTUAL FUNDS   9

Origin, growth and overview of Mutual Funds in India – Management of mutual funds

Types of Mutual Funds – Evaluation of Performance of mutual funds – Regulation of mutual funds in India – AMFI – Venture Capital – Concept, Features, Stages, and Performance of Venture capital funded companies in India.

UNIT – 5 INSURANCE & OTHER FINANCIAL SERVICES   9

Insurance – Origin, growth and overview of the Insurance in India – Types of Insurance - life, marine, fire, motor, health, pension plan, annuity, rural Insurance – Regulation ofInsurance Industry.

Other Financial Services

Credit Rating: Regulatory framework – Credit Rating Agencies – Rating Process and Methodology – Rating symbols/Grades.

TOTAL SESSIONS 42

TEXT BOOKS:
1. Financial Services, M.Y Khan, TATA McGraw Hill, 7th Edition.
2. Financial Services & Systems, S Gurusamy, TATA McGraw Hill, Latest Edition.

REFERENCE BOOKS:
1. Financial Services, Tripathy and Nalini Prava, PHI, Latest Edition.
2. Financial Services in India, V.A Avdhani, Himalaya, Latest Edition.
3. Financial services, Dr. R Shanmugham, Wiley, Latest Edition.
4. Financial Markets and Services, Gordon and Natarajan, 2006, 3rd edition, HimalayaPublishing House, Mumbai.
5. Financial Markets and Financial Services, Vasant Desai, Himalaya, Latest Edition.
6. Financial Services and System, K Sasidharan & Alex K Mathews, TATA McGraw Hill,Latest Edition.

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3		2					3
CO2	3		2					3
CO3	3	3					2	3

COURSE CODE	COURSE TITLE	L	T	P	C
PBA2334	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	3	0	0	3

LEARNING OUTCOMES

CO 1	Understanding of the process of investments and the relationship between risk and return.
CO 2	Demonstrate an understanding of the securities market operations and the role of regulators.
CO 3	Carry out a fundamental analysis of an industry and a company byusing various techniques.
CO 4	Demonstrate a familiarity of using technical analysis for evaluating securities.
CO 5	Construct, evaluate and manage a portfolio.

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 – Graham and 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

TEXT BOOK:

1. Prasanna Chandra, Investment Analysis and Portfolio Management, 5th Edition McGraw Hill Education

REFERENCE BOOKS:

1. Donald .E. Fischer and Ronald J. Jordan, Security Analysis and Portfolio Management, 7th Edition, Pearson, 2018.
2. Punithavathy Pandian, Security Analysis and Portfolio Management, 2nd Edition, Vikas Publishing House Pvt Ltd.
3. Reilly and Brown, Investment Analysis and Portfolio Management, 10th Edition Cengage Learning, India.
4. Bodie, Kane, Marcus and Mohanty, Investments, 11th Edition McGraw Hill
5. Jay M Desai and Nisarg A Joshi, Investment Management, 1st Edition Biztantra Publishers
6. M. Ranganatham and R. Madhumathi, Security Analysis and Portfolio Management, 2nd Edition, Pearson

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	3					3
CO2	3	2	3					3
CO3	3	3	3					3
CO4	3	3	3	3				3
CO5	3	3	3	3			2	3

COURSE CODE	COURSE TITLE	L	T	P	C
PBA2423	**FINANCIAL MODELLING AND ANALYSIS**	**2**	**0**	**2**	**3**

LEARNING OUTCOMES

CO 1	Understand the nuances of financial modeling and use Excel to build financial models
CO 2	Analyze the financial statements of the company and linking it using a model
CO 3	Develop technical skills to embark on any financial forecasting and capital budgeting decisions of the firm.
CO 4	Assess a firm's equity value using different valuation techniques.
CO 5	Implement sensitivity and scenario analysis in finance using tools

UNIT -1 FINANCIAL MODELLING FUNDAMENTALS (5+2)

Financial Modelling Basics –Defining the Problem the Model Will Solve – Financial modelling process and the steps involved - Inputs and Outputs of a Financial Model – Complex Financial Models – Excel as a Financial Modelling Tool.

UNIT -2 THREE STATEMENT FINANCIAL MODEL (5+3)

Accounting Equation – Balance Sheet and its components – Income Statement and its components – Cash Flow Statement & its components – preparing cash flow statement - understanding the link between all three financial statements - Financial Statement Analysis: Ratio Analysis - different categories of ratios - analyzing and interpreting the trend in ratios – limitation of using ratios

Case 1 – defining the problem statement – Collecting historical data – building in assumptions – selecting key forecast drivers – Modelling the Income Statement – Modelling the Balance Sheet – Modelling the cash Flow Statement- Linking three financial Statements – building a dashboard that helps in monitoring a company's performance – selecting key parameters to monitor & how to build them

UNIT -3 FORECASTING MODELS (6+3)

Introduction to Forecasting & different Methods of forecasting – Statistical Methods - Straight line Model - Moving average - Simple linear regression - Multiple linear regression - Time Series Analysis. Forecasting all line items of Income statement, Balance Sheet & Cash flow statement - Applications in Excel – Case Studies.

UNIT -4 COMPANY VALUATION MODELS   (6+3)

Time value of money – Annuities – Refresher on Capital Budgeting, NPV, IRR and Payback – Company Valuation – Core Theory behind Company Valuation – Net Asset Approach: meaning & where it is used – Market Approach: description & where it is used – Comparison of market based multiples – Income Approach: description & where it is used - Income approach: Discounted Cash Flow Model in detail – step by step method to building a DCF Valuation model – Determining Cost of equity – calculating asset/stock Beta - Weighted average cost of capital (WACC) and arriving at intrinsic value using Excel. - Case Study – Adjustments to EV – Valuation case study using Excel

UNIT -5 SENSITIVITY AND SCENARIO ANALYSIS   (6+3)

Introduction to Sensitivity Analysis - One-Dimensional and 2-Dimensional Sensitivity Analysis – Choosing correct variable to Change – Building the sensitivity table – Interpretation - Scenario Analysis – More than 2 scenarios – Creating a scenario analysis in Excel – Introduction to Monte Carlo simulation - Case Study

TOTAL SESSIONS: 42

TEXT BOOKS:

1. Samonas, M. (2015). Financial forecasting, analysis, and modelling: A framework for long-term forecasting. John Wiley & Sons.
2. Benninga, S., & Mofkadi, T. (2006). Principles of finance with excel (Vol. 2). New York, NY: Oxford University Press.

