



### 310. M.B.A. PROGRAMME

Programme Structure and Scheme of Examination (under CBCS)  
(Applicable to the candidates admitted in Affiliated  
Colleges for the academic year 2022 -2023 ONLY)

Course Code	Study Components & Course Title	Hours/Week	Credit	Maximum Marks		
				CIA	ESE	Total
<b>SEMESTER – I</b>						
22PMBAC11	Core Course – I: Management Process and Organisational Behaviour	5	4	25	75	100
22PMBAC12	Core Course – II: Managerial Economics	5	4	25	75	100
22PMBAC13	Core Course – III: Accounting for Managers	5	4	25	75	100
22PMBAC14	Core Course – IV: Statistics for Management	5	4	25	75	100
22PMBAE15	Core Elective – I	5	4	25	75	100
22PMBAO16	Open Elective – I	5	3	25	75	100
	<b>Total</b>	<b>30</b>	<b>23</b>			<b>600</b>
<b>SEMESTER – II</b>						
22PMBAC21	Core Course - V: Human Resource Management	6	4	25	75	100
22PMBAC22	Core Course - VI: Financial Management	6	4	25	75	100
22PMBAC23	Core Course - VII: Operations Management	6	4	25	75	100
22PMBAC24	Core Course - VIII: Marketing Management	5	4	25	75	100
22PMBAE25	Core Elective - II	-	4	25	75	100
22PFLDC26	Field Study	5	2	25	75	100
22PHUMR27	Compulsory Course: Human Rights	2	2	25	75	100
	<b>Total</b>	<b>30</b>	<b>24</b>			<b>700</b>

<b>SEMESTER – III</b>						
22PMBAC31	Core Course - IX: Operations Research	5	4	25	75	100
22PMBAC32	Core Course - X : Introduction to Business Analytics	5	4	25	75	100
22PMBAC33	Core Course - XI: Research Methodology	5	4	25	75	100
22PMBAC34	Core Course - XII : Legal Aspects of Business	5	4	25	75	100
22PMBAE35	Core Elective - III : Any one out of three Core Electives from Semester III	5	4	25	75	100
22PMBAO36	Open Elective –II :Any one out of three Open Electives from Other Depts.	5	3	25	75	100
	<b>Total</b>	<b>30</b>	<b>23</b>			<b>600</b>
<b>SEMESTER – IV</b>						
22PMBAC41	Core Course - XIII: Business Policy and Strategic Management	6	4	25	75	100
22PMBAC42	Core Course - XIV : International Business Management	6	4	25	75	100
22PMBAC43	Core Course - XV: Logistics and Supply Chain Management	6	4	25	75	100
22PMBAD44	Core Project	6	4	25	75	100
22PMBAE45	Core Elective - IV : Any one out of three Core Electives from Semester IV	6	4	25	75	100
	<b>Total</b>	<b>30</b>	<b>20</b>			<b>500</b>
		<b>120</b>	<b>90</b>			<b>2400</b>

**List of Core Electives**  
**[Internal Elective for Same Major Students]**  
**(Choose 1 out of 3 in each Semester)**

Semester	Course Code	Course Title	H/W	C	CIA	ESE	Total
I	22PMBAE15-1	Communication for Managers	5	4	25	75	100
	22PMBAE15-2	Knowledge Management	5	4	25	75	100
	22PMBAE15-3	E-Business	5	4	25	75	100
II	22PMBAE25-1	Entrepreneurial Development	5	4	25	75	100
	22PMBAE25-2	Soft Skills Development	5	4	25	75	100
	22PMBAE25-3	Computer Applications in Business	5	4	25	75	100
III	22PMBAE35-1	Services Marketing	5	4	25	75	100
	22PMBAE35-2	Banking and Insurance Management	5	4	25	75	100
	22PMBAE35-3	Training and Development	5	4	25	75	100
	22PMBAE45-1	Customer Relationship Management	5	4	25	75	100
	22PMBAE45-2	Investment Analysis and Portfolio Management	5	4	25	75	100
	22PMBAE45-3	Industrial Relations and Labour Welfare	5	4	25	75	100

**List of Open Electives**  
**[External Elective for Other Major Students – Inter/ Multi Disciplinary Courses]**  
**(Choose 1 out of 3 in each Semester)**

Semester	Course Code	Course Title	H/W	C	CIA	ESE	Total
I	22PMBAO16-1	Principles of Management	3	3	25	75	100
	22PMBAO16-2	Business Communication	3	3	25	75	100
	22PMBAO16-3	Principles and Practice of Advertising	3	3	25	75	100
III	22PMBAO36-1	Capital Markets	5	3	25	75	100
	22PMBAO36-2	Services Marketing	5	3	25	75	100
	22PMBAO36-3	E-Business	5	3	25	75	100

**Credit Distribution**

Study Components	Papers	Credits	Total Credits	Marks	Total Marks
Core Course	15	4	60	100	1500
Core Elective	4	4	16	100	400
Open Elective	2	3	6	100	200
Field Study	1	2	2	100	100
Core Project (Compulsory)	1	4	4	100	100
Human Rights	1	2	2	100	100
	24		90		2400

<b>SEMESTER: I CORE: I</b>	<b>22PMBAC11: MANAGEMENT PROCESS AND ORGANISATIONAL BEHAVIOUR</b>	<b>CREDIT: 4 HOURS: 5W</b>
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### **COURSE OBJECTIVES**

- 1) To impart knowledge in general management practice in an organization and also to give managerial abilities to understudies and deal with an association.
- 2) To impart information in management exercises like planning, organizing, staffing, directing, motivating and controlling.
- 3) To learn and understand organisational behaviour concepts and models, moving from individual behaviour to group behaviour and its application in business realities
- 4) To know about the concepts of learning, attitude, value, culture and ethics, theories of Personality and Perception and how they influence one's career or business.
- 5) To impart knowledge on the personality and personality attributes of employees in an organisation and group dynamics in organisation. To provide the concepts of leadership, conflict and organisational change

#### **Unit I: Introduction**

**Hours: 8**

Evolution of Management Thought – Managerial Process, Functions, Skills and Roles in an Organization – Decision Making and Problem Solving – Understanding and managing Group Processes – Group Decision Making.

#### **Unit II: Planning and Organising**

**Hours: 12**

Planning: Nature and Functions – Distinction between Operational and Strategic Planning – Types of plans – Grouping of various types of Plans – Steps in planning. Organising: Nature, purpose and kinds of Organisation – Structure – Principles and Theories of organization – Departmentation – Line and Staff Functions – Authority and Responsibility – Centralization and Decentralisation – Committees – Informal organization.

#### **Unit III: Staffing, Supervising and Control**

**Hours: 15**

Staffing Function – Nature and Purpose of Staffing – Importance of Staffing – Components of Staffing – Selection and Training – Direction Function – Leadership – Co-ordination – Need for Co-ordination – Types of Co-ordination – Supervision Function – Position of a Supervisor – Qualities of a good supervisor – Role of a Supervisor – Essential requirements of Effective Supervision – Concept of Control – Importance of Control – Span of Control: An Integrated Control System

#### **Unit IV: Organisational Behaviour – Learning, Attitudes, Values & Culture** **Hours: 20**

Definition and Need for studying Organisational Behaviour, Behavioural Sciences and Organisational Behaviour – Organisational Behaviour in global context – Application of Organisational Behaviour in Business Realities – Learning: Definition and Theories of Learning – Principles of Learning – Shaping as managerial tool – Applications in Organisations – Attitudes: sources and types of Attitude – Attitude formation and change – Job related Attitude – Cognitive

Dissonance Theory – Values: importance, sources, types – Ethics: Types and management ethics – Organisation Culture – Corporate Culture – Ethical issues in Organisational Culture.

### **Unit V: Group Dynamics – Motivation and Leadership**

**Hours: 20**

Motivation – Theories of Motivation – Motivation applied in Organisations – Emotions and Emotional Intelligence: Handling Fear, Anger and Depression – Groups & Teams in organisations – Theories of Group Formation: types, stages of development – Group Decision Making – QC – Work teams – Team Building: types, process – Social Loafing.

Leadership – Power and Politics at work – Conflict: sources of conflict, Resolutions Techniques, Simulation Techniques – Negotiations – Stress Management – Organisational Change: Managing organisational change – Resistance to change – Overcoming resistance to change – Values of Organisational Development – Approaches and Techniques.

**Current Stream of Thoughts:** The faculty will impart the current developments in the Management Process course during the semester to all students. This component will not be a part of Examinations.

### **COURSE OUTCOMES**

- 1) Impart knowledge in general management practice like planning, organizing, staffing, directing, motivating and controlling in an organization. Understand the need for team work, to work effectively in a team and to act as a global leader.
- 2) Improve the Cognitive skills related to Indian and global organisation structure and to understand the different levels of management in an organisation. Understand the need for quality policy and controlling techniques to be practiced in an organization
- 3) Understand various theories of organisational behaviour and the impact of individual and group behaviour in organisations. Realise the significance of attitude, values, culture and ethics in any type of organisation.
- 4) Analyse various theories of Personality and development process of both perception and personality and recognize the creativity in an organisation.
- 5) Understand the theories of motivation and group formation and apply the best practices in the organisational system. Recognise group behaviours in organisations and implementing organisational change.

### **Text Books**

- 1) Ramasamy. T. (2017). Principles of Management. Mumbai: Himalaya Publishing House.
- 2) Gupta, C.B. (2011). Management Theory and Practice. New Delhi: Sultan Chand & Sons.
- 3) Tripathi, P.C. & Reddy, P.N. (2022). Principles of Management. Noida: McGraw Hill

- 4) Stephen P Robbins, Timothy A Judge. (2019). Organisational Behaviour, Organisation and Administration. New York: Pearson, 18thEdition.
- 5) Debra, Nelson L., & James Campbell Quick. (2022). Organisational Behaviour. Cengage Learning India Inc.
- 6) Arun Kumar & Meenakshi. N. (2010). Organisational Behaviour – A Modern Approach, Vikas Publishing House Pvt Ltd.
- 7) Khanka, S. S. (2016). Organisational Behaviour, New Delhi: S. Chand & CompanyLtd.

### Supplementary Readings

- 1) Samuel C. Certo, & Trevis Certo, S. (2008). Modern Management. New Delhi: PHILearning
- 2) Bhushan, Y. K. (2013). Fundamentals of Business Organization and Management. New Delhi: Sultan Chand & Co.
- 3) Andrew J DuBrin, (2016). Essentials of Management, Thomson South-Western, 10<sup>th</sup>Edition.
- 4) Davis, Keit. (2018). Human Behaviour at Work, New Delhi: McGraw Hill.
- 5) McShane, Steven Lattimore, Von Glinow, & Mary Ann Young. (2015). Organisational Behaviour: Emerging Knowledge, Global Reality. New York: McGraw Hill Education.
- 6) Luthans, F. (2013). Organisational Behaviour. New Delhi: McGraw Hill Education. 12<sup>th</sup> Edition.
- 7) Udai Pareek. (2011). Understanding Organisational Behaviour. Oxford University Press

### OUTCOME MAPPING

Course Outcome	Programme Outcome				
	PO1	PO2	PO3	PO4	PO5
CO 1	3		2		1
CO 2		2	3		1
CO 3		3		2	1
CO 4	3	2		1	
CO 5		3	1		2

<b>SEMESTER: I CORE: II</b>	<b>22PMBAC12: MANAGERIAL ECONOMICS</b>	<b>CREDIT: 4 HOURS: 5/W</b>
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### **COURSE OBJECTIVES**

- 1) To familiarize the students with basic concept of micro and macro economics.
- 2) To make student to understand the demand and supply analysis in business applications.
- 3) To provide and impart knowledge in production and cost structure under different circumstances.
- 4) To understand the pricing and output decisions under modern market structure.
- 5) To aspire students to understand the aggregate supply and the role of money in economic decision making.

#### **Unit I: Introduction to Managerial Economics**

**Hours: 12**

Nature and Scope of Managerial Economics – Economic Theory & Managerial Economics – Roles and Responsibilities of Managerial Economics – Basic Models of the firm – Role of Profits in Economics.

#### **Unit II: Demand Analysis**

**Hours: 12**

Demand and Demand Functions – Elasticity of Demand – Consumers Behaviour: Cardinal Utility Analysis – Indifference Curve Analysis of Demand – Revealed Preference Theory of Demand – Demand Estimation – Demand Forecasting.

#### **Unit III: Production and Cost Analysis**

**Hours: 18**

Production function with One Variable Inputs – Production function with Two Variables Input – Cost concepts – Classification and Determinants – Cost-Output Relationships – Stigler’s Survivorship Technique – Cost Control and Cost Reduction.

#### **Unit IV: Pricing Decisions and Profit Analysis**

**Hours: 18**

Perfect Competition – Pure Competition – Pricing under Monopoly – Monopolistic Competition – Oligopoly – Nonprice Competition – Nature of Profit – Measuring accounting profile – Profit Policies – Profit Planning and Forecasting – Break Even Analysis (BEA) – Profit Forecasting under BEA – Economist Model of Break Even Analysis.

#### **Unit V: Macro Economics**

**Hours: 15**

Macro Economics Issues and Concepts – Macro Economics Aggregates – Aggregates Consumption – Gross Domestic Savings – National Income Aggregates (GDP and GNP) – Determinants of National Income Keynes Two Sector Basic Model – Aggregate Demand and Aggregate Supply – Fiscal Policy.

**Current Stream of Thoughts:** The faculty will impart the recent developments in the Managerial Economics course during the semester to all students. This component will not be a part of Examinations.

**COURSE OUTCOMES**

- 1) Understand the role of economic theory and concepts.
- 2) Analyse the concepts of cost, nature of production and its relationship to business operations.
- 3) Knowledge about managerial analysis and its application in different market situations.
- 4) Understand the causes and consequences of issues and problems in current market conditions.
- 5) Integrate the cost theories and able to handle cost reduction.

**Text Books**

- 1) Ahuja, H., & Ahuja, A., (2017). Managerial Economics. New Delhi: SultanChand& Sons. 9th Edition.
- 2) Varshney, R. L., & Maheshwari, K. L. (2014). Managerial Economics. New Delhi: Sultan Chand& Sons
- 3) JoelDean. (2012). Managerial Economics. NewDelhi: PHI LearningPrivateLtd.

**Supplementary Readings**

- 1) Piyali Ghosh Geetika, & Purba Roy Chowdhury. (2017). Managerial Economics. Noida: Tata McGraw Hill. 3rd Edition.
- 2) Paul A. Samuelson, & William D. Nordhaus. (2010). Economics. Noida: McGraw Hill. 19th Edition.
- 3) Panneerselvam. R., Sivasankaran, P., & Senthilkumar. P. (2018). Managerial Economics. Noida: Cengage India. 1st Edition.

**OUTCOME MAPPING**

COURSE OUTCOME	PROGRAMME OUTCOME				
	PO1	PO2	PO3	PO 4	PO 5
CO 1	3		2		1
CO 2		2	3		1
CO 3		3		2	1
CO 4		1	2	3	
CO 5	3	1			2



<b>SEMESTER: I</b> <b>CORE: III</b>	<b>22PMBAC13: ACCOUNTING FOR MANAGERS</b>	<b>CREDIT: 4</b> <b>HOURS: 5/W</b>
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### **COURSE OBJECTIVES**

- 1) To acquaint the students with the various concepts, techniques of accounts methods
- 2) To analyse the process of accounting data analysis and interpretation.
- 3) To help the student take decision making in the areas of management accounting.
- 4) To impart knowledge on the financial statement analysis, ratio analysis, fund and cash flow analysis
- 5) To provide the managerial concepts of standard costing and variance analysis

#### **Unit I: Principles of Financial Accounting**

**Hours: 15**

Introduction to Accounting – Principles of Accounting – Accounting Concepts and Conventions – Branches of Accounting – Financial Accounting; Cost Accounting; Management Accounting – Its role and functions – Difference between various accounting – Accounting Standards (IndAS) – Generally Accepted Accounting Principles (GAAP) – Accounting Cycle – Journal – Ledger – Trail Balance – Preparation of Financial Statements – Trading Account and Profit & Loss Account – Balance sheet (Simple Final Accounting problems with adjustments).

#### **Unit II: Analysis of Financial Statements – Tools and Techniques**

**Hours: 12**

Analysis and Interpretation of Financial Statements – Various tools and techniques – Analysis of Comparative Balance sheet – Common Size Statement (Simple exercises to solve) – Ratio Analysis – Nature – Classification – Limitations – Interpretations of Ratios – Funds flow analysis – Concept – Merits and Demerits – Cash flow analysis – Concept – Merits and Demerits – Preparation of Fund flow Statement and Cash flow Statement (simple exercises to solve).

#### **Unit III: Cost Accounting – Methods and Techniques**

**Hours: 12**

Concept of Cost – Elements of Cost – Cost Accounting – Objectives – Cost Sheet (problems) – Classification of Cost – Cost Unit and Cost Centre – Methods of Costing – Techniques of Costing – Process Costing (excluding equivalent production and inter process profit) – Activity Based Costing for decision making (Simple exercises to solve).

#### **Unit IV: Marginal Costing and Profit Planning**

**Hours: 18**

Marginal Costing – Concept – Advantages and Disadvantages – Break even analysis – Cost volume profit analysis – Decision making problems – Make or Buy decisions – Determination of Sales Mix – Exploring new markets – Add or drop products – Expand or Contract. (Simple exercises to solve).

**Unit V: Budgeting and Standard Costing****Hours: 18**

Budget and Budgetary control – Objectives – Type of budgets – Preparation of Sales, Cash, flexible and master budgets (Simple exercises to solve) –Standard Costing – Advantages of Standard Costing – Limitation of Standard Costing – Determination of Standard Costs – Revision of Standards – Standard Cost Card Variance Analysis (excluding overhead costing) – Material Cost Variances – Sales Variances – Labour Variances (Simple Problems in Variances).

Current Stream of Thoughts: The faculty will impart the current developments in the Accounting course during the semester to all students. This component will not be a part of Examinations.

**COURSE OUTCOMES**

- 1) A thorough understanding of financial accounting concepts, conventions and its uses.
- 2) Assess the Accounting Standards of practices in India
- 3) Preparation of financial statement and also to understand the tools and techniques of analysis.
- 4) Understand the management and cost accounting techniques
- 5) Apply the management and cost accounting tools and techniques for making managerial decision.

**Text Books**

- 1) Narayanasamy, R. (2022). Financial Accounting – A Managerial Perspective. New Delhi: PHI Learning Private Limited.7thEdition.
- 2) Khan, M. Y. & Jain, P. K. (2021) Management Accounting – Text, Problems and Cases. Noida: McGraw Hill Publishers.
- 3) Maheswari, S. N., Suneel K Maheswari, & Sharad K Maheswari. (2021). Principles of Management Accounting. New Delhi: Sultan Chand & Sons.
- 4) Krishnamoorthy, M. & Sundhara Moorthy, V. (2017). Accounting for Management. Chennai: Lakshmi Publications.

**Supplementary Readings**

- 1) Pandikumar, M.P. (2010). Management Accounting: Theory and Practice. New Delhi: Excel Books.
- 2) Gupta, R.L. & Radhaswamy, M. (2018). Advanced Accounting – Vol.1. New Delhi: Sultan Chand & Sons.
- 3) Reddy T.S. & Hariprasad Reddy. (2017). Management Accounting. Chennai: Margham Publications.

**OUTCOME MAPPING**

<b>Course Outcome</b>	<b>Programme Outcome</b>				
	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO 4</b>	<b>PO 5</b>
<b>CO 1</b>	<b>3</b>		<b>2</b>	<b>1</b>	
<b>CO 2</b>		<b>3</b>		<b>2</b>	<b>1</b>
<b>CO 3</b>	<b>3</b>	<b>2</b>		<b>1</b>	
<b>CO 4</b>		<b>1</b>	<b>3</b>		<b>2</b>
<b>CO 5</b>		<b>3</b>		<b>2</b>	<b>1</b>

<b>SEMESTER: I</b> <b>CORE: IV</b>	<b>22PMBAC14: STATISTICS FOR MANAGEMENT</b>	<b>CREDIT: 4</b> <b>HOURS: 5/W</b>
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### **COURSE OBJECTIVES**

- 1) To facilitate objective solutions in business decision making.
- 2) To understand and solve business problems
- 3) To apply statistical techniques to data sets, and correctly interpret the results.
- 4) To develop skill-set that is in demand in both the research and business environments
- 5) To enable the students to apply the statistical techniques in a work setting.

#### **Unit I: Introduction**

**Hours: 12**

Descriptive Statistics – Measures of Central Tendency – Measures of Dispersion; Skewness & Kurtosis – Frequency Distribution – Histograms – Polygons – Applications to Business Situations.

Basic definitions and Rules for Probability– Conditional Probability Independence of Events– Baye’s Theorem and Random Variables – Probability Distributions: Binomial, Poisson, Uniform and Normal Distributions – Applications to Business situations.

#### **Unit II: Sampling Distribution and Estimation**

**Hours: 18**

Introduction to Sampling Distributions – Sampling Distribution of Mean and Proportion – Application of Central Limit Theorem – Sampling Techniques – Estimation: Point and Interval estimates for Population Parameters of Large Sample and Small Samples – Determining the Sample Size – Types of Samples – Deliberate, Judgment Sampling – Quota Sampling – Cluster Sampling – Probability Sampling – Random Sampling– Stratified Sampling – Systematic Sampling – Multistage Sampling.

#### **Unit III: Testing of Hypothesis**

**Hours: 18**

Parametric Tests – Hypothesis Testing: One Sample and Two Sample Tests for Means and Proportions of Large Samples (z-test) – One Sample and Two Sample Tests for Means of Small Samples (t-test) – F-test for Two Sample Standard Deviations– ANOVA: One and Two Way.

#### **Unit IV: Non-Parametric Tests**

**Hours: 15**

Chi-square Test for Single Sample Standard Deviation – Chi-square Tests for Independence of Attributes and Goodness of Fit – Sign Test for Paired Data – Rank Sum Test – Kolmogorov- Smirnov: Test for Goodness of Fit – Comparing Two Populations – Mann-Whitney U test and Kruskal Wallis Test – One Sample run test.

#### **Unit V: Correlation and Regression Hours: 12**

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

Current Stream of Thoughts: The faculty will impart the current developments in the Statistics for Management course during the semester to all students. This component will not be a part of Examinations.

### COURSE OUTCOMES

- 1) A thorough understanding of statistical tools, methods in business decision making.
- 2) Impart knowledge in data collection and research tools to efficiency complete their business research.
- 3) Provide data transferable to students so that they can summarise and interpret the research findings.
- 4) Develop capabilities as managers to think statistically using data in business.
- 5) Achieve a practical level of competence in building statistical models that suit business applications.

### Text Books

- 1) Richard I. Levin, David S. Rubin, Masood H. Siddiqui, & Sanjay Rastogi. (2017). Statistics for Management. Pearson Education. 8<sup>th</sup> Edition.
- 2) Prem. S. Mann. (2015). Introductory Statistics, Wiley Publications, 9<sup>th</sup> Edition.
- 3) Srivastava, T.N., & Shailaja Rego. (2017). Statistics for Management, Tata McGraw Hill, 3<sup>rd</sup> Edition.
- 4) Ken Black. (2012). Applied Business Statistics, 7<sup>th</sup> Edition, Wiley India Edition.

### Supplementary Readings

- 1) David R. Anderson, Dennis J. Sweeney, Thomas A. Williams, Jeffrey D. Camm, & James J. Cochran. (2017). Statistics for Business & Economics. Singapore: South-Western Pub.
- 2) Vohra, N. D. (2017). Business Statistics. McGraw Hill.
- 3) Aggarwal, B. M. (2016). Business Mathematics and Statistics. Delhi: Ane Books Pvt Ltd.
- 4) David M Levine, David F Stephan, Timothy C Krehbiel, & Mark L Berenson. (2011). Statistics for Managers using Microsoft Excel. Indian Edition — PHI Learning Private Ltd.

### OUTCOME MAPPING

Course Outcome	Programme Outcome				
	PO1	PO2	PO3	PO4	PO5
CO1	3		2		1
CO2		3		2	1
CO3	3			2	1
CO4		3	2	1	
CO5	3		2		1

<b>SEMESTER: I</b> <b>CORE ELECTIVE: 1</b>	<b>22PMBAE15-1: COMMUNICATION FOR MANAGERS</b>	<b>CREDIT: 4</b> <b>HOURS: 5/W</b>
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### **COURSE OBJECTIVES**

- 1) To understand the concept, acquire necessary skills to handle the managerial responsibilities
- 2) To learn writing business letters effectively
- 3) To know about modern communication methods
- 4) To get interview skills through traditional and modern methods
- 5) To organize, prepare and present a good report orally as well as in written form.

#### **Unit I: Business Communication**

**Hours: 15**

Communication – Meaning, Principles, Importance, Types of Communication, Barriers of communication – Reading Skills – Listening Skills – Professional costume –Communication: Meetings and Group discussions- Ethical and legal issues in business Communication.

#### **Unit II: Written Communication**

**Hours: 15**

Business Letters: Routine letters, Sales letters, Collection letters - Resume / CV – Job application letters – proposals – Internal Communication: Notices, Circulars, Memos, Agenda and Minutes, reports, case studies- Corporate Writing, Creative Writing, Poster making, Framing Advertisements, Slogans, Press notice and Press Release.

#### **Unit III: Presentation Skills**

**Hours: 15**

Principles of Effective Presentations – Planning and preparation of effective presentation – Use of Audio Visual Aids in effective presentation – Modern communication methods.

#### **Unit IV: Interview Skills**

**Hours: 15**

Interview Techniques – Preparation to conduct Interviews – Skills required for Interviewer and Interviewee – Group Discussions – Negotiating and Bargaining skills.

#### **Unit V: Report Writing**

**Hours: 15**

Importance of Reports – Functional areas of Reports – Special features of Good Reports – Types of Business Reports – Selecting, Preparing and Presentation of suitable Reports – Report writing by Individuals – Report by Committees.

Current Stream of Thoughts: The faculty will impart the recent developments in the Communication for Managers course during the semester to all students. This component will not be a part of Examinations.

**COURSE OUTCOMES**

On Completion of the course, the student will be able to

- 1) practice good managerial communication skills
- 2) excel in different forms of written communication required in a business context
- 3) get good presentation skills
- 4) attend to or conduct the interview successfully
- 5) prepare a good business report

**Text Books**

- 1) Rajendra Pal, & Korlahalli. J. S. (2012). Essentials of Business Communication. NewDelhi: Sultan Chand & Sons. 13<sup>th</sup> Edition.
- 2) Varinder Kumar, & Bodh Raj. (2017). Business Communication. New Delhi: KalyaniPublishers.
- 3) Meenakshi Raman & Prakash Singh. (2012). Business Communication. Oxford.2<sup>nd</sup> Edition.

**Supplementary Readings**

- 1) Asha Kaul. Business Communication. (2009). New Delhi: PHI Learning Pvt. Ltd.
- 2) Joep Cornelissen. (2014). Corporate Communication: A Guide to Theory and Practice.New Delhi: Sage Publications Ltd. 2<sup>nd</sup> Edition.
- 3) Sapna. M. S. (2020). Corporate Communication: Trends and Features. Chennai: NotionPress.

**OUTCOME MAPPING**

Course Outcome	Programme Outcome				
	PO1	PO2	PO3	PO4	PO5
CO1	3	2	1	2	1
CO2	3	2	1	1	1
CO3	1	3	1	2	1
CO4	2	1	1	3	1
CO5	1	2	3	1	1

<b>SEMESTER: I</b> <b>CORE ELECTIVE: I</b>	<b>22PMBAE15-2: KNOWLEDGE MANAGEMENT</b>	<b>CREDIT: 4</b> <b>HOURS: 5/W</b>
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### **COURSE OBJECTIVES**

- 1) To make the students realize the importance of capturing knowledge management elements
- 2) To understand the structures application as a competitive advantage to business.
- 3) To provide the students the concepts of knowledge management cycle
- 4) To familiarize the students about the sharing communities.
- 5) To understand the knowledge strategies and metrics

#### **Unit I: Introduction to Knowledge Management Hours: 15**

Introduction to KM – History of KM – Importance of KM – Information Management to Knowledge Management – Industrial Economy to Knowledge Economy – Mechanics of Knowledge Management – Tools and Technologies – Communities of Practice and Knowledge Conversion – Knowledge Management Matrix.