REFERENCE BOOKS:

1. Rosenbaum, J., & Pearl, J. (2013). Investment banking: valuation, leveraged buyouts, and mergers and acquisitions (Vol. 881). John Wiley & Sons.
2. Mayes, T. R. (2020). Financial analysis with microsoft excel. Cengage Learning.

CO-PO MAPPING

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

COURSE CODE	COURSE TITLE	L	T	P	C
PBA2425	**BEHAVIORAL FINANCE**	**3**	**0**	**0**	**3**

LEARNING OUTCOMES

CO 1	Understand the need and importance to explore investor's behavioral biases that influence the stock market.
CO 2	Appreciate the underlying theories and concepts explaining the nuances of behavioral finance.
CO 3	Enables to develop appropriate Investment Portfolio and adopt Asset Allocation strategies by considering investors' behavioral biases.
CO 4	Describe the inherent biases of managers and investors that affect the corporate decisions of the firm.

UNIT -1 INTRODUCTION TO BEHAVIORAL FINANCE   9 Hours

Behavioral Finance – Definitions, Assumptions, and Introduction to Behavioral Economics. Behavioral Finance vs. Traditional Finance.

Investors, portfolio managers, analysts: are they rational? – Dollar Auction Game - Rational Investors Vs Irrational Investors, Market Bubbles.

Price Fluctuations in Stock Market - Keynesian Beauty Context- Efficient Market Hypothesis (EMH) – Failure of EMH

Arbitrage and Limits to Arbitrage

UNIT -2 BEHAVIORAL THEORIES   8 Hours

Decision-Making Theories - Neoclassical Economics

Decision-Making under Risk and Uncertainty – Prospect theory (Kahneman, Tversky), Bounded rationality, Expected Utility Theory – Allias paradox – Monty Hall Dilemma- Ellsberg Paradox; Expected Utility theory vs. Prospect theory

UNIT -3 BEHAVIORAL BIASES   **9 Hours**

Cognitive Biases - Confirmation Bias, Anchoring, Framing Bias, Cognitive Dissonance, Mental Accounting, Hindsight bias - Case Studies
Emotional Biases - Loss aversion, overconfidence bias, Self-control, Status quo, Endowment, and regret aversion - Case Studies

UNIT -4 APPLICATIONS OF BEHAVIORAL FINANCE   **8 Hours**

Applying BF in Client Profiling - Psychographic Models: Barnewall two-way model, Bailard, Biehl, and Kaiser Five-Way Model (BB&K), Pompian Behavioral Model - Behavioral Investor Types (BIT)
Applying BF in Asset Allocation - Behaviorally Modified Asset Allocation (BMAA), Goals-Based Investing (GBI), Behavioral Portfolio Theory – Five-factor Process.

UNIT -5 BEHAVIORAL CORPORATE FINANCE   **8 Hours**

Behavioral Finance Vs Behavioral Corporate Finance; Biased Investors and Biased Managers - Case Studies
Biases in CEO Selection; Biases in CEO Decisions – Biases in Investment Decision, Biases in Financing Decisions; Biases in Corporate Governance; Biases in M&A deals - Case Studies

TOTAL SESSIONS: 42

TEXT BOOKS:

1. Pompian, Michael M. Behavioral finance and wealth management: how to build investment strategies that account for investor biases. John Wiley & Sons, 2011.

REFERENCE BOOKS:

1. Shefrin, H. (2002). Beyond greed and fear: Understanding behavioral finance and the psychology of investing. Oxford University Press on Demand.
2. Behavioral Corporate Finance, by U. Malmendier, in Bernheim, D., DellaVigna, S., Laibson,D. (Eds.), Handbook of Behavioral Economics, North Holland, Amsterdam, October 2018.
3. Behavioral Corporate Finance: The Life Cycle of a CEO Career, by M. Guenzel and U. Malmendier, in Oxford Research Encyclopedia of Economics and Finance, September 2020.

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	3	2				3
CO2	3	3	3	2				3
CO3	3	3	3	3	3		2	3
CO4	3	3	3	2	3	3	3	3
CO5	3	3	3	2				3

COURSE CODE	COURSE TITLE	L	T	P	C
PBA2335	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 labour welfare, their historical significance, purpose and importance.
CO 3	Identify labour 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.

UNIT-5 SOCIAL SECURITY   **8**

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

TEXT BOOK:

1. Piyali Ghosh, Shefali Nandan, Industrial Relations and Labor Laws, McGraw Hill,2015.

REFERENCE BOOKS:

1. B Nandhakumar, Industrial Relations Labor Welfare and Labor Laws, Vijay Nicole Imprints Pvt. Ltd, Chennai, 2015

2. Mamoria & Mamoria, Gankar, Dynamics of Industrial Relations, Himalaya Publishing House, NewDelhi, 2012.

3. P.R.N Sinha, Indu Bala Sinha, Seema Priyardarshini Shekhar, Industrial Relations Trade Unions and Labour Legislation, 7th Edition, Pearson, New Delhi, 2004.

4. Ratna Sen, Industrial Relations in India- Shifting Paradigms, Macmillan India Ltd., New Delhi, 2007.

5. R C Sharma, Industrial Relations Labor Legislation, PHI learning, New Delhi, 2016.

6. R Sivarethinamohan, Industrial Relations and Labor Welfare Text and Cases, PHI, New Delhi, 2016.

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3			1			1	3
CO2	3	2	3	1			1	3
CO3	3	2	3	1			1	3

COURSE CODE	COURSE TITLE	L	T	P	C
PBA2336	**COMPENSATION & BENEFITS**	**3**	**0**	**0**	**3**

LEARNING OUTCOMES

CO 1	Explain the significance of compensation and enumerate the strategic choices.
CO 2	Explain the factors affecting the pay levels and pay mix and design a pay package.
CO 3	Describe the various components of employee benefits, its objectives and suitability.
CO 4	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) – Ethical issues.