#### **Unit II: Knowledge Management Cycle Hours: 15**

Knowledge Management Cycle – Knowledge Management System Life Cycle – Major Approaches to the KM Cycle – The Zack KM Cycle – The Bukowitz and Williams KM Cycle.

#### **Unit III: Knowledge Sharing and Communities Hours: 15**

Social Nature of Knowledge – Sharing Communities – Types of Communities – Social Network Analysis – Obstacles to knowledge sharing – Organizational Learning & Social Capital – Roles and Responsibilities in Community of Practices – Knowledge Sharing in Virtual CoPs – Data Mining and Knowledge Discovery – Blogs, Content Management Tools – Knowledge Sharing and Dissemination Tools.

#### **Unit IV: Knowledge Application Hours: 15**

KM for Individuals – Communities and Organizations – Future Challenges for KM – Knowledge Application at the Individual – Group & Organizational Levels – Characteristics of Individual Knowledge Workers – Task Analysis and Modelling – EPSS – Knowledge Reuse – Knowledge Repositories – Strategic & Practical Implications of Knowledge Application.

#### **Unit V: KM Strategies and Metrics Hours: 15**

Knowledge Management Strategy, Knowledge Audit – Gap Analysis – KM Strategy Road Map – Management of Organizational Memory – Balancing Innovation and Organizational Structure – Historical Overview of Metrics in KM – KM Metrics – Benchmarking Method – Balanced Scorecard Method.



**COURSE OUTCOMES**

- 1) Expose and make students to prepare a report on knowledge management practices implemented by successful companies.
- 2) Make students understand the business familiarity with and level of literacy in KM.
- 3) Do a comparison on the KM Life Cycle Models and seeing their applicability in organizations.
- 4) Organize a group discussion for students and enable them to go through the knowledge acquisition phases.
- 5) Asking students to compare and contrast on different COPs.

**Text Books**

- 1) Kimiz Dalkir. (2022). Knowledge Management in Theory and Practice. The MIT Press.
- 2) Waman Jawadekar. (2013). Knowledge Management. New Delhi: McGraw Hill Education.
- 3) Irma Becerra-Fernandez, D. E. Leidner, Dorothy Leidner. (2008). Knowledge Management: An Evolutionary View. New York: Routledge.

**Supplementary Readings**

- 1) Sudhir Warier. Knowledge Management. (2003). Noida: Vikas Publishing House Pvt. Ltd.
- 2) Kamalavijayan, D. (2005). Information & Knowledge Management. Chennai: Laxmi Publications.
- 3) Stuart Barnes. (2008). Knowledge Management Systems. India Edition. New Delhi: Cengage Learning.

**OUTCOME MAPPING**

Course Outcome	Programme Outcome				
	PO1	PO2	PO3	PO4	PO5
CO1	3			2	1
CO2	3	2	1		
CO3		3		2	1
CO4	2			3	1
CO5		2	3		1

<b>SEMESTER: I</b> <b>CORE ELECTIVE: I</b>	<b>22PMBAE15-3: E-BUSINESS</b>	<b>CREDIT: 4</b> <b>HOURS: 5/Week</b>
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### **COURSE OBJECTIVES**

- 1) To understand, nature, scope and use of e-business applications.
- 2) To familiarize internet technologies and its role in e-business.
- 3) To enable students to apply e-business models to real world scenario.
- 4) To provide knowledge on how to design and implement e-business applications.
- 5) To acquaint the students with concept and techniques used in information technology tools for managers.

#### **Unit I: Introduction to E-Business and E-Commerce**

**Hours: 15**

Definition of E-Business, E-Commerce – Differences between E-Business and E-Commerce, E- Business Opportunities – Risks – E-Commerce – Environment – Market Place – Business Models for E-Commerce – Revenue Models – E-Business Infrastructure – Managing E-Business Infrastructure.

#### **Unit II: Technology Infrastructure and Marketing on Web**

**Hours: 15**

Internet and World Wide Web – Packet Switching Networks – TCP/IP – Unsolicited Commercial E-Mail (UCE) – Creating effective Web Presence – Connecting with Consumers – Nature of Communication on the Web – Four ‘P’ s Marketing – Consumer Relationship intensity and Life cycle Segmentation – Five Stage Model of Consumer Loyalty – Consumer Acquisition, Conversion and Retention of Consumer the Funnel model.

#### **Unit III: E-Business Categories**

**Hours: 15**

Business Model Definitions – Key elements – Business Model – E-Business Types: B2B, B2C, C2B, C2C, G2C, C2G, G2G – E-Business Design Models – Brand Awareness – Image Building Model, Promotion Model, Info-Mediatory Model, Customisation Model – Impact of COVID on E-Business.

#### **Unit IV: E-Business Strategy and Its Applications**

**Hours: 15**

E-Business Strategy – Analysis, Definition, Objectives, Implementation – Supply Chain Management (SCM) – Focus on Value Chain – E-Procurement – Digital Marketing – Planning – Situational Analysis – Online Branding – Customer Relationship Management (CRM) – CRM Uses – Applications.

#### **Unit V: Electronic Payment and Security**

**Hours: 15**

E-Payments – Advantages, Disadvantages – Typical E-Payment Types: E-Cards, Internet Cash, E-Cash, E-Cheque, Micro Payments, Mobile Payments, Online accounts – QR Codes – M- Commerce Applications – Travel, Ticketing, Education – Enterprise Resource Planning (ERP) – Entertainment, Health care, Inventory Tracking – Security Issues in E-Payment System.

**COURSE OUTCOMES**

- 1) Understand the basic concepts of information technology and e-business.
- 2) Learned about the various aspects of systems, e-business, networks and management information systems.
- 3) Analyse e-business and research into e-business applications.
- 4) Understand and apply the security, legal and ethical issues that they arise when using internet technologies.
- 5) Gather knowledge about roles and responsibilities of IT managers.

**Text Books**

- 1) Chaffey, D. (2009). E-business and E-commerce Management: Strategy, Implementation and Practice, Harlow, England: FT Prentice Hall.
- 2) Rahman, S. (2014). Introduction to E-Commerce Technology in Business. Germany: Grin Publishing.
- 3) Ohene. J-Djan. (2008). Electronic Commerce. University of London, London: Goldsmiths.

**Supplementary Readings**

- 1) Joseph, S. (2012). E-Commerce an Indian Perspective. New Delhi, PHI Learning Private Limited. 4<sup>th</sup> Edition.
- 2) Combe, Colin. (2006). Introduction to E-Business: Management and Strategy, USA, Butterworth-Heinemann/Elsevier.
- 3) Organisation for Economic Co-operation and Development. (2000). Information Technology Outlook 2000: ICTs E-Commerce and the Information Economy. Germany: OECD Publishing.

**OUTCOME MAPPING**

Course Outcome	Programme Outcome				
	PO1	PO2	PO3	PO4	PO5
CO1		3		2	1
CO2	3	2	1		
CO3		3	2		1
CO4	3			2	1
CO5		3	2		1

<b>SEMESTER: I</b> <b>OPEN ELECTIVE: I</b>	<b>22PMBAO16-1: PRINCIPLES OF MANAGEMENT</b>	<b>CREDIT: 3</b> <b>HOURS: 3/W</b>
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### **COURSE OBJECTIVES**

- 1) To impart knowledge in general management practice in an organization.
- 2) To give managerial abilities to understudies to deal with an association.
- 3) To impart information in management exercises like planning, organizing, staffing, directing, motivating and controlling.
- 4) To give the general framework about the requirement for controlling in an organization.
- 5) To impart information on the need for communication and different types of communication.

#### **Unit I: Introduction**

Evolution of Management thought – Managerial process, Functions, Skills and Roles in an Organization – Decision making and Problem Solving – Understanding and managing Group Processes – Group Decision Making.

#### **Unit II: Planning**

Distinction between Operational and Strategic Planning – Types of Plans – Grouping of various types of Plans – Steps in Planning – Importance of Policies – Types of Policies – Principles of Policy making – Policy formulation and Administration – Basic area of Policymaking.

#### **Unit III: Organising**

Organising: nature, purpose and kinds of organisation – Structure – Principles and theories of organization – Departmentation – Span of Control – Line and Staff functions – Authority and Responsibility – Centralization and Decentralisation – Committees – Informal Organization.

#### **Unit IV: Staffing and Directing**

Staffing Function – Nature and Purpose of staffing – Importance of staffing – Components of Staffing – Selection and Training – Direction Function – Leadership – Co-ordination – Need for Co-ordination – Types of Co-ordination – Pooled, Sequential, Reciprocal and Interdependence – Principles of Co-ordination – Approaches achieving effective Co-ordination – Problems of Co-ordination.

#### **Unit V: Supervising and Control**

Supervision Function – Position of a Supervisor – Qualities of a good Supervisor – Role of a Supervisor – Key Man – Man in the middle – Middle marginal man – Human Relations specialist – Essential requirements of effective Supervision – Control Functions: Meaning and Effectiveness – Concept of control – Importance of control – Span of control – Integrated Control System.

**COURSE OUTCOMES**

- 1) Understand the various managerial process, functions, skills and roles in an organization.
- 2) Improve the decision making and problem solving skills.
- 3) Impart knowledge in general management practice like planning, organizing, staffing, directing, supervising and controlling in an organization.
- 4) Analyse the need for supervision and controlling techniques practiced in an organization.
- 5) Understand the importance and types of policy, principles of policy making and administration.

**Text Books**

- 1) Ramasamy, T. (2017). Principles of Management. Mumbai: Himalaya Publishing House.
- 2) Gupta, C. B. (2011). Management Theory and practice. New Delhi: Sultan Chand & Sons.
- 3) Tripathi, P.C. & Reddy, P.N. (2017). Principles of Management. Noida: McGraw Hill.

**Supplementary Readings**

- 1) Samuel C. Certo & Trevis Certo. S. (2012). Modern Management: Concepts and Skills. New Delhi: PHI Learning.
- 2) Bhushan, Y. K. (2013). Fundamentals of Business Organization and Management. New Delhi: Sultan Chand & Co.
- 3) Andrew J DuBrin, (2016). Essentials of Management, Thomson South-Western, 10th Edition.

<b>SEMESTER: I</b> <b>OPEN ELECTIVE: I</b>	<b>22PMBAO16-2: BUSINESS COMMUNICATION</b>	<b>CREDIT: 3</b> <b>HOURS:3/W</b>
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### **COURSE OBJECTIVES**

- 1) To study the different communication types and the skills required for modern business.
- 2) To understand all forms of communication skills and enable the students to conduct well in any business process without any communication barrier.
- 3) To familiarize the speech structures and developing the speech outline.
- 4) To communicate and develop presentation skills with modern technologies.
- 5) This course will help students in understanding the principles & techniques of business communication.

#### **Unit I: Introduction to Communication**

Meaning and importance of Business Communication – Objectives of Communication – Process and Elements of Communication – Communication Networks – Types and Media of Communication – Barriers to Communication – Characteristics for successful Communication – Information Technologies in Communication – Ethical & Legal Issues in Business Communication.

#### **Unit II: Verbal and Non-Verbal Communication**

Personal language and Body language – Types of Managerial Speeches: Occasional speech; Thematic speech – Group Communication: Group Discussions, Meetings, Seminars, Conferences – Interview skills – Selection or Placement Interviews: Discipline Interviews, Appraisal Interviews, Exit Interviews – Web /Video Conferencing – Tele-meeting.

#### **Unit III: Business Letter**

Need for Business Letter – Function of Business Letter – Kinds of Business Letter – Essentials of effective Business Letter – Internal communication through – notices, circulars, memos, agenda and minutes, reports. Enquiries and Replies – Sales Letter – Orders, Tender and Notice – Complaints – Letter of Appointment – Digital Communication – Power point preparation; Using Web as a source of knowledge Sharing.

#### **Unit IV: Correspondence**

Bank Correspondence – Insurance Correspondence – Agency Correspondence – Import- Export Correspondence.

#### **Unit V: Report Writing**

Meaning and Importance of Reports – Purpose of a Report – Types of Business Reports – Characteristics of a Good Report – Preparing a Report: Developing an Outline, Nature of Headings, Ordering of Points, Logical Sequencing, Graphs, Charts, Executive Summary – List of Illustration – Report by Individual and Committees.

**COURSE OUTCOMES**

- 1) Students understands the necessity of communication and skills required.
- 2) Student applies the knowledge by speaking confidently and communicating effectively in modern business situations.
- 3) Student creates correct business letters for both internal and external business environments by using appropriate technology for digital communication.
- 4) Student creates and designs different letter formats effectively in a realistic way with reference to organizational goals.
- 5) Ability to prepare business reports.

**Text Books**

- 1) Sinha, K.K. (2018). Business Communication, Taxmann Publications Private Limited. 4th Edition.
- 2) Sundar, K. (2012). Business Communication. Chennai: Vijay Nicole Imprints Private Limited.
- 3) Madhukar, R.K. (2017). Business Communication, New Delhi: Vikas Publishing.

**Supplementary Readings**

- 1) Rajendra Pal & Korlahalli, J. S. (2011). Essentials of Business Communication, New Delhi: Sultan Chand & Sons.
- 2) Sharma. R. C., & Krishna Mohan. (2017). Business Correspondence and Report Writing. New Delhi: McGraw Hill.
- 3) Rayudu, C. S. (2015). Communication. Mumbai: Himalaya Publishing House.

<b>SEMESTER: I OPEN ELECTIVE: I</b>	<b>22PMBAO16-3: PRINCIPLES AND PRACTICE OF ADVERTISING</b>	<b>CREDIT: 3 HOURS:3/W</b>
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### **COURSE OBJECTIVES**

- 1) To educate the students about the fundamentals of advertising management concepts.
- 2) To enrich the students' knowledge in legal, principles and ethical aspects of advertising.
- 3) To impart the skills to assess media selection, creativity and advertising agencies.
- 4) To identify the importance of public relations and corporate advertising.
- 5) To acquaint students with approaches and methods to develop, execute and evaluate advertising campaigns.

### **Unit I: Fundamentals of Advertising**

Advertising – Objectives – Role of advertising in modern Business – Advertisement Layout – Economic aspects of Advertising – Evolution of IMC – Marketing Communication Mix – High control message – Low control message – Strength and weakness of major IMC tools. Classification of Ads – Advertising appeals: humor, slice of life, testimonials, demonstrations, problem solution, talking heads, characters, news, emotions – Persuasion Matrix – Risks of using Celebrity – Advertisement based on demand influence level – Advertisement based on Audience – Advertisement based on Timing of response – Advertisement based on Geographic coverage.

### **Unit II: Legal, Principle and Ethical aspects of Advertising**

Legal, Ethical and Social aspects of Advertising - Behavioral effects of Advertising: Sensory level, Cognitive level, Personal and Sociological level – Communication Models: AIDA model, Hierarchy Effect model, Innovation adoption model, Information processing model, Operational model – DAGMAR philosophy – Unique selling proposition – Ethics in Advertising – Advertising and Children – Advertising and Cultural Values – Advertising Standards Council of India.

### **Unit III: Media Decision**

Media Decisions - Media Planning and Selection - Concepts of Reach, Frequency, Continuity, and Selectivity - Measures of Media Cost Efficiency – Media (Readership / Viewership) Research - Internet as an Advertising Medium - Tracking Website visits, page views, hits, and click-stream analysis - Permission Marketing and Privacy.

### **Unit IV: Advertisement Analysis**

Pre-testing: Concept testing, Theme testing, Copy Research, Post testing – Advertisement Agencies: types, functions – Selecting an Agency – Client Agency relationship – Agency compensation – Advertisement as a Career – Measuring Advertising Effectiveness - Control of Advertising by Practitioners, Media and Market.



### **Unit V: Public Relations and Corporate Advertising**

Public Relations – Integrating PR into the Promotional Mix – Establishing a PR Plan – Advantages and Disadvantages of PR – Measuring the effectiveness of PR – Publicity – Power of Publicity – Control and Dissemination of Publicity – Objectives, types of Corporate Advertising.

#### **COURSE OUTCOMES**

- 1) Students are educated about the fundamentals of advertising management concepts.
- 2) Student acquires knowledge on the legal and ethical aspects of advertising and implement in the business environment.
- 3) Management of media decisions and selection skill is acquired.
- 4) Understand and familiar with the analysis of advertising and actions to be taken.
- 5) Students will have the ability to follow the public relations and corporate advertising to promote business growth.

#### **Text Books**

- 1) Sandra Moriarty, Nancy Mitchell, Charles Wood, & William D. Wells (2019). Advertising: Principles and Practice (11th Ed.). New Delhi: Pearson Education.
- 2) Kenneth E. Clow, & Donald E. Baack (2018). Integrated Advertising, Promotion, and Marketing Communications. New Delhi: Pearson Education. 8<sup>th</sup> Ed.
- 3) Tom Duncan. (2005). Principles of Advertising and IMC. New Delhi: McGraw Hill Co.

#### **Supplementary Readings**

- 1) Batra, Rajeev., John G. Myers, & David A. Aaker. (2008). Advertisement Management. New Delhi: PHI Learning.
- 2) Ruchi Gupta. (2016). Advertising Principles and Practice. New Delhi: S. Chand & Co.
- 3) Sangeetha Sharma & Raguvir Singh. (2008). Advertising Planning and Implementation. New Delhi: PHI Learning.

<b>SEMESTER: II</b> <b>CORE: V</b>	<b>22PMBAC21: HUMAN RESOURCE MANAGEMENT</b>	<b>CREDIT: 4</b> <b>HOURS: 5/W</b>
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### **COURSE OBJECTIVES**

- 1) To explain the fundamentals and significance of HRM.
- 2) To familiarize the students with methods and techniques of HR planning, recruitment and selection.
- 3) To discuss the concept of training and development.
- 4) To impart knowledge on the promotion, job evaluation and compensation issues.
- 5) To provide students with the application of the HRM tools in real world business situations.

#### **Unit I: Introduction to HRM**

**Hours: 15**

Human Resources Management – Context and Concept of People Management in a Systems Perspective – Organization and Functions of the HR and Personnel Department – HR Structure and Strategy: Role of Government and Personnel Environment including MNCs–Computer Applications in Human Resource Management.

#### **Unit II: Human Resource Planning**

**Hours: 15**

Human Resource Planning (HRP) – Demand and Supply forecasting –Factors affecting HRP – Job Analysis and Job Design – Recruitment and Selection – Recruitment Process – Sources and Methods of Recruitment –Steps in Selection – Orientation Program – Recruitment Metrics.

#### **Unit III: Training and Development**

**Hours: 20**

Need and Importance of Training and Development – Training Need Analysis and Techniques – Design Training Programme – Methods of training – Training evaluation – Executive Development – Concept of Career Development – Performance appraisal: Methods – Problem and solutions – MBO Approach – The appraisal interviews – Performance Appraisal in practice.

#### **Unit IV: Promotion, Job Evaluation and Compensation**

**Hours: 20**

Promotion – Promotion policy – Types of Promotion – Seniority – Merit – Ability – Transfers – Reasons, Principles and types– Separation – Lay off – Resignation – Dismissal – Retrenchment Voluntary retirement scheme – Retention Metrics, Retention Determinants, Attrition – Job Evaluation – Procedure, Advantages & Limitations – Job evaluation methods – Components of Remuneration – Wages and salary, incentives, fringe benefits – Factors affecting Employee Remuneration – Minimum wage, Fair wage and Living wage – Executive Remuneration.

**Unit V: Participative Management and Labour Relations****Hours: 20**

Scope and ways of Participation – Staff Council, Joint Council, Collective Bargaining, Job Enlargement/Enrichment – Suggestion Schemes and Quality Circle – Total Quality Management – Structure of Participative Management – Nature and benefits of participation – Managing diversity – Trade Unions – Collective Bargaining – Future of Trade Unionism – Discipline Administration – Grievances Handling – Managing Dismissals and Separation.

**Current Stream of Thoughts:** The faculty will impart the current developments in the Human Resources Management course during the semester to all students. This component will not be a part of Examinations.

**COURSE OUTCOMES**

- 1) Understand and apply HRM functions for effective management of organization
- 2) Apply and contribute to the development, implementation and evaluation of planning of human resources, recruitment and selection.
- 3) Understand the training needs in the organization and ability to design suitable training plan
- 4) Develop and facilitate performance management and compensation management by upholding ethical standards for sustainable development.
- 5) Appreciate human resource aspects of an organization for better participative management and labour relations.

**Text Books**

- 1) Aswathappa, K. (2017). Human Resource Management: Text & Cases. McGraw Hill Education.
- 2) Durai. (2016). Human Resource Management. Pearson Education India. 2<sup>nd</sup> Edition.
- 3) Venkatapathy, R. & Assissi Menacheri, (2001). Industrial Relations & Labour Welfare. Coimbatore: Adithya Publications

**Supplementary Readings**

- 1) Rao, V. S. P. (2010). Human Resource Management: Text and cases. Excel Books, New Delhi. 1<sup>st</sup> Edition.
- 2) Biswajeet Pattanaya, K. (2018). Human Resource Management. PHI Learning.
- 3) Subba Rao, P. (2013). Essentials of HRM and Industrial Relation. Himalaya Publishing House. 5<sup>th</sup> Edition.

**OUTCOME MAPPING**

<b>Course Outcome</b>	<b>Programme Outcome</b>				
	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
<b>CO1</b>	<b>3</b>		<b>2</b>		<b>1</b>
<b>CO2</b>		<b>3</b>	<b>2</b>		<b>1</b>
<b>CO3</b>	<b>3</b>		<b>2</b>	<b>1</b>	
<b>CO4</b>		<b>3</b>	<b>1</b>	<b>2</b>	
<b>CO5</b>	<b>3</b>		<b>2</b>		<b>1</b>

<b>SEMESTER: II</b> <b>CORE: VI</b>	<b>22PMBAC22: FINANCIAL MANAGEMENT</b>	<b>CREDIT: 4</b> <b>HOURS: 5/W</b>
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### **COURSE OBJECTIVES**

Enable the students to understand and

- 1) To educate the concept of finance and its functions concerned with everything that takes place in the conduct of the business.
- 2) To explain various sources of finance, cost of capital, to provide the financial concepts of capital structure and its theories.
- 3) To develop and acquaint the students with the various concepts, techniques, methods of planning of investment decision
- 4) To impart knowledge on the short-term assets mix - working capital management and its components.
- 5) To provide the financial concepts of dividend policy and its different models and approaches.

#### **Unit I: Introduction to Financial Management**

**Hours: 15**

Finance function: Meaning – Definition – Scope of Finance function – Executive Functions and Incidental Functions – Goals of Financial Management – Profit Maximization and Wealth Maximization – Time Value of Money – Future value and Present Value – Risk- Return trade-off.

#### **Unit II: Financing Decision**

**Hours: 20**

Cost of Capital – Components of Cost of Capital – Importance of Cost of Capital – Factors affecting Cost of Capital – Computation of Cost of Debt, Cost of Preference Shares, Cost of Equity and Weighted Average Cost of Capital – Capital Structure Planning – Optimum Capital Structure – Factors determining Capital Structure – Theories of Capital Structure: NI Approach – NOI Approach - MM Approach – Traditional Approach – Valuation of Firm.

#### **Unit III: Investment Decision - Long-Term Asset Mix Decision**

**Hours: 20**

Capital Budgeting: Features and Objectives – Need and Significance of Capital Budgeting – Capital Budgeting Process – Methods of Capital Expenditure Appraisal: Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index – Risk Analysis in Capital Budgeting.

#### **Unit IV: Short-term Assets Mix Decision**

**Hours: 20**

Meaning and Concept of Working Capital – Gross and Net Working Capital – Types of Working Capital – Factors determining Working Capital – Financing Mix Approaches – Sources of Working Capital Financing – Management of Cash and Marketable Security – Importance of Cash and Liquidity – Cash Balance deciding factors – Determination of Cash Cycle – Receivable Management: Objectives Formulation of Credit and Collection Policies – Inventory Management: Objectives of Inventory – Determination of Optimum Level of Inventory – Types of Inventory – Forecasting Working Capital requirement – Operating Cycle concept.

**Unit V: Dividend Decision****Hours: 15**

Dividend Policy Decision: Dividend and Retained Earnings – M.M. Model – Walters Model – Dividend practices – Factors affecting Dividend Policy – Dividend Payout Ratio – Stock Dividend and Stock Splits – Issue of Bonus Shares and its Procedure.

**Current Stream of Thoughts:** The Faculty will impart the current developments in the Financial Management course during the semester to all students. This component will not be a part of Examinations.

**COURSE OUTCOMES**

- 1) Analyze the functions of finance manager and evaluating the financial resources of an organization to achieve its overall objectives.
- 2) Appraise the computation of cost of capital, theories & approaches of capital structure.
- 3) Understand the techniques of capital budgeting and explore certain advanced issues in capital budgeting techniques.
- 4) Understand the key issues related to working capital policy and various facets of inventory management
- 5) Expound the profit distribution policies of a firm, various approaches on dividend policy.

**Text Books**

- 1) Khan, M. Y. & Jain, P. K. (2019). Financial Management: Text, Problems and Cases. New Delhi: McGraw Hill. 8<sup>th</sup> Edition.
- 2) Maheswari, S. N. (2019). Financial Management: Principles and Practice. New Delhi: Sultan Chand & Sons.
- 3) Pandey, I. M. (2018). Financial Management: Text, Problems and Cases. New Delhi: McGraw Hill Education. 10<sup>th</sup> Edition.

**Supplementary Readings**

- 1) Prasanna Chandra. (2019) Financial Management: Theory & Practice. New Delhi, McGraw Hill. 10<sup>th</sup> Edition.
- 2) Murthy, A. (2013). Financial Management. Chennai: Margham Publications.

**OUTCOME MAPPING**

Course Outcome	Programme Outcome				
	PO1	PO2	PO3	PO4	PO5
CO1	3		1		2
CO2		3		2	1
CO3	3		2		1
CO4		3		2	1
CO5		3	1		2

<b>SEMESTER: II</b> <b>CORE: VII</b>	<b>22PMBAC23: OPERATIONS MANAGEMENT</b>	<b>CREDIT: 4</b> <b>HOURS: 5/W</b>
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### **COURSE OBJECTIVES**

- 1) To acquire a working understanding of production function in the context of business enterprises and the various ergonomics considerations in designing the production system of an organisation.
- 2) To analyze the factors influencing plant location and principles of plant out existing in the industry.
- 3) To help the students to understand about production, planning and control and the role of Gantt charts in production scheduling.
- 4) To explain the essentials of materials management and the role of inventory system in running a business and to develop skills in solving production related problems.
- 5) To impart knowledge on the quality management and maintenance management.

#### **Unit I: Production and Operations Management Function**

**Hours: 14**

Introduction – Production functions – Design of production system – Types of production – Types of process – Productivity – Ergonomics. Criteria of Performance for the production and Operations Management System – Jobs / Decisions of Production and Operations Management – Classification of Decision Areas – Technology selection and management – capacity management - Basic Tools of operations management: Forecasting – Elements of forecasting – Methods of forecasting.

#### **Unit II: Spatial Decisions in Operations Management: Plant Location & Layout**

**Hours: 18**

Plant Location – Factors influencing plant location – Multi Plant location – Foreign Location – Relocation – Plant location trends. Nature of Location Decision – Location Decision – An integral part of Organisational Strategies. Plant Layout – Types of Layouts: Process Layout, Product Layout – Office Layout – Layout of service facilities – Use of service facilities – Use of drawings, templates and models in layout physical facilities. CRAFT: Computer Program to Solve Process Layout Problems.