UNIT – 4 EMPLOYEE BENEFITS 9

Growth in employee benefits – reasons – key considerations – components of wage andbenefits 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.

UNIT – 5 COMPENSATION FOR SPECIAL GROUPS   **8**

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

TEXT BOOK:

1. Milkovich, Newman and Venkata Ratnam, "Compensation", Tata McGraw Hill, 9th Edition.

REFERENCE BOOKS:

1. Richard.I. Henderson: Compensation Management In A Knowledge Based World – Prentice Hall, 2007.
2. Richard Thrope& Gill Homen: Strategic Reward Systems- Prentice-Hall, 2000
3. Reward Management: A Handbook of salary administration by Armstrong, Michael and Marlis, Kogan page business books, 2005.
4. Thomas.P. Plannery, David.A. Hofrichter&Paul.E.Platten: People Performance & Pay – Free Press.
5. Michael Armstrong & Helen Murlis: Hand Book Of Reward Management – Crust Publishing House.
6. Joseph.J. Martocchio: Strategic Compensation – A Human Resource Management Approach – Prentice-Hall.
7. Edwarde.E.Lawler III: Rewarding Excellence (Pay Strategies for the New Economy) – Jossey-Bass.

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	3	1				3
CO2	3	3	3	1				3
CO3	3	3	3	1				3
CO4	3	3	3	1				3

COURSE CODE	COURSE TITLE	L	T	P	C
PBA2337	STRATEGIC HUMAN RESOURCE MANAGEMENT	3	0	0	3

LEARNING OUTCOMES

CO 1	Demonstrate an understanding of strategic HRM and its influence on business strategy
CO 2	Illustrate the linkage of business strategy with HR planning
CO 3	Explain the significance of SHRM for gaining and sustaining competitive advantage
CO 4	Explain cross-cultural HR issues in the context of international operations of a company.
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 – BroadInfluences 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

TEXT BOOK:

1. Jeffrey A Mello, Strategic Human Resource Management, 3rd Edition, Cengage Learning, 2012.

REFERENCE BOOKS:

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

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	3	2				3
CO2	3	3	3	2				3
CO3	3	3	3	2				3
CO4	3	3	3	2			2	3
CO5	3	3	3	2			2	3

COURSE CODE	COURSE TITLE	L	T	P	C
PBA2338	PERFORMANCE MANAGEMENT	3	0	0	3

LEARNING OUTCOMES

CO 1	Demonstrate an understanding of the significance of Performance Management and explain the overall process.
CO 2	Elucidate and compare various strategies in implementing Performance Management.
CO 3	Describe the linkage between Performance Management and Reward Systems.
CO 4	Analyze the role of HR in Performance Management with a perspective on ethics

UNIT-1 INTRODUCTION TO PERFORMANCE MANAGEMENT   8

Introduction – Performance Appraisal to Performance Management – Concepts, Definitions, Characteristics, Objectives and Perspectives of Performance Management – Pre-requisites – Performance Management Model – Performance Management System – Objectives, Functions – Characteristics of effective Performance Management System – Checklist for Managers - Performance Counselling – Concept – Principles – Performance Counselling for Higher Job Performance.

UNIT – 2 PERFORMANCE MANAGEMENT PROCESS   10

Performance Planning – Theories of Goal Setting – Setting Performance Criteria – Process of Performance Planning – Characteristics of Effective Performance Plan – Overview of Competency Mapping –Methods of Competency Mapping – Competency Mapping and its Linkage to Performance Planning –Performance Appraisal – Process of Performance Appraisal – Methods of Performance Appraisal – Common Rating Errors – Common Pitfalls of Performance Appraisal – Elements of Good Performance Appraisal System - Performance Management Documentation – Performance Management Audit.

UNIT – 3 IMPLEMENTING PERFORMANCE MANAGEMENT   8

Bottlenecks in the implementation of Performance Management – Strategies for effective implementation – Factors affecting effective use of performance management – Operationalizing Change through Performance Management – Concept of High-performance Teams – Determinants – Building and Leading High Performance Teams – Organizational Culture and Performance Management.

UNIT - 4 PERFORMANCE MANAGEMENT LINKED REWARD SYSTEMS   8

Introduction to Reward Management – Objectives – Components of Reward System – Relationship of Job Performance with Job Satisfaction – Linkage of Performance Management

to Reward and Compensation Systems – Implications of Performance Management on Organizational Reward System.

UNIT-5 HR, ETHICS, AND PERFORMANCE MANAGEMENT   **8**

Role of HR professionals in improving Organizational Performance – Value creation for Organizational Excellence – Appraising HR function – Ethics in Performance Management – Principles – Objectives and Significances of Ethics in Performance Management – Ethical Issues and Dilemmas in Performance Management – Developing Code of Ethics in Performance Management.

TOTAL SESSIONS: 42

TEXT BOOK:

1. Herman Aguinis, Performance management, 3e, Pearson, 2014.

REFERENCE BOOKS:

1. A S Kohli, T.Deb, Performance Management, Oxford Higher Education, 2008.
2. Soumendra Narian Bagchi, Performance Management, 2e, Cengage Learning 2013.
3. Prem Chadha, Performance Management, Macmillan, 2012.
4. Anjali Ghanekar, Essentials of Performance Management, Everest Publishing House, 2010.
5. Arup Varma, Pawan S. Budhwar, Angelo S. DeNisi, Performance Management Systems: A Global Perspective, Routledge, 2008.

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	3	1				3
CO2	3	2	3	1				3
CO3	3	2	3	1				3
CO4	3	2	3	1			2	3

COURSE CODE	COURSE TITLE	L	T	P	C
PBA2339	INTERNATIONAL HUMAN RESOURCE MANAGEMENT	3	0	0	3

LEARNING OUTCOMES

CO 1	Demonstrate an understanding of theories, concepts and practices in IHRM.
CO 2	Describe the approaches in international staffing and the training of the expatriates
CO 3	Demonstrate an appreciation of the complexities, challenges and choices in international compensation and performance management
CO 4	Identify and explain the leadership and cross-cultural issues in IHRM.
CO 5	Design repatriation programs taking into consideration the complexities of the process.

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

TEXT BOOK:

1. Peter J. Dowling, Marion Festing & Allen D. Engle, International Human Resource Management, 7th Edition, Cengage Learning.

REFERENCE BOOKS:

1. Tony Edwards, Chris Rees: International Human Resource Management, Pearson.

2. Indrani Mutsuddi: Managing Human Resources in the Global Context, New age international publishers.

3. P. Subbarao : International Human Resource Management, HPH.

4. P. L. Rao, International Human Resource Management –Text and Cases Excel Books

5. M.N Rudrabasavaraj, Global Human Growth Model, Himalaya

6. Monir Tayeb, International Human Resource Management, Oxford

7. Tarique, I., Briscoe, D. and Schuler, R. (2016). International Human Resource Management: Policies and Practices for Multinational Enterprises, 5th Edition, London: Routledge

CO-PO MAPPING

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

COURSE CODE	COURSE TITLE	L	T	P	C
PBA2426	ORGANIZATIONAL THEORY, DESIGN AND DEVELOPMENT	3	0	0	3

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	Explain the importance of culture and ethics in an organization and implications for practicing managers.
CO 4	Develop a change management strategy for an organization and identify the appropriate OD interventions.
CO 5	Demonstrate a knowledge on the organizational life cycle and managing innovation process.

UNIT-1 ORGANIZATION & 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 – Inculcating an ethical culture.

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

UNIT-5 ORGANIZATION EVOLUTION AND SUSTENANCE   8

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

TEXT BOOK:

1. Gareth R. Jones and Mary Mathew, Organizational Theory, Design and Change, 7th Edition, Pearson, 2017.

REFERENCE BOOKS:

1. Thomson G. Cummings and Christopher G. Worley, Organizational development and Change, 9th Edition, Cengage, 2011

2. Robbins Organization Theory; Structure Design & Applications, Prentice Hall of India, 2009

3. Bhupen Srivastava, Organisational Design and Development: Concepts application, Biztantra , 2010.

4. Robert A Paton, James Mc Calman, Change Management, A guide to effective implementation, Response Books, 2012.

5. Adrian Thorn Hill, Phil Lewis, Mike Mill more and Mark Saunders, Managing Change -A Human Resource Strategy Approach, Wiley, 2010

6. Richard L. Daft, Understanding theory & Design of Organisations, 10th Edition Cengage, Western, 2012

CO-PO MAPPING

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

COURSE CODE	COURSE TITLE	L	T	P	C
PBA2427	**TRAINING AND DEVELOPMENT**	**3**	**0**	**0**	**3**

LEARNING OUTCOMES

CO 1	Demonstrate an understanding of the need and importance of training and development in an organization.
CO 2	Identify the training needs of an organization, choose appropriate training methods and design suitable evaluation methods for measuring training effectiveness.
CO 3	Explain the importance of various aspects of career management and its role in organization's growth.
CO 4	Awareness of current developments in training tools and methods.

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 - 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

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

UNIT – 5 CAREER MANAGEMENT   8

Importance of Career Management –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 promote work-life balance - Coping with job loss – dealing with older workers.

TOTAL SESSIONS: 42

TEXT BOOK:

1.   Raymond A Noe and Amitabh DeoKodwani, Employee Training and Development, 7th Edition, Tata McGraw Hill, 2018.

REFERENCE BOOKS:

1. Randy L. Desimone, Jon M. Werner – David M. Mathis, Human Resource Development, 6th Edition, Cengage Learning, 2012.

2. Rolf, P., and Udai Pareek, Training for Development, Sage Publications Pvt. Ltd., 3rd Edition, October 2011

3. Prior, John, Handbook of Training and Development, Jaico Publishing House, Bombay

4. Trvelove, Steve, Handbook of Training and Development, Blackwell Business.

5. Warren, M.W. Training for Results, Massachusetts, Addison-Wesley.

6. Craig, Robert L., Training and Development Handbook, McGraw Hill

7. 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

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3		3	2				3
CO2	3		3	2				3
CO3	3	2	3	2				3
CO4	3	2	3	2				3

COURSE CODE	COURSE TITLE	L	T	P	C
PBA2341	**SUPPLY CHAIN AND LOGISTICS MANAGEMENT**	3	0	0	3

LEARNING OUTCOMES

CO 1	Understand the concepts underlying the design of supply chain and its alignment to business objectives and strategy.
CO 2	Appreciate the importance of sourcing, network design and demand forecasting to enhance supply chain performance.
CO 3	Understand the role of logistics in enabling customer value delivery by the supply chain.
CO 4	Awareness of current trends in Logistics and 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 & PLANNING DEMAND   10

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

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

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 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

UNIT – 5 CURRENT TRENDS   6

E-Logistics –Structure and Operation - Reverse Logistics - Global Logistics –Operational and Strategic Issues, ocean and air transportation - IT in Supply Chain -Agile Supply Chains.

TOTAL SESSIONS: 42

TEXT BOOK:

1. Sunil Chopra and Peter Meindl, Supply Chain Management-Strategy Planningand Operations, 7th Edition, Prentice Hall, 2018.

REFERENCE BOOKS:

1. Ronald H. Ballou and Samir K. Srivastava, Business Logistics and Supply ChainManagement,5th Edition, Pearson Education.