#### **Unit III: Timing Decision: Production Planning and Control**

**Hours: 18**

Production Planning and Control – Routing – Scheduling – Dispatching – Expediting – GANTT charts – Work study and Motion study and Method study analysis – Use of Computers in PPC – Design and Implementation of PPC System. Aggregate Planning – Strategies and Cost – Assembly Line Balancing. Scheduling – Sequencing and Prioritisation – Flow Shop Scheduling: Introduction, Johnson's Algorithm, Extension of Johnson's Rule – Two machines and three machines problem only – Work Study – Method Study – Recording Techniques – Steps in Method Study – Principles of Motion Economy – Time Study.

**Unit IV: Materials Management****Hours: 20**

Materials Management – Objective of Materials management – Materials forecasting and planning – Inventory control – Fixed order size, EOQ Inventory System – Deterministic

Probabilistic Models– Static Inventory Models –Review of Basic Models of Inventory– Quantity Discount Model – Spare parts management – Materials Requirement Planning – Aggregate Inventory Management – Material Handling System – Unit Load Concept – Material Handling Principles – Classification of Materials Handling Equipments.

**Unit V: Quality Management and Maintenance Management****Hours: 20**

Quality Control: Introduction, Need for Controlling Quality – Definition of a Quality System – Classification of Quality Control Techniques – Control Charts: Control Charts for Variable, Control Charts for Attributes, C-Chart – Acceptance Sampling: Operating Characteristic Curve (O.C. Curve) – Single Sampling Plan – Maintenance Planning and Control: Maintenance Objectives – Types of Maintenance – Basic Reasons for Replacement (Need for Replacement) – Group Replacement Vs Individual Replacement – Trade-off.

**Current Stream of Thoughts:** The faculty will impart the recent developments in the Operations Management course during the semester to all students. This component will not be a part of Examinations.

**COURSE OUTCOMES**

At the end of the course, the student will be able to practice and to

- 1) Demonstrate the core features of production function at the operational and strategic levels, its correlation with employees, process, productivity, quality and information technology besides its contribution to the competitiveness of firms.
- 2) Appraise the production functions and their interaction with other business functions such as finance, marketing, human resource, supply chain and innovation.
- 3) Evaluate the factors that may influence the location of a plant in national and foreign along with the ability to identify operational methodologies to assess and improve the organizational overall performance.
- 4) Assess the principles underlying on Production Planning and Control and pertain various qualitative techniques of maintenance function for an extensive sustainability and development of the organizations.
- 5) Apply materials forecasting and planning techniques to carry out the work independently or team and develop basic materials requirement schedules in order to take aggregate decisions.



**Text Books**

- 1) Sarangi S. K. (2018). Production Management and Materials Management: Text & Cases. New Delhi: Asian Books Private Limited Publication
- 2) Paneer Selvam, R. (2019). Production and Operations Management. New Delhi: PHI Learning.
- 3) Shridhara Bhat, K. (2019). Production and Materials Management. Mumbai: Himalaya Publishing House.

**Supplementary Readings**

- 1) Tony Arnold. J. R., Stephen N. Chapman, & Lloyd M Clive. (2008). Introduction to Materials Management. Pearson Prentice Hall. 6th Edition.
- 2) Dutta, A. K. (2008). Materials Management: Procedures, Text and Cases. New Delhi: PHILearning Pvt. Ltd.
- 3) Mahadevan, B. (2009). Operation Management: Theory and Practice. New Delhi: Pearson Education India.

**OUTCOME MAPPING**

Course Outcome	Programme Outcome				
	PO1	PO2	PO3	PO4	PO5
CO1	3		2		1
CO2		3		2	1
CO3	2		3		1
CO4		2		3	1
CO5	3		2	1	

<b>SEMESTER: II</b> <b>CORE: VIII</b>	<b>22PMBAC24: MARKETING MANAGEMENT</b>	<b>CREDIT: 4</b> <b>HOURS: 5/W</b>
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### **COURSE OBJECTIVES**

- 1) To familiarize with the various concepts in marketing.
- 2) To assimilate the students about the marketing climate.
- 3) To understand consumer behavior.
- 4) To investigate the variables affecting consumer choice.
- 5) To develop the capacity and to design the best promoting strategy.

#### **Unit I: Marketing and its Environment**

**Hours: 15**

Definition – Role of marketing – Marketing Concepts and Tasks – Customer Value and Satisfaction – Production concept – Product concept – Selling concept – Marketing concept – Societal marketing– Relationship Marketing concept; Tasks of Marketing; Marketing Environment – Macro and Micro Environment – Environmental Scanning Marketing strategies – Market Leader Strategies – Market Follower Strategies – Market Challenger Strategies and Market Niche Strategies.

#### **Unit II: Market Analysis and Segmentation**

**Hours: 15**

Market Analysis – Types of Markets – Marketing Mix elements – Market Portfolio Planning – Demand Forecasting methods – Survey – Buyer’s opinion – Composite Sales force opinion – Experts opinion – Market test method.

Market Segmentation – Bases of Segmenting Consumer Market and Industrial Market – Target Marketing – Product Differentiation – Market Positioning Strategy – Marketing Planning and Control.

#### **Unit III: Product and Pricing Strategies**

**Hours: 15**

Product – Classification of consumer goods and Industrial goods – Product lines – Product Life Cycle – New Product Development – Launching New Product – Product Innovation; Brand – Types – Packaging – Labeling – Trade Marks – Copyrights – Patents. Pricing Strategy – Methods of Setting Price – Discounts and Allowance – Price-off.

#### **Unit IV: Physical Distribution and Promotion**

**Hours: 15**

Physical Distribution – Distribution Mix – Managing Channel – Retailing – Wholesaling Intermediaries – Transport and Warehousing – Distribution Strategies – Distribution Cost Analysis. Promotions– Advertising – Public Relations – Publicity – Sales Promotion Methods – Sales force Management – Qualities of Sales Manager – Performance Evaluation of Marketing Programmes – Marketing Research – Process – MIS; Ethics in Marketing – Consumerism – Environmentalism – Global Marketing – Services Marketing – Rural Marketing.

#### **Unit V: Consumer Behaviour and CRM**

**Hours: 15**

Consumer Behaviour – Factors influencing Consumer Behaviour – Demographics – Psychographics – Behavioural – Psychological influence – Purchase Decision Process – Strategies – Family Decision Making – Stages in buying process – Dissonance Behaviour – Customer Relationship Management.

**Current Stream of Thoughts:** The faculty will impart the recent developments in the Marketing Management course during the semester to all students. This component will not be a part of Examinations.

### **COURSE OUTCOMES**

- 1) Familiar into marketing concept and environment.
- 2) Built the critical approach and analyze the market and segmenting markets.
- 3) Well communicate the authorities about the buyer's opinion towards promotional as well as marketing mix strategies.
- 4) Analyze the innovative market information and derive insights.
- 5) Construct the suitable marketing strategies after evaluating the current trend about new products and copyrights.

### **Text Books**

- 1) Philip Kotler & Kevin Lane Keller. (2017). Marketing Management. Prentice Hall India.
- 2) Gupta, G. B. & N. Rajan Nair. (2016). Marketing Management, New Delhi: Sultan Chand & Sons.
- 3) Micheal R. Czinkota, & Masaaki Kotabe. (2006). Marketing Management. Vikas Thomson Learning, 2<sup>nd</sup> Edition.

### **Supplementary Readings**

- 1) Ramasamy, V. S., & Namakumari, S. (2018). Marketing Management: Global Perspective Indian Context. New Delhi: Macmillan Education. 6<sup>th</sup> Edition.
- 2) Warren J. Keegan, (2014). Global Marketing Management. New Delhi: Pearson Education. 8<sup>th</sup> Edition.
- 3) Webb, K. (2011). Consumer Behaviour. New Delhi: Tata McGraw Hill. 2<sup>nd</sup> Edition.

### **OUTCOME MAPPING**

Course Outcome	Programme Outcome				
	PO1	PO2	PO3	PO4	PO5
CO1		3		2	1
CO2		1	3		2
CO3	3	2			1
CO4	3		2	1	
CO5		3	2	1	

<b>SEMESTER: II</b> <b>CORE ELECTIVE: II</b>	<b>22PMBAE25-1: ENTREPRENEURIAL</b> <b>DEVELOPMENT</b>	<b>CREDIT: 4</b> <b>HOURS: 5/W</b>
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### **COURSE OBJECTIVES**

- 1) To equip and develop the entrepreneurial skills and qualities essential to undertake business.
- 2) Understand the role of entrepreneur and ethical practice in Indian and global scenario.
- 3) To impart the learners' entrepreneurial competencies needed for managing business efficiently and effectively.
- 4) Impart knowledge on training institute and financial institution that assist the smallscale industry in the sustainable development.
- 5) To provide a basic frame-work to start a small/medium scale business/industrial unit.

#### **Unit I: Introduction to Entrepreneur**

**Hours: 15**

Definition – Concept – Classification and types of Entrepreneurs – Entrepreneurial Traits – Need and Important – Roles and Responsibilities of Entrepreneurs in Indian business context – Entrepreneurial Motivation – Entrepreneurial Development Programme: Role and objectives of the programme – Contents – Institutions aiding Entrepreneurs – Central and State level Institutions.

#### **Unit II: Entrepreneurship Environment and Challenge**

**Hours: 15**

Entrepreneurship Environment: social, cultural, political, natural, geographic, technological – Economic Environment and its impact on Entrepreneurship – Factors affecting Entrepreneurial Growth – Globalization and its challenges – Steps to face global challenges – Strategies for the development of Women Entrepreneurs.

#### **Unit III: Evolution of Entrepreneurs**

**Hours: 15**

Evolution of Entrepreneurs – Entrepreneurial Promotion: Training and Development. Mobility of Entrepreneurs – Entrepreneurial change – Occupational mobility – Factors in mobility – Role of Consultancy Organizations in Promoting Entrepreneurs – Forms of Business for Entrepreneurs.

#### **Unit IV: Project Management**

**Hours: 15**

Definition of Project – Classifications of Projects – Importance – Scope – Project Identification – Idea Generation and Screening – Project Selection and Planning – Project Formulation – Project Life Cycle – Project Organisation – Roles and Responsibilities of Project Manager – Managing Project Team.

#### **Unit V: Project Feasibility and Project Finance and Evaluation**

**Hours: 6**

Pre-Feasibility Study – Market and Demand Analysis – Feasibility Study: Technical, Commercial, Environmental, Socio-economic – Managerial and Financial analysis – Detailed Project Report – Resource Survey – Selection of Plant Location – types of Project Contracts – Insurance for Projects – Project Implementation– Estimating Project Time and Cost – Cost of

Capital – Source of Finance – Cost Control – Project Scheduling and Monitoring – Project Information System and Documents – Project Report – Social Cost-Benefit Analysis – Project Evaluation and Performance Review Techniques.

### **COURSE OUTCOMES**

- 1) Understand the role of entrepreneur and ethical practice in Indian and global scenario.
- 2) Learners will gain entrepreneurial competence to run the business efficiently
- 3) Learners are able to undertake businesses in the entrepreneurial environment
- 4) Impart knowledge on training institute and financial institution that assist the small scale industry in the sustainable development.
- 5) Understand and get skill on project management tools and information system used in a project.

### **Text Books**

- 1) Khanka, S. S. (2020). Entrepreneurial Development. New Delhi: S Chand & Sons Co.
- 2) Rajeev Roy. (2021). Entrepreneurship, Oxford University Press. 3<sup>rd</sup> Edition.
- 3) Prasanna Chandra. (2019). Projects: Planning, Analysis, Selection, Financing, Implementation and Review. McGraw-Hill. 9<sup>th</sup> Edition.

### **Supplementary Readings**

- 1) Hisrich, Robert D., Peters, Michael P., Shepherd, Dean A. & Sinha, Sabyasachi. (2020). Entrepreneurship. New Delhi: McGraw Hill. 11<sup>th</sup> Edition
- 2) Saravanel, P., & Sumathy, P. (2020). Entrepreneurial Development. Chennai: Margham Publications.
- 3) Vasant Desai. (2011). The Dynamics of Entrepreneurial Development and Management, New Delhi: Himalayas Publishing House. 11<sup>th</sup> Edition.

### **OUTCOME MAPPING**

Course Outcome	Programme Outcome				
	PO1	PO2	PO3	PO4	PO5
CO1		3		2	1
CO2	3		2		1
CO3		3		2	1
CO4	3		2	1	
CO5		3	2	1	

<b>SEMESTER: II</b> <b>CORE ELECTIVE: II</b>	<b>22PMBAE25-2: SOFT SKILLS DEVELOPMENT</b>	<b>CREDIT: 4</b> <b>HOURS: 5/W</b>
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### **COURSE OBJECTIVES**

- 1) To introduce the basic concepts of soft skills
- 2) To explain the significance of soft skills for the prospective managers
- 3) To provide understanding the various soft skills.
- 4) To acquaint with the various soft skills to face the real time situations of any business
- 5) To utilize the learnt soft skills in application.

#### **Unit I: Soft Skills and Personality Development**

**Hours: 15**

Soft Skills – Meaning and Significance – Self Concept – Self Awareness – Self Development – Know thyself – Power of Positive Attitude – Etiquette and Manners – Listening – Types of Listening – Effective Listening – Barriers to Listening – Assertive Communication.

#### **Unit II: Communication Skills**

**Hours: 15**

Communication – Types of Communication– Types of Speeches – Public Speaking – Presentation – Elements of Effective Presentation – Use of Audio & Visual Aids in Presentation – Written Communication – Strategies of Writing – Business Letters – Form, Structure, Formats – Types of Business Letters – Memos – Agenda & Minutes – Non-Verbal Communication – Body language – Proxemics.

#### **Unit III: Interpersonal Skills**

**Hours: 15**

Interpersonal Skills – Relationship Development and Maintenance – Transactional Analysis – Conflict Resolution Skills – Level of Conflict – Empathy – Managing Emotions – Negotiations: Types, Stages & Skills – Counselling Skills.

#### **Unit IV: Employability Skills**

**Hours: 15**

Goal Setting – Career Planning – Corporate Skills – Group Discussions – Interview Skills – Types of Interview – Interview Body Language – Group Discussions – e-mail writing – Job Application – Covering Letter – Resume Preparation.