2. Bowersox Donald J, Logistics Management – The Integrated Supply Chain Process, Tata McGraw Hill,2010

3. Vinod V. Sople, Logistics Management-The Supply Chain Imperative, Pearson. 2012

4. Coyle et al., The Management of Business Logistics, Thomson Learning, 7th Edition, 2004.

5. Mohanty R.P and Deshmukh S.G, Supply chain theories and practices, Biztantra publications,2007.

6. Leenders, Johnson, Flyn, Fearon, Purchasing and Supply Management, Tata McGraw Hill,2010.

CO-PO MAPPING

		PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1		3		3	2	2			3
CO2		3		3	2	2			3
CO3		3	1	3	2	2		1	3
CO4		3	3	3	1				3

COURSE CODE	COURSE TITLE	L	T	P	C
PBA2342	**PROJECT MANAGEMENT**	**3**	**0**	**0**	**3**

LEARNING OUTCOMES

CO 1	Demonstrate an understanding of the basic principles in Project Management.
CO 2	Demonstrate an ability to plan, schedule, allocate resources and control the activities of aproject.
CO 3	Demonstrate a familiarity with Project Management tools to optimize time and resourceutilization.

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 PROJECT MANAGEMENT TOOL 9

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:

1. Clifford Gray, Erik Larson, Gautam V. Desai, Project Management - The Managerial Process, 6th Edition, Tata McGraw Hill, 2015
2. John M. Nicholas, Project Management for Business and Technology - Principles and Practice, 2nd 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, 5thEdition, Tata McGraw Hill
6. Jalote, Software Project Management in Practice, Pearson Education
7. Ramesh, Gopalaswamy, Managing Global Projects, Tata McGraw Hill

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1		1				3
CO2	3	1	3	1				3
CO3	3	3	1	2	2			3

COURSE CODE	COURSE TITLE	L	T	P	C
PBA2343	**SERVICES OPERATIONS MANAGEMENT**	**3**	**0**	**0**	**3**

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, importance and dimensions of service quality in delivering value to customers.
CO 3	Demonstrate a familiarity with a few best practices of service organizations.

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.

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

UNIT – 5 MANAGING CAPACITY AND DEMAND   10

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

TEXT BOOK:

1. James A .Fitzsimmons, Service Management –Operations, Strategy, Information

    Technology, 8thEdition, Tata McGraw-Hill, 2013.

REFERENCE BOOKS:

1. Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton Successful Service Operations Management, South-Western, Cengage Learning, 2nd Edition ,2012

2. Cengiz Haksever, Barry Render, Roberta S. Russell, Rebert G. Murdick, Service Management and Operations, 2nd Edition, Pearson Education.

3. Robert Johnston, Graham Clark, Service Operations Management, 2nd Edition, Pearson Education, 2005.

4. Bill Hollins and Sadie Shinkins, Managing Service Operations, Sage, 2006

5. J.Nevan Wright and Peter Race, The management of service operations, 2nd Edition, Cengage, 2004

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	2	2	1				3
CO2	3		2	2	2	2		3
CO3	3	2	2	2	2	2		3

COURSE CODE	COURSE TITLE	L	T	P	C
PBA2344	MATERIALS MANAGEMENT	3	0	0	3

LEARNING OUTCOMES

CO 1	Demonstrate a critical understanding of the basic principles in MM.
CO 2	Appreciate its linkages with other functions.
CO 3	Applying tools which facilitate effective utilization of materials in organization

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

Objectives – Selective inventory control - Financial implications – EOQ and its limitations - Order Quantities - Variations & Practical considerations - 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 - JIT & Lean Practices.

UNIT 4 - PURCHASING MANAGEMENT 9

Purchasing strategies – Make or Buy decision - Selecting Suppliers – Negotiation - Price Determination – Forward Buying - Mixed Buying Strategy - Price Forecasting - buying seasonal commodities - purchasing under uncertainty - Vendor rating methods & share of business determination – Vendor quality management - Environmentally Responsible Purchasing

UNIT 5 - WAREHOUSE MANAGEMENT   **8**

Warehousing Functions – Types - Warehouse Management - Systems and procedures - Incoming Materials Control - Stores accounting and Stock Verification - Obsolete, Surplus and Scrap - Value Analysis - Material Handling- Operational Efficiency – Productivity - Cost Effectiveness - Performance Measurement

TOTAL SESSIONS: 42

TEXTBOOK:

1. J.R.Tony Arnold, Stephen N. Chapman, Ann K. Gatewood, Lloyd M. Clive, Introduction to Materials Management", 8th 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, 2nd Edition, 2006

3. A.K.Datla, Materials Management, Procedure, Text and Cases, PHI Learning, 2nd Edition, 2006

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	1		1				3
CO2	3	1	1	1				3
CO3	3	2	3	1				3

COURSE CODE	COURSE TITLE	L	T	P	C
PBA2428	**TOTAL QUALITY MANAGEMENT**	**3**	**0**	**0**	**3**

LEARNING OUTCOMES

CO 1	Demonstrate an understanding of the basic principles in TQM.
CO 2	Application of quality philosophies and tools to facilitate continuous process improvement.
CO 3	Appreciation of the current trends in quality management including six sigma methodology.

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

TEXT BOOKS:

1. Dale H.Besterfield, Carol Besterfield – Michna, Glen H. Besterfield, Mary Besterfield – Sacre, Hermant – Urdhwareshe, Rashmi Urdhwareshe, Total Quality Management, 5th edition, Pearson Education, Paperback - 2019.

REFERENCE BOOKS:

1. Thomas Pyzdek, The Six Sigma Handbook, 5th Edition, McGraw-Hill Education, 2018
2. Poornima M Charantimath; Total Quality Management, 3rd Edition, Pearson, 2017
3. Thomas Pyzdek, The Six Sigma Handbook, 5th Edition, McGraw-Hill Education, 2018
4. Shridhara Bhat, Total Quality Management - Text and Cases, 2nd Edition, Himalaya Publishing House, 2010
5. James R. Evans and William M. Lindsay, The Management and Control of Quality, 6th Edition, Thompson, 2005
6. Douglas C. Montgomory, Introduction to Statistical Quality Control, 4th Edition,Wiley Student Edition, 2008.
7. Indian standard – quality management systems – Guidelines for performance improvement (Fifth Revision), Bureau of Indian standards, New Delhi

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3			1				3
CO2	3	1	3	2	2			3
CO3	3	3		1				3

COURSE CODE	COURSE TITLE	L	T	P	C
PBA2345	**TOOLS FOR BUSINESS ANALYTICS**	**2**	**0**	**2**	**3**

LEARNING OUTCOMES

CO 1	Understanding various tools and demonstrate running python with basic functions, conditions and loops
CO 2	Understanding various functions in the NumPy and pandas packages
CO 3	Apply python for data preparation, cleaning, transformation and aggregation
CO4	Perform exploratory data analysis using python
CO5	Apply necessary libraries to perform model building in python

UNIT – 1 INTRODUCTION TO TOOLS FOR BUSINESS ANALYTICS   9

Tools for Business Analytics – Different tools – Comparison – Pros and Cons.

Running Python – Functions – Arithmetic Operators – Data Types – Data Structures – Conditional

Statements – Loops

UNIT – 2 BASIC PYTHON LIBRARIES   7

Introduction to NumPy – Introduction to pandas – Series – DataFrame – Reindexing – Indexing –

Selection – Filtering – Sorting – Unique Values – Value Counts – Data Loading and Storage

UNIT – 3 PYTHON FOR DATA PREPARATION   8

Handling Missing Data – Replacing Values – Removing Duplicates – Outlier Treatment – Scaling –

Encoding – Concatenating – Merge – Join – Pivot Tables – Group Operations – Data Aggregation

UNIT – 4 PYTHON FOR VISUALIZATION   9

Descriptive statistics – Introduction to Matplotlib – Plotting Functions – Plotting with seaborn – Box

Plot – Histogram – Count Plot – Pie Chart – Violin Plot – Line Plot – Scatter Plot – Facet Grids –

Heat Map – Pair Plot

UNIT – 5 PYTHON FOR MODEL BUILDING   9

Introduction to SciPy – Clustering – Introduction to statsmodels – Linear Regression – Introduction

to scikit-learn – Logistic regression – Model Performance Measures

Regulations 2021

TEXT BOOK:

Wes McKinney, Python for Data Analysis: Data Wrangling with Pandas, NumPy, And IPython,

O'Reilly, 2017.

REFERENCE BOOKS:

1. Jake VanderPlas, Python Data Science Handbook: Essential Tools for Working with Data, O'Reilly,

2016

2. Allen B. Downey, Think Python, How to think like a computer scientist, O'Reilly, 2015

3. Andreas C. Müller & Sarah Guido, Introduction to Machine Learning with Python: A Guide for

Data Scientists, O'Reilly, 2016.

CO-PO MAPPING

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**
CO1	3		3					3
CO2	3		3					3
CO3	3		3					3
CO4	3	2	3	2				3
CO5	3	2	3	2				3

COURSE CODE	COURSE TITLE	L	T	P	C
PBA2346	**FUNCTIONAL ANALYTICS**	**3**	**0**	**0**	**3**

LEARNING OUTCOMES

CO 1	Apply appropriate analytical methods to solve business problems in Marketing.
CO 2	Apply appropriate analytical methods to solve business problems in Finance
CO 3	Apply appropriate analytical methods to solve business problems in Operations
CO 4	Apply appropriate analytical methods to solve business problems in HR
CO 5	Demonstrate knowledge and critical understanding of analytics in different domains

UNIT -1 ANALYTICS IN MARKETING   8

Basics of Marketing Management - Key Performance Indicators/Drivers -Baseline and Benchmark KPI's - KPI Tree for Marketing - Marketing Dashboards - Application of Analytics in Marketing

UNIT -2 ANALYTICS IN FINANCE   8

Basics of Financial Management - Key Performance Indicators/Drivers of Finance function, Baseline and Benchmark KPI's -KPI Tree for Finance - Finance Dashboards - Application of Analytics in Finance

UNIT -3 ANALYTICS IN OPERATIONS   8

Basics of Operations Management - Inventory Control - Logistics and Supply Chain - KPI Tree for Operations - Operations Dashboard - Using analytics in Manufacturing and Service Operations - Preventive Maintenance in Manufacturing – Forecasting and Supply Chain Analytics

UNIT -4 ANALYTICS IN HR   8

Basics of HR Management - Key Performance Indicators/Drivers of HR function, Baseline and Benchmark KPI's - KPI Tree for HR - HR Dashboards- Application of Analytics in HR

UNIT -5 APPLICATION OF ANALYTICS IN DOMAINS   10

Use of Analytics in different domains such as Healthcare, Entertainment, Telecommunication, IT /ITES, Hospitality, E-Commerce, Retail, Manufacturing, Banking and Financial Services Industry.

TOTAL SESSIONS: 42

REFERENCE BOOKS:

1. Marketing Analytics: A Practical Guide to Improving Consumer Insights Using Data Techniques, Mike Grigsby,Kogan Page, 2nd Edition
2. HR Analytics: Application and Design, Bharti Motwani,Wiley
3. The Rise of Operational Analytics, Scott Haines, OReilly

CO-PO MAPPING

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

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COURSE CODE	COURSE TITLE	L	T	P	C
PBA2347	ARTIFICIAL INTELLIGENCE FOR BUSINESS	2	0	2	3

LEARNING OUTCOMES

CO 1	Describe basic concepts of artificial intelligence and its applications in business.
CO 2	Discuss various machine learning and deep learning techniques used for solving business problems.
CO 3	Explain the basic NLP concepts and future application of AI in business.
CO 4	Understand the futuristic implications of AI and approaches to promote ethical practices while developing and deploying AI projects.
CO 5	Demonstrate developing simple artificial intelligence applications.

UNIT - 1 INTRODUCTION TO ARTIFICIAL INTELLIGENCE   **6**

Basic Concepts of Artificial Intelligence – Branches of AI – Machine Learning – Deep Learning – Natural language Processing – Robotics Expert Systems – Vision – Benefits and Risks of AI – Applications of AI – Benefits and Risks of AI – Application of AI in Business – AI in Marketing, Finance, Operations and HR.

UNIT - 2 MACHINE LEARNING   **6+6**

Overview of Machine Learning – Types of Machine Learning – Supervised Learning – Unsupervised Learning – Reinforcement Learning – Machine Learning Framework – Challenges of ML – Role of Statistics in ML - Learning Algorithms and its Applications in Business – Linear Regression – K-Nearest Neighbor – Decision Trees - Build ML applications using relevant tools and techniques.