#### **Unit V: Work Skills**

**Hours: 15**

Decision Making Skills – Problem Solving Skills – Emotional Intelligence – Team Building Skills (Group Dynamics) – Team Spirit – Time Management – Stress Management – Resolving Techniques.

### **COURSE OUTCOMES**

On completion of the course, students should be able to

- 1) Critically think and evaluate self and build ethical qualities for personal and professional success.
- 2) Improve their cognitive skills by enhancing speaking skills and writing skills in oral and written forms and apply successfully in the business.

- 3) Analyze conflicts and maintain healthy inter personal relationship in personal and professional life.
- 4) Develop and incorporate various skills of employability in personal and professional life.
- 5) Manage emotion, and stress and build team skills for sustainable development in global business environment.

#### **Text Books**

- 1) Alex, K. (2014). Soft Skills: Know Yourself and Know the World. New Delhi: S. Chand & Co.
- 2) Gopalaswamy Ramesh & Mahadevan Ramesh. (2013). The Ace of Soft Skills: Attitude, Communications and Etiquette for Success. New Delhi: Pearson Education.
- 3) Meena, K., & Ayothi, V. (2012). A Book on Development of Soft Skills: A Road Map to Success, Thiruchirapalli: P.R. Publishers.
- 4) Ravindran, G, Ilango B., & Arockiam L. (2007). Success through Soft Skills. S Chand & Company Pvt. Ltd.

#### **Supplementary Readings**

- 1) Barun Mitra. (2016). Personality Development and Soft Skills, New Delhi, Oxford University Press.
- 2) Prashant A. Dhanwalkar (Manusmare). S.R. Sharma & Gunjan Sharma. (2015). Soft Skills Development. Nagpur: Sai Jyothi Publication.
- 3) Gajendra Singh Chauhan & Sangeeta Sharma. (2015). Soft Skills: An Integrated Approach to maximize Personality, New Delhi: Wiley.

#### **OUTCOME MAPPING**

Course Outcome	Programme Outcome				
	PO1	PO2	PO3	PO4	PO5
CO1	3	1	1	2	2
CO2	1	3	2	2	1
CO3	1	1	1	3	2
CO4	2	3	2	1	1
CO5	1	2	2	3	1

<b>SEMESTER: II</b> <b>CORE ELECTIVE: III</b>	<b>22PMBAE25-3: COMPUTER APPLICATIONS</b> <b>IN BUSINESS</b>	<b>CREDIT: 4</b> <b>HOURS: 5/W</b>
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### **COURSE OBJECTIVES**

- 1) To explain the basics of computers hardware, software and its evolution.
- 2) To acquire knowledge of files, folders and data storage and its activities.
- 3) To introduce the application areas and its uses of MS-Office and Tally.
- 4) To implement the strategic ideas of IT and its applications in organization.
- 5) To motivate to use contemporary techniques in business.

#### **Unit I: Computer – An Introduction Hours: 12**

Meaning of Computers – Characteristics of Computer – Classification of Computer – Components of Computer – Computer Languages – Language Translators – IPO Cycle – Computer Applications in Modern Business.

#### **Unit II: System & Designing of System Hours: 12**

Classification of System – Open, Close – Types of Information System (based on hierarchy): Transaction Processing System (TPS), Management Information System (MIS), Decision Support System (DSS) – Role of System Analysts – System Development Life Cycle (SDLC) – Process and Stages of SDLC.

#### **Unit III: MS-Office and TALLY Hours: 18**

MS-Word: Working with Documents – Formatting Documents – Setting Page Style – Spelling and Grammar.

MS-Excel: Managing Workbook, Worksheets, Functions, Formulas, Data Forms, Data Validation.

MS-PowerPoints: Creating, Opening – Editing a Presentation, Inserting ClipArt, Audio, Video Files – Hyperlink to YouTube, Animation and Translations of Slides.

Tally: Features of Tally – Tally Screens and Menus – Creation of Company and Groups.

#### **Unit IV: Data Processing and Networks Hours: 15**

Basics of Data Processing – Modes of Data Processing – Data Hierarchy – Data Processing System in Business Organization – Computerized Financial Accounting System – Inventory Control System – Payoff System – Invoice System – Data Communication – Classification of Networks: LAN, WAN, MAN – Wireless LAN – Internet, Intranet, Extranet.

#### **Unit V: Business Application of Information System & E-Commerce Hours: 18**

Introduction to Information System – Information Processing Cycle – Functional Areas of Business Organisation – Financial Information System – Human Resource Information System – Production System – Marketing Information System – E-Commerce – Types of E-Commerce – Electronic Payment System – ERP and Related Technologies.



**Practical Exposures required to Students:**

**MS Word:** text basics, text formatting and saving file, working with objects, header and footers, tables, styles and content, merging document, proofing and printing.

**MS Excel:** formatting excel work book; perform calculations with functions; sort and filter data with excel; create effective charts to present data visually, protecting and sharing the work book, proofing and printing.

**MS Power Point:** setting up power point environment, creating slides and applying themes, working with bullets and numbering, working with objects, hyperlinks and action buttons, working with movies and sounds, using SmartArt and Tables, animation and slide transition, proofing and printing.

**Tally:** Creating, altering and deleting company in tally, gateway of tally and user interface, doing voucher entries, duplicating entries.

**COURSE OUTCOMES**

- 1) Understand the importance of hardware, software and management functions and its related systems for management.
- 2) Recognise the concept of system and its designing.
- 3) Get familiarise with MS-Office, Tally and its applications for modern management.
- 4) Organise the data and its process for management as well as able to understand computer networks.
- 5) Able to identify the functional areas of information system in current scenario.

**Text Books**

- 1) Parameswaran, R, (2010), Computer Application in Business. New Delhi: S. Chand & Company Ltd.
- 2) Srinivasa Vallabhan, S. V. (2011). Computer Applications in Business. New Delhi: S. Chand & Company Ltd.
- 3) James A O'Brien, & George M. Marakas. (2007). Management Information Systems. McGraw Hill. 7th Edition.

**Supplementary Readings**

- 1) Ananthi Sheshasaayee., & Sheshasaayee. (2013). Computer Applications in Business and management. Chennai: Margam Publications.
- 2) Alexis Leon & Mathews Leon. (2009). Fundamentals of Information Technology. Noida: Vikas Publishing House Pvt Ltd. 2nd Edition.
- 3) Ritendra Goel, & Kakkar, D. N. (2003). Computer Applications in Management. New Delhi: New Age International.

**OUTCOME MAPPING**

<b>Course Outcome</b>	<b>Programme Outcome</b>				
	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO4</b>	<b>PO5</b>
<b>CO1</b>		<b>3</b>		<b>2</b>	<b>1</b>
<b>CO2</b>	<b>3</b>		<b>2</b>		<b>1</b>
<b>CO3</b>		<b>3</b>	<b>2</b>	<b>1</b>	
<b>CO4</b>	<b>3</b>	<b>2</b>		<b>2</b>	
<b>CO5</b>		<b>2</b>	<b>3</b>		<b>1</b>

<b>SEMESTER – II</b>	<b>22PHUMR27: HUMAN RIGHTS</b>	<b>CREDIT:2 HOURS:2/W</b>
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### **COURSE OBJECTIVES**

- 1) To understand the conceptual background of Human Rights.
- 2) To study international and regional norms and institutional mechanisms of Human Rights.
- 3) To know the international concern for Human Rights.
- 4) To explore the emerging issues in international human rights.
- 5) To study the Classification of Human Rights.

### **UNIT-I: CONCEPTUAL BACKGROUND OF HUMAN RIGHTS**

Meaning, Nature and Scope of Human Rights - Need for the Study of Human Rights - Philosophical and Historical foundations of Human Rights - Classification of Human Rights –Major Theories of Human rights.

### **UNIT-II: INTERNATIONAL HUMAN RIGHTS NORMS AND MECHANISMS**

UN Charter - Universal Declaration of Human Rights - International Covenant on Civil and Political Rights - International Covenant on Economic, Social and Cultural Rights - Other Major instruments on Human rights (Conventions on Racial Discrimination. Women and Child Rights. Torture, Apartheid and Refugees) -UN High Commissioner for Human Rights and its Sub-Commissions - Geneva Conventions and Protocols - UN High Commission for Refugees -Humanitarian Interventions of UN

### **UNIT-III: REGIONAL HUMAN RIGHTS STANDARDS AND MECHANISMS**

European Convention on the protection of Human Rights - European Commission on Human Rights -American Convention on Human Rights - American Commission and Court of Human Rights - African Charter on Human and People's Rights -African Commission and African Court for Human Rights- Universal Islamic Declaration of Human rights (1981)

### **UNIT-IV: ISSUES**

Violence against Women and Children - Refugees & Internally Displaced People's rights - Racism - Rights of Prisoners, Rights of Prisoners of War - Rights of Disabled, Aged, and Homeless Persons - Cyber Crimes and Human Rights - Euthanasia Debate- Bio-Technology and Human Rights (Human Cloning. Feticide and Medical Termination of Pregnancy, Surrogate Parenthood, Sale of Human Organs. Drugs and Technologies)

### **UNIT V: EMERGING DIMENSIONS**

Third Generation Human Rights: Right to Water, Food, Health, Clothing, Housing, and Sanitation- Right to Education – Right to Peace and Prosperity - Right to have Clean Environment.

**COURSE OUTCOMES**

At the end of the course, the student

- 1) will have knowledge about the conceptual background of Human Rights.
- 2) can apprise on International Human Rights norms and mechanisms.
- 3) can understand the emerging dimensions of Human Rights in international forum.
- 4) can explain about the Third Generation Human Rights
- 5) can discuss about Right to Clean Environment.

**Text Books**

- 1) M.P. Tandon. Anand. V.K. International Law and Human Rights. Haryana. Allahabad Law house, Allahabad, 2013.
- 2) N. Sanajauba. Human Rights in the New Millennium, New Delhi Manas Publications, 2011.
- 3) S.K. Kapoor. Human Rights under International Law and Indian Law. Allahabad: Central Law Agency. 2012,
- 4) Daniien Kings Lurge & Leena Avonius. Ed. Human Rights in Asia, London. Maemillan Publishers. 2016.

**Supplementary Readings**

- 1) Todd, Land Man, ed., Human Rights. London. Sage Publications. 2018.
- 2) G. Van Bueren, The International Law on the Rights of the child. Dordrecht: Martinus Nijhoff Publishers, 2011.
- 3) B.S. Waghmnre. ed. Human Rights. Problems and Prospects. Delhi. Lalinga Publications. 2011.

**OUT COME MAPPING**

CO/PO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	2	2	3	3	2
CO2	1	2	2	3	3
CO3	2	2	3	2	2
CO4	2	3	3	2	3
CO5	2	2	2	3	3

**\*1-Low \*2-Medium \*3-Strong**

<b>SEMESTER: III CORE COURSE IX</b>	<b>22PMBAC31: OPERATIONS RESEARCH</b>	<b>CREDIT: 4 HOURS:5/W</b>
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### **COURSE OBJECTIVES**

- 1) To apply quantitative techniques in modeling and solving business related problems. The objectives of the course is:
- 2) To acquaint the student with the applications of Operations Research to business and industry
- 3) Help them to grasp the significance of analytical techniques in decision making.
- 4) To test on the application of Operations Research to business related problems.

### **Unit I: INTRODUCTION TO OPERATIONS RESEARCH**

**Hours: 15**

Introduction to Operations Research, scope, phases- merits and limitations – concept of optimization, Evolution of Operations Research – Models – Formulation of Models – Using models for problem solving – Techniques of Operations Research – Limitations of Operations Research.

### **Unit II: LINEAR PROGRAMMING**

**Hours: 15**

Linear Programming Requirements of L.P. Applications – Graphical methods and Simplex method of solving optimization problems – Duality – Technical issues in Simplex method. Transportation model – Balanced and Unbalanced problems – North-West Corner rule – Least Cost Method – Vogels Approximation method – MODI method – Assignment model – Hungarian model – Travelling Salesman Problem.

### **Unit III: INVENTORY MODELS**

**Hours: 15**

Inventory Models Inventory costs – Cost of average inventory – Optimum Number of orders per year – Optimum days supply per order – Optimum rupee value per order – Assumptions – Applications of EOQ in Production process – Reorder point – Lead Time – Safety Stock. Waiting Line Models – Definitions of waiting lines – Single channel Queue models (Poisson Distributed arrivals and Exponentially Distributed Service Time)

### **Unit IV: DECISION THEORY**

**Hours: 15**

Game Theory Two person Zero sum Games – Pure Strategy – Mixed Strategy – Dominance – Mix N Games – Graphical solution. Replacement Models Capital equipment replacement – Replacement of terms that fail completely – Individual Vs Group replacement..

### **Unit V: NETWORK MODELS**

**Hours: 15**

Network Models - PERT – CPM – PERT cost – Resource allocation – Float and slack – Other network models. Sequencing Problems with 'n' jobs and 2 machines problems with 'n' jobs and 3 machines.

**Current Stream of Thoughts:** The Faculty will impart the current developments in the Operations Research course during the semester to all students. This component will not be a part of Examinations.