UNIT - 3 CLUSTERING AND RECOMMENDATION ENGINES   **6+4**

Clustering Techniques – K-Means – Clustering Applications in Business – Recommendation Engine – Recommendation System Techniques – Content Based Recommendations – Collaborative Recommendations – Applications of Recommendation Engines in Business - Build ML applications using relevant tools and techniques.

UNIT - 4 ENSEMBLE LEARNING AND DEEP LEARNING   **6**

Ensemble Learning – Random Forest – Deep Learning – Neural Networks – Computer Vision – Deep Learning Applications in Business.

UNIT - 5 NATURAL LANGUAGE PROCESSING AND FUTURE OF AI   **6+2**

Natural Language Processing – Use Cases of NLP – Text Analytics – Sentiment Analysis – Applications of NLP in Business – Customer Service – Reputation Monitoring – Market Intelligence – Weak AI and Strong AI – Ethics of AI – Approaches to Address Ethical Issues – Future of AI Applications in Business - Build ML applications using relevant tools and techniques.

TOTAL SESSIONS: 42

REFERENCE BOOKS:

1. Rajendra Akerkar, Artificial Intelligence for Business, Springer, 2019.
2. Stuart Russell and Peter Norvig, Artificial Intelligence: A Modern Approach, 4th edition, Pearson Publications, 2020.
3. Aurélien Géron, Hands on Machine Learning with Scikit-Learn, Keras and TensorFlow: Concepts, Tools and Techniques to Build Intelligent Systems, O'Reilly, 2019.
4. Andreas C. Müller & Sarah Guido, Introduction to Machine Learning with Python: A Guide for Data Scientists, O'Reilly, 2016.
5. Steven Finlay, Artificial Intelligence and Machine Learning for Business: A No-Nonsense Guide to Data Driven Technologies, 3rd Edition, Relativistic, 2019.
6. Sandeep Kumar Panda, Vaibhav Mishra, R. Balamurali and Ahmed A.Elngar, Artificial Intelligence and Machine Learning in Business Management: Concepts, Challenges and Case Studies, CRC Press, 2022.

CO-PO MAPPING

	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**
CO1	3	3	3	2				3
CO2	3	3	3	2				3
CO3	3	3	3	2				3
CO4	3	3	3	2			3	3
CO5	3	3	3	3	2	2	3	3

COURSE CODE	COURSE TITLE	L	T	P	C
PBA2348	BLOCKCHAIN TECHNOLOGY	3	0	0	3

LEARNING OUTCOMES

CO 1	To get an idea about the history of Blockchain.
CO 2	Understand key features, different types of platforms & languages of blockchain technology.
CO 3	Students will be familiar with cryptocurrency concepts.
CO 4	Understand the design principles of ethereum.
CO 5	Learn about hyperledger fabric models and its architecture.

UNIT -1 INTRODUCTION   **9**

Distributed Database, Two General Problem, Byzantine General problem and Fault Tolerance, Hadoop Distributed File System, Distributed Hash Table, ASIC resistance, Turing Complete. Cryptography: Hash function, Digital Signature - ECDSA, Memory Hard Algorithm, Zero Knowledge Proof.

UNIT -2 BLOCKCHAIN & APPLICATIONS   **9**

Introduction to Blockchain, Gartner's Hype Curve and Evolution of Blockchain Technology, Blockchain Need & Genesis, Key Characteristics of Blockchain, Blockchain Structure, Blockchain types and Network, Mining and Consensus, How Blockchain Works, Bitcoin Whitepaper, Understanding Bitcoin, Components of a Block, Forks: soft & hard forks, Ummer blocks, Different forks from Bitcoin, Wallets, Transactions, Public & Private keys, Blockchain Applications : Internet of Things, Medical Record Management System, Do-main Name Service and future of Blockchain.

UNIT -3 CRYPTOCURRENCY   **8**

History, Distributed Ledger, Bitcoin protocols - Mining strategy and rewards, Ethereum - Construction, DAO, Smart Contract, GHOST, Vulnerability, Attacks, Sidechain, Namecoin. Cryptocurrency Regulation: Stakeholders, Roots of Bitcoin, Legal Aspects – Cryptocurrency Exchange, Black Market and Global Economy.

UNIT -4 ETHEREU   **8**

Need of Ethereum, Ethereum Foundation, Ethereum Whitepaper, How Ethereum Works, Ethereum network, Ethereum Virtual Machine, Transactions and Types, Mining & Consensus, Smart Contracts.

UNIT -5 HYPERLEDGER FABRIC   **8**

Hyperledger, Hyperledger Fabric, Comparison between Fabric & Other Technologies, Fabric Architecture, Components of Hyperledger Fabric, Advantages of Hyperledger Fabric Blockchain, How Hyperledger Fabric Works.

TOTAL SESSIONS: 42

REFERENCE BOOKS:

1. Imran Bashir, Mastering Blockchain, Packt Publishing, March 2017
2. DebajaniMohanty, BlockChain : From Concept to Execution, BPB Publications, 2nd edition, 2018
3. Artemis Caro, Blockchain: Bitcoin, Ethereum & Blockchain: The Beginners Guide to Understanding the Technology Behind Bitcoin & Cryptocurrency, 2017
4. Andreas M. Antonopoulos, Gavin Wood, Mastering Ethereum: Building Smart Contracts and DApps, O'REILLY, 2018

CO-PO MAPPING

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

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COURSE CODE	COURSE TITLE	L	T	P	C
PBA2349	BIG DATA ANALYTICS	3	0	0	3

LEARNING OUTCOMES

CO 1	Appreciate the computational software's and techniques for handling big data in business applications.
CO 2	Learn the concepts, data model and architecture of streams.
CO 3	Understand core technical concepts related to Business Intelligence, Big Data Analytics along with Hadoop Architecture.
CO 4	Learn the various applications in Big Data.
CO 5	Understand the visualization techniques.