**COURSE OUTCOMES**

- 1) Critically think about the priorities that are involved in the daily activities of a project.
- 2) Cultivate and Enhance the knowledge about Build the best fit route of transportation for carrying schedule of activities.
- 3) Have the ability to work and graphically locate the optimum peak point in completing the project.
- 4) Understand the application of Queuing Theory
- 5) Analyze and apply the research techniques in quantitative and qualitative aspects. To develop competencies in Maximize the productivity with help of least cost techniques

**Text 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) Yadav, S. R. , & Malik, A.K. (2014). Operations Research. New Delhi: Oxford University Press

**Supplementary Readings**

- 1) Kapoor, V.K. (2011). Operations Research. New Delhi: Sultan Chand & Sons.
- 2) Panneerselvam R. (2003). Operations Research. New Delhi: Prentice Hall of India.
- 3) Richard I. Levin and Charles A. Krikpatrick. (1998). Quantitative Approaches to Management (6th Ed.). Tokyo: McGraw Hill Kogakuha Ltd.
- 4) Sharma, J. K. (2001). Operation Research: Theory & Application. New Delhi: Macmillan India Ltd.
- 5) Taha, Hamdy A. (2017). Operations Research – An Introduction. United Kingdom: Pearson

**OUTCOME MAPPING**

Course Outcome	Programme Outcome				
	PO1	PO2	PO3	PO 4	PO 5
CO 1	3		2	1	
CO 2		3	2	1	
CO 3	3		2		1
CO 4		3		1	2
CO 5	2		3		1

<b>SEMESTER: III</b> <b>CORE COURSE: X</b>	<b>22PMBAC32: INTRODUCTION TO BUSINESS ANALYTICS</b>	<b>CREDIT: 4</b> <b>HOURS:5/W</b>
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### **COURSE OBJECTIVES**

The Objective of this course is:

- 1) To study core statistical techniques; data retrieval, analysis and mining;
- 2) To decide on decision modeling to effectively persuade in the project-oriented world of data-driven decisions.
- 3) To understand the purpose of using business analysis tools within an organization, dataset for making a business decisions and R studio for data analysis.
- 4) To provide the concepts of time series and forecasting.
- 5) To impart knowledge on the data analysis using R.

#### **Unit I: Introduction to Business Analytics and Big Data**

**Hours: 12**

Business Analytics – Definition - Need – Scope - A categorization of Analytical Methods – Analytics in action – Big data – Business analytics in practice – types of data – modifying data in excel – creating Distributions from data– measures of location

#### **Unit II: Application of Business Analytics**

**Hours: 12**

Machine Learning - Introduction and Concepts - Differentiating algorithmic and model based frameworks, Decision analytics. Descriptive analytics - Predictive analytics - Prescriptive analytics.

#### **Unit III: Decision support and Data Visualisation**

**Hours: 18**

DSS- Executive and enterprise support- Automated decision support - Web analytics- Data mining - Applied artificial intelligence - Visual analysis: Data concepts – Data Dashboards - Data exploration & visualization - Scorecards

#### **Unit IV: Time Series and Forecasting**

**Hours: 18**

Time series pattern – forecasting accuracy – moving averages and exponential smoothing - using regression analysis for forecasting – determining the best forecasting model to use - building good spreadsheet model – What-If analysis – some useful excel functions for modeling – auditing spreadsheet model – a simple maximization problem.

#### **Unit V: Data Analysis using R**

**Hours: 15**

R Studio: Introduction – R data types and objects, reading and writing data - Data structures in R - R programming fundamentals - Advantages and disadvantages of using R.

**Current Stream of Thoughts:** The Faculty will impart the current developments in the Business Analytics during the semester to the students and this component will not be a part of Examinations.

## COURSE OUTCOMES

Upon completion of this course, the student will be able to

- 1) Display competencies and knowledge in key marketing management problems and apply analytical knowledge in big data
- 2) Develop own professional development in marketing management and its models of the field of business analytics.
- 3) Able to cultivating cognitive skills on the applications of business analytics to sales, new product development and advertising. Also to forecasting methods to support the marketing functions.
- 4) Commitment to sustainable development of data visualization and time series analysis in solving marketing issues.
- 5) Provide leadership in application of using R statistics for solving marketing issues within and between disciplines

### Text Books

- 1) Jeffery D.Camm, James J. Cochran, Michael J. Fry, Jeffrey W. Ohlmann, David R. Anderson. (2015). *Essentials of Business Analytic*. Cengage Learning.
- 2) Sandhya Kuruganti & Hindol Basu. (2015). *Business Analytics: Applications to Consumer Marketing*, New Delhi: McGraw Hill Education (India) Private Limited.

### Supplementary Readings

- 1) Bernard Marr. (2015). *Big Data: Using Smart Big Data, Analytics and Metrics to Make Better Decisions and Improve Performance*, New Delhi: Wiley.
- 2) Majid Nabavi, David L. Olson. (2018). *Introduction to Business Analytics*, New York: Business Expert Press

## OUTCOME MAPPING

Course Outcome	Programme Outcome				
	PO1	PO2	PO3	PO 4	PO 5
CO 1		3	2	1	
CO 2	3		2		1
CO 3		2	3		1
CO 4	3	2		1	
CO 5		3	2		1



<b>SEMESTER: III</b> <b>CORE COURSE: XI</b>	<b>22PMBAC33: RESEARCH METHODOLOGY</b>	<b>CREDIT: 4</b> <b>HOURS:5/W</b>
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### **COURSE OBJECTIVES**

The course aims at equipping students with an understanding of the research process, tools and techniques in order:

- 1) To facilitate managerial decision-making.
- 2) To make the students understand the principles of scientific methodology in business enquiry
- 3) To develop analytical skills of business research and
- 4) To prepare scientific business reports

### **Unit I: INTRODUCTION**

**Hours: 12**

Introduction to Research and Research Methodology- Research – Meaning – Types – Nature and scope of research – Problem formulation – Statement of research Objective – Value and cost of information – Importance of research in Management – Research process.

### **Unit II: RESEARCH DESIGN**

**Hours: 12**

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 – Variables in Research – Measurement and scaling – Different scales – Construction of instrument – Validity and Reliability of instrument.

### **Unit III: DATA COLLECTION AND SAMPLING**

**Hours: 18**

Methods of data collection – Observational and Survey methods – Field work plan – Administration of surveys- Training for field investigators – Sampling methods – Sample size. Research Tools Source of Data – Primary – Secondary data – Questionnaire Design; Attitude measurement techniques – Scaling Techniques.

### **Unit IV: DATA ANALYSIS USING STATISTICAL TECHNIQUES**

**Hours: 18**

Application of Statistics in Research Introduction to Statistics – Estimation of Population parameters – Point of Internal estimates of means and proportions – Correlation – Regression – Hypothesis testing – Chi- square test –T test– F test – Tabulation of data – Analysis of data – Advanced techniques – ANOVA – Discriminate Analysis – Factor analysis – Multidimensional Scaling – Cluster Analysis.

### **Unit V: REPORT WRITING**

**Hours: 15**

Report Preparation Research Applications – Types of Report – Report preparations – Contents of report – need for executive summary – chapterisation-Format – Ethics in research -Languages – Tables – Pictures & Graphs – Bibliography Comments.

**Current Stream of Thoughts:** The Faculty will impart the current developments in the Research Methodology course during the semester to all students. This component will not be a part of Examinations.

**COURSE OUTCOMES**

The students would be able:

- 1) To understand and appreciate scientific inquiry.
- 2) To write research proposals.
- 3) To undertake a systematic outlook towards business situations for the purpose of objective decision making
- 4) To know the method of conducting scientific inquiry to solve organizational problems.
- 5) To analyze data and find solutions to the problems and also to prepare research reports.

**Text Books**

- 1) Kothari, C. R., & Garg, G. (2019). Research methodology: Methods and techniques. New Delhi: New Age International (P) Ltd.
- 2) Arora, P. N., & Arora, S. (2007). Statistics for management: [for M.B.A. course, Anna Univ., Chennai & other Indian universities]. New Delhi: S. Chand.

**Supplementary Readings**

- 1) Cooper, D. R., & Schindler, P. S. (2014). Business Research Methods (12th Ed.). New Delhi: Tata McGraw Hill.
- 2) Krisnasamy, O.R. & Ranganathan, M. (2005). Methodology of Research in Social Science. Mumbai: Himalaya Publishing House.
- 3) Panneerselvam, R. (2008). Research Methodology. New Delhi: Prentice Hall of India.
- 4) Saunders, M. N. K., Lewis, P., & Thornhill, A. (2015). Research methods for business students. New Delhi: Pearson.
- 5) Easterby-Smith, M., Thorpe, R., Jackson, P., & Jaspersen, L. J. (2018). Management & business research (6th Ed.). Sage publishers.

**OUTCOME MAPPING**

Course Outcome	Programme Outcome				
	PO1	PO2	PO3	PO 4	PO 5
CO 1		2	3		1
CO 2	3	2		1	
CO 3		2	3	1	
CO 4	3		2		1
CO 5		3		2	1

<b>SEMESTER: III CORE COURSE: XII</b>	<b>22PMBAC34: LEGAL ASPECTS OF BUSINESS</b>	<b>CREDIT: 4 HOURS:5/W</b>
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### **COURSE OBJECTIVES**

- 1) To provide an overview of important laws that have a bearing on the conduct of business in India.
- 2) To assist the students in understanding of the enterprise system and legal safe guards for the system.
- 3) To aspire knowledge on various modes of disputes resolutions in business transactions.
- 4) To impart information on the negotiable instrument, partnership and other legislations.
- 5) To provide concepts of corporate secretarial practices.

#### **Unit I: Indian Contract Act and Agency**

**15 Hours**

Law -Meaning, Definition-Indian Contract Act 1872-Essentials of Contract, Classification of Contracts- nature of agreement and Contract – Performance and Discharge of Contracts- Quasi Contract – Remedies for Breach of Contract-Indemnity and Guarantee-Law of Agency, Creation of Agency, Classification, Termination of Agency.

#### **Unit II: Bailment and Pledge**

**15 Hours**

Bailment Classification-Duties and Rights of Bailor and Bailee, Bailment and License, termination of Bailment -Pledge; Rights and Duties of Pawnor and Pawnee-Pledge by Non-Owner. Partnership -Definition, Nature of Partnership-Rights of a Partner- Types of Partners- Partnership Act 1932.

#### **Unit III: Sales and Insurance Laws**

**15 Hours**

The sale of Goods Act 1930-Distinction between Sale and Agreement to Sell-Goods, Price, Conditions and Warranties- Transfer of Properties-Performance of Contract to Sale-Unpaid Seller and His Rights. Law of Insurance 1938– Life, Fire, Marine and miscellaneous.

#### **Unit IV: Negotiable Instrument Act**

**15 Hours**

Negotiable Instrument Act 1881-Nature, Scope and types-Essential elements of a Promissory Note- Maturity of an Instrument-Parties to Negotiable Instruments-Rights or Duties of a Holder in due Course- Dishonour and Discharge of a negotiable instrument.

#### **Unit V: Companies Act and IT Act 2000**

**15 Hours**

Companies Act 1956 & 2013-Company and Its Formation-Nature and Types of Company- Memorandum and Articles of Association, Prospects, Shares and Debentures, Duties and Liabilities of Directors, Winding-up of Companies; Information Technology Act 2000-Meaning & Definitions-Cyber Law, Cyber Crime, Computer Crime, Information Technology Offences, Encryption, Computer System, Digital Evidence - Prevention of Cyber Crimes.

Current Stream of Thoughts: The Faculty will impart the current developments in the Legal Aspects of Business course during the semester to all students. This component will not be a part of Examinations.

### **COURSE OUTCOMES**

- 1) Able to appreciate the importance of law and Legal Constitution in Business.
- 2) Appreciate and analyse the laws relating to Contract, Consumer Protection, Competition and Disputes.
- 3) Create Students Analytical Thinking and Logical reasoning as a technique for decision making on the basis of Business Legislation.
- 4) Understand the practicalities of laws and Legislations in current scenario.
- 5) Explicit various modes of disputes resolution in Business.

### **Text Books**

- 1) Ramtirthkar.R.R (2015), Legal Aspects of Business, Mumbai, Himalaya Publishing House.
- 2) Saravanavel.P and Sumathi.S, (2003), Legal Aspects of Business, Mumbai, Himalaya Publishing House.
- 3) Gogna.P.P.S (2016), The text Book of Company Law, New Delhi, S.Chand Publishing.

### **Supplementary Readings**

- 1) Kapoor N.D. (2020), Elements of Mercantile Law, New Delhi, Sultan Chand and Sons.
- 2) Pandit.M.S and Shobha Pandit (2010), Business Law, Mumbai, Himalaya Publishing House.
- 3) Kuchhal.M.C & Vivek Kuchhal (2013), Business Law, Noida, Vikas Publishing House.

### **OUTCOME MAPPING**

Course Outcome	Programme Outcome				
	PO1	PO2	PO3	PO 4	PO 5
CO 1	3	2			1
CO 2		1	2	3	
CO 3	3		2		1
CO 4		3		2	1
CO 5		2	3	1	

<b>SEMESTER: III</b> <b>CORE ELECTIVE – 1/3</b>	<b>22PMBAE35-1: SERVICES MARKETING</b>	<b>CREDIT:4</b> <b>HOURS:5/W</b>
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### **COURSE OBJECTIVES**

- 1) To appreciate the challenges involved in managing the services and analyse the strategies to deal with these challenges.
- 2) To explain the concepts of product mix strategies and it's positioning
- 3) To impart the knowledge of branding and packaging strategies
- 4) To introduce the concepts of service marketing in the field of Hospital Services and Hotel Industry
- 5) To give insights about the foundations of services marketing , customer expectations of services and gap existing in the service delivery processes and service Quality

### **Unit I: Introduction to Services Marketing**

Services – Concepts, Characteristics, Classification of Services, Goods vs. Services, Services Marketing Mix, Service Marketing Triangle, Factors responsible for Growth of Services sector, Challenges faced by the Services Sector, Service and Technology, Impact of Technology on Service Firms, Emerging Service Sectors in India.

### **Unit II: Service Delivery AND Promotion**

Positioning of services – Designing service delivery System, Service Channel – Pricing of services, methods – Service marketing triangle - Integrated Service marketing communication.– Designing of Service Strategy – Services Marketing Mix – Service Design – Service Delivery – Services Segmentation – Integrated Services Marketing – Emerging issues in Services Marketing – Innovations – Ethical aspects.

### **Unit III: Innovation and Quality**

Service Innovation – Design, Challenges, Mapping Patterns of Service Innovation, Types of Service Innovation, stages in service innovation and development, Service Quality, Gaps model of Service Quality-Customer Gap, Provider Gap and Closing Gap, Service Excellence, Service Standards- factors, types, Physical Evidence – managing Physical Evidence, and the Services cape – Designing Services capes.

### **Unit IV: Managing Service Operations**

Service Process, Service Blueprinting, Managing Demand and Supply, Participants in Services – Employees roles in Service Delivery, Customers roles in Service Delivery, Mass Production and Delivery, Service Guarantee, Ethics in Service Firms.