UNIT -1 INTRODUCTION TO BIG DATA 9

Introduction to Big Data Platform – Challenges of Conventional Systems - Intelligent data analysis – Nature of Data - Analytic Processes and Tools - Analysis vs Reporting.

UNIT -2 MINING DATA STREAMS 9

Introduction To Streams Concepts – Stream Data Model and Architecture – Stream Computing - Sampling Data in a Stream – Filtering Streams – Counting Distinct Elements in a Stream – Estimating Moments – Counting Oneness in a Window – Decaying Window - Real time Analytics Platform(RTAP) Applications - Case Studies - Real Time Sentiment Analysis- Stock Market Predictions.

UNIT -3 HADOOP 8

History of Hadoop- the Hadoop Distributed File System – Components of Hadoop Analysing the Data with Hadoop- Scaling Out- Hadoop Streaming- Design of HDFS-Java interfaces to HDFS Basics- Developing a Map Reduce Application-How Map Reduce Works-Anatomy of a Map Reduce Job run-Failures-Job Scheduling-Shuffle and Sort – Task execution – Map Reduce Types and Formats- Map Reduce Features Hadoop environment.

UNIT -4 FRAMEWORKS 8

Applications on Big Data Using Pig and Hive – Data processing operators in Pig – Hive services – HiveQL – Querying Data in Hive - fundamentals of HBase and ZooKeeper – IBM Info Sphere

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BigInsights and Streams.

UNIT -5 VISUALIZATION TECHNIQUES   **8**

Predictive Analytics- Simple linear regression- Multiple linear regression- Interpretation of regression coefficients. Visualizations - Visual data analysis techniques- interaction techniques - Systems and applications.

TOTAL SESSIONS: 42

REFERENCE BOOKS:

1. Frank J Ohlhorst, "Big Data Analytics: Turning Big Data into Big Money", Wiley and SAS Business Series, 2013.
2. Colleen Mccue, "Data Mining and Predictive Analysis: Intelligence Gathering and Crime Analysis", Elsevier, Second Edition, 2015.
3. Michael Berthold, David J. Hand, "Intelligent Data Analysis", Springer, Second Edition, 2007.

CO-PO MAPPING

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

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COURSE CODE	COURSE TITLE	L	T	P	C
PBA2429	**SOCIAL MEDIA WEB ANALYTICS**	3	0	0	3

LEARNING OUTCOMES

CO 1	The students will be able to enhance the social media skills.
CO 2	The students will be able to develop a mass communication strategy and guide campaigns.
CO 3	To get an idea of social media policies.
CO 4	Understand the fundamentals and concepts of web analytics.
CO 5	How to effectively use the resulting insights to support website design decisions, campaign optimization, search analytics, etc.

UNIT -1 INTRODUCTION 9

Evolution of online communities - History and Evolution of Social Media- Social Media vs. traditional media - Social Media Audience and Goals for using Social Media – Understanding Social Media: Strong and weak ties – Influencers - How ideas travel – Viralness – Social theory and social media - technological determinism in popular discourse on social media technologies.

UNIT -2 COMMUNITY BUILDING AND MANAGEMENT 9

Science of Social Media - Keys to Community Building - Promoting Social Media Pages-Linking Social Media Accounts-The Viral Impact of Social Media-Digital PR-Encourage Positive Chatter in Social Media - Identity in social media: formation of identities, communities, activist movements, and consumer markets - Social Media as business.

UNIT -3 SOCIAL MEDIA POLICIES AND MEASUREMENTS 8

Social Media Policies-Etiquette, Privacy- ethical problems posed by emerging social media technologies - The road ahead in social media- The Basics of Tracking social media – social media analytics- Insights Gained From Social Media- Customized Campaign Performance Reports - Observations of social media use.

UNIT -4 WEB ANALYTICS 8

Web Analytics - Present and Future, Data Collection - Importance and Options, Overview of Qualitative Analysis, Business Analysis, KPI and Planning, Critical Components of a Successful Web Analytics Strategy, Web Analytics Fundamentals, Concepts, Proposals & Reports, Web Data Analysis.

UNIT -5 SEARCH ANALYTICS 8

Search engine optimization (SEO), non-linear media consumption, user engagement, user generated content, web traffic analysis, navigation, usability, eye tracking, online security, online ethics, content management system, data visualization, RSS feeds, Mobile platforms, User centered design, Understanding search behaviors.

TOTAL SESSIONS: 42

REFERENCE BOOKS:

1. K. M. Shrivastava, Social Media in Business and Governance, Sterling Publishers Private Limited, 2013.
2. Christian Fuchs, Social Media a critical introduction, SAGE Publications Ltd, 2014.
3. Bittu Kumar, Social Networking, V & S Publishers, 2013.
4. Avinash Kaushik, Web Analytics - An Hour a Day, Wiley Publishing, 2007.

CO-PO MAPPING

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

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COURSE CODE	COURSE TITLE	L	T	P	C
PBA2431	**BUSINESS ANALYTICS - PROJECT WORK**	**0**	**0**	**6**	**3**

LEARNING OUTCOMES

CO 1	Identify the data problem in a specific domain and define the scope of the problem.
CO 2	Using BA / BI tools to visualize the data sets and build stories.
CO 3	Identify the pain points and create business models.
CO 4	Evaluate the created business model.
CO 5	Present the knowledge and skills acquired from the data analysis.

TOTAL SESSIONS: 42

PHASE I

Define the data problem on a specific domain (Marketing/Finance/HR/Operations).
Formulate the objectives to be applied on the data sets.

PHASE II

Source the appropriate data set(s) from any open data source.

PHASE III

Build stories to visualize the data set(s) and carry out analysis using BA / BI tools.
Create and evaluate the business models.

EVALUATION

Presentations to be made at the end of each phase. Final report to be submitted as per the regulation.

CO-PO MAPPING

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO1	3	3	3	3			1	3
CO2	3	1	3	3			1	3
CO3	3	1	3	3			1	3
CO4	3	1	3	3			1	3
CO5	3	1	3	3			1	3

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