### **Unit V: Service Strategies**

Service Marketing Strategies for Health – Hospitality – Tourism – Financial – Logistics– Educational – Marketing of Online Services– Entertainment & public utility Information technique Services

**COURSE OUTCOMES**

- 1) Understand and remember the marketing concepts to improve the products and its classification.
- 2) Upholding ethical standards on brand and its extension strategies in promoting sales of product or service
- 3) Work professionally in a team and incorporate with functions of hotel industries and tourism industries.
- 4) Analyze the synthesize market information to get business ideas on tourism and hospital services.
- 5) Display competencies and knowledge in service marketing strategies for their sustainable development

**Text Books**

- 1) Valarie Zeithaml et al , Services Marketing, 5th Edition, Tata McGraw Hill, 2007.
- 2) John E.G. Bateson, K.Douglas Hoffman: Services Marketing, Cengage Learning, 4e, 2015.
- 3) Jochen Wirtz & Christopher Lovelock (2016). Services Marketing: People, Technology, Strategy, Eighth Edition. World Scientific Publication.
- 4) Christian Gronroos, Services Management and Marketing a CRM in Service Competition, 3<sup>rd</sup> Edition, Wiley, 2007.

**Supplementary Readings**

- 1) Adrian Payne (2000). Service Marketing. New Delhi: PHI.
- 2) Christopher Lovelock & Paul Patterson (2015). Services Marketing, 6th edition. Pearson.
- 3) R. Srinivasan, SERVICES MARKETING, Prentice Hall of India Private Limited,4th Edition 2014, New Delhi.
- 4) Kenneth E Clow, et al, Services Marketing Operation Management and Strategy, Biztantra, 2<sup>nd</sup> Edition, New Delhi, 2004.

**OUTCOME MAPPING**

Course Outcome	Programme Outcome				
	PO1	PO2	PO3	PO 4	PO 5
CO 1	3		2		1
CO 2		3		2	1
CO 3	3			2	1
CO 4		3	2	1	
CO 5	3		2	1	

<b>SEMESTER: III</b> <b>CORE ELECTIVE: 2/3</b>	<b>22PMBAE35-2: BANKING AND INSURANCE</b> <b>MANAGEMENT</b>	<b>CREDIT: 4</b> <b>HOURS:5/W</b>
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### **COURSE OBJECTIVES**

The Objective of this course is:

- 1) To help students to learn the various insurance and banking practices and their role in the overall financial sectors.
- 2) To recognise the recent trends in Indian Banking and role and importance of insurance.
- 3) To impart of knowledge about classification of policies, Legal and Financial Aspects of Insurance.

#### **Unit-I: Introduction**

**Hours:12**

Evolution – Development of Banking in India – Meaning – Features of Banking – Classification of Banks – Banking System – Banks and Economic Development – Nationalisation of Banks – *Achievements after* Nationalisation.

#### **Unit-II: Private Sector Banks:**

**Hours: 12**

Private sector Banks in India – Importance of Private Sector Banks in India – Indigenous Bankers and Moneylenders – Function of Commercial Banks – Reserve Bank of India – Junction – Role – Monetary Packing.

#### **Unit-III: Recent trends in Indian Banking:**

**Hours: 18**

Recent Trends in Indian Banking: Types of Financing – Repayment Method – Venture Capital – Factoring services – Banknet – Automated Teller Machines (ATM) – Phone Banking – Net Banking – Gold Deposit Scheme – Multi- Dimensional Developments.

#### **Unit-IV: Insurance Concepts**

**Hours: 15**

Introduction to Insurance: Definition and nature of Insurance – Evolution – Role and Importance of Insurance – Insurance contract – Insurance Device- Professional Approach – The basic principles of Insurance.

#### **Unit V: Classifications & Legal Aspects of Insurance Business**

**Hours: 18**

Life Insurance – Nature – Classification of policies – selection of Risk – Calculation of premium – Surrender Value – Investment of funds – Marine Insurance: Nature- Marine Insurance Policies – Premium calculation – Marine losses – Payment of claims. Fire Insurance: Nature – uses – Kinds of policies – Rate Fixation – Payment of claim –Re-insurance. Legal and Financial Aspects of Insurance: Sources of Law – Tax Laws – Financial aspects of Insurance Business – IRDA Acts.

**Current Stream of Thoughts:** The Faculty will impart the current developments in the subject during the semester to the students and this component will not be a part of Examinations.

## COURSE OUTCOMES

Upon completion of this course, the student will have the ability:

- 1) To understand the development of banking system and classification of banking.
- 2) To examine the role of commercial banks in the Indian Economy
- 3) To analyse the importance of Private sector bank, functions of commercial bank and role of Reserve Bank of India.
- 4) To improve the knowledge about Recent Trends in Indian Banking and Insurance Sector.
- 5) To grasp the role and importance of Insurance, classification of policies and calculation of premium. Also to improve the knowledge about legal and financial aspects of insurance and IRDA Acts.

## Text Books

- 1) Mukund Sharma. (2015). *Banking and financial services*. HPH publication.
- 2) Natarajan. (2010). *Indian banking*. Sultan chand publication.
- 3) Ahluwalia Hemant. (2008). *Banking and financial services*. Adhyayam publication.
- 4) Agawal, O.P. (2017). *Banking and insurance*. Himalaya publication.
- 5) Gorden. (2012). *Banking and insurance*. Himalaya publication.

## Supplementary Readings

- 1) Arun Arora and Seema Nashier Rana. (2018). *Banking & Finance: Banking, Insurance and Other Financial Institutes* (First Ed.). McGraw Hill Education.
- 2) Mohan Prakash, N.R. (2016). *Banking, Risk and Insurance Management*. Vikas Publishing.
- 3) Parameswaran, and Natarajan, S. *Indian Banking*. S.Chand.
- 4) Sethi Jyotsna. (2012). *Elements of Banking and Insurance* (2nd Ed.). PHI Learning Pvt. Ltd.
- 5) Neelam C. Gulati. (2011). *Banking and Insurance: Principles & Practices*. Excel Books.

## OUTCOME MAPPING

Course Outcome	Programme Outcome				
	PO1	PO2	PO3	PO 4	PO 5
CO 1	3		2		1
CO 2		3		2	1
CO 3	3		2	1	
CO 4	3		2		1
CO 5		3		2	1



<b>SEMESTER: III</b> <b>CORE ELECTIVE: 3/3</b>	<b>22PMBAE35-3: TRAINING AND DEVELOPMENT</b>	<b>CREDIT: 4</b> <b>HOURS:5/W</b>
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### **COURSE OBJECTIVES**

- 1) To provide an in-depth understanding of the role of Training in the HRD.
- 2) To enable the course participants to manage the Training systems and processes.
- 3) To provide an in-depth understanding of management Development.
- 4) To uphold the ethical issues in training and development programme in India.
- 5) To apply the principles of Training and development in the empowerment process.

#### **Unit I: Introduction**

**Hours: 15**

Concepts of Training and Development – Learning principles – Learning curve – Identifying training needs – Structure and functions of training department – Evaluation of Training programme – Roles, Responsibilities and Challenges to Training Managers.

#### **Unit II: Training Techniques**

**Hours: 15**

Techniques of on-the-job training – Coaching – Apprenticeship – Job rotation – Job instruction Training – Training by supervisors – Techniques of off-the-job training; Lectures, Conferences, Group, discussion – Case studies, Role playing, Programmed instruction, T-Group Training – Simulation, Brain Storming, Audio visual lessons – In basket games, Transcendental meditation and Psychodrama.

#### **Unit III: Career Planning**

**Hours: 15**

Concept of Career – Career Stages – Career planning and Development – Need – Steps in Career planning – Methods of career planning and Development – Career problems and solution – Guidelines for Career Management.

#### **Unit IV: MDP and Training Institutions**

**Hours: 15**

Concept of Management Development – Need and importance of management Development – Management development process – Components of MD programme – Need for Training in India – Government – Policy on Training – Training institutes in India.

#### **Unit V: MDP Institutions**

**Hours: 15**

Management Development Institute: – Management development programmes in public sector and private sector organizations – Productivity councils – Management Associations – Educational Institute – Consultant – Critical appraisal of training and development programme in India.

### **COURSE OUTCOMES**

- 1) Roles, Responsibilities and Challenges to Training Managers.
- 2) Acquiring the skill in 'on-the-job training' and 'off-the-job training'
- 3) Develop the competencies in Management development programmes
- 4) Develop an understanding in Career planning and Management
- 5) understand the responsibilities of Executives in an organization

**Text Books**

- 1) Lynton, R., & Pareek, U. (1990). Training for Development (2nd Ed.). New Delhi: Vistaar Publications
- 2) Noe, R. A. (2020). Employee training and development. New Delhi: Tata McGraw-Hill Education.
- 3) Saks, A. M., & Haccoun, R. R. (2019). Managing performance through training and development (8th Ed.). Nelson Education.

**Supplementary Readings**

- 1) Rishipal, (2013). Training and Development Methods. S.Chand Publishing.
- 2) Janakiraman, B. (2007). Training and Development - Indian Text Edition. Dreamtech Press.
- 3) Deb, T. (2014). Performance and reward management. New Delhi, India: Ane Books.

**OUTCOME MAPPING**

Course Outcome	Programme Outcome				
	PO1	PO2	PO3	PO 4	PO 5
CO 1		3	2		1
CO 2	3		2		1
CO 3		3		2	1
CO 4	3		2		1
CO 5		3	2		1

<b>SEMESTER:III</b> <b>OPEN ELECTIVE: 1/3</b>	<b>22 PMBA036-1: CAPITAL MARKETS</b>	<b>CREDIT:3</b> <b>HOURS:5/W</b>
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### **COURSE OBJECTIVE**

To understand the types and functions of the various financial markets, particularly Capital markets in India, its – instruments and Regulations.

#### **Unit I: INTRODUCTION**

**Hours 15**

Introduction Capital Market – Evolution, Need for regulatory mechanism, establishment of SEBI, SEBI Act/Rules and Regulations - Role and importance, Significance of capital market - Financial reforms - Capital planning - Role of intermediaries in the Capital Market - Preferential Allotment – Introduction to Book Building – Reverse Book Building

#### **Unit II: STOCK EXCHANGE FUNCTIONS**

**Hours 15**

Functions of Various Markets Stock Exchanges, National Stock Exchange, Bombay Stock Exchange, OTCEI – Stock market index – Macro and Micro new issue Management.

#### **Unit III: EQUITY ISSUES**

**Hours 15**

Capital issues – Equity and debt instruments, pricing, insider trading; Management of Pre-issue and Post-issue activities including issue of prospectus/offer documents; Rights issue, Bonus issue, Private placements, Loan syndications, Euro Issues, ECBs and GDRs – SEBI Guideline for protection of investors – Principle steps in public issues.

#### **Unit IV: NEW ISSUE MARKET**

**Hours 15**

New Issue Market (NIM): Role of the NIM, Functions of NIM, Bought-Out Deals Vs Private Placements, Intermediaries in NIM, Bankers to an issue, Brokers to an issue – Problem of NIM – Guideline for listing of share in stock exchange.

#### **Unit V: CAPITAL MARKET INSTRUMENTS**

**Hours 15**

Capital Market Instruments: Meaning, Pure Instruments - Preference Shares, Equity Shares and Non-Voting Equity Shares – Hybrid Instruments - Bonds - Grievance - Protection - Investors, Interest, Right. Depository system – meaning-regulatory framework – structure – NSDL.

### **COURSE OUTCOMES**

- 1) Acquaint the basic understanding of how the economic status can take a role in the outcomes of the stock market, and the important aspects the stock markets.
- 2) To have a clear understanding about the functions of various financial markets in India.
- 3) To know the significance of new issue markets and its guidelines. Also to understand the role of SEBI in regulating the financial markets.
- 4) To describe the wide range of instruments for financing, investing and controlling risk available in today's financial markets.

- 5) To explore the role played by institutional investors in dictating the need for various financial instruments with certain investment characteristics.

**Text Books**

- 1) Avadhani, VA., capital market management, Himalaya Publishing House, Mumbai, 2011.
- 2) Khan M.S, S.M. Faisal, Capital Market and Investment Management, Laxmi Publication, Pvt Ltd., New Delhi – 110002, First Edition, 2011.

**Supplementary Readings**

- 1) Sekar, K. Guide to SEBI – Capital Issues, Debentures & Listing, 4th edition, Lexis Nexis publications, 2016.
- 2) Gary Strumeyer and Sarah Swamy, The Capital Markets: Evolution of the financial ecosystem, Wiley Finance Series, 2017.
- 3) Frank J. Fabozzi., Capital Market-Intuitions, Instruments And Risk Management, 5th edition, The MIT Press, 2015.
- 4) Cally Jordan and Jeffrey golden, International Capital Market, Oxford University Press, 2014.
- 5) Punithavathy Pandian. Security Analysis And Portfolio Management (2nd edition) Vikas publishing house, 2013.

<b>SEMESTER: III</b> <b>OPEN ELECTIVE – 2/3</b>	<b>22PMBAO36-2: SERVICES MARKETING</b>	<b>CREDIT:3</b> <b>HOURS:5/W</b>
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**COURSE OBJECTIVES**

- 1) To appreciate the challenges involved in managing the services and analyse the strategies to deal with these challenges.
- 2) To explain the concepts of product mix strategies and its positioning
- 3) To impart the knowledge of branding and packaging strategies
- 4) To introduce the concepts of service marketing in the field of Hospital Services and Hotel Industry
- 5) To give insights about the foundations of services marketing , customer expectations of services and gap existing in the service delivery processes and service Quality

**Unit I : Introduction****Hours: 15**

Services Marketing – Origin and Growth – Classification of Services – The Indian Scenario – Designing of Service Strategy – Services Marketing Mix – Service Design – Service Delivery – Services Segmentation – Integrated Services Marketing – Emerging issues in Services Marketing – Innovations – Ethical aspects.

**Unit II: Banking and Tourism Services****Hours: 15**

Banking – Bank Vs. Customer – Customer Service – Government Regulations – Reserve Bank of India – Regulations – New Schemes – Commercial Banks – Rural Banks – Consumer Banking – Marketing of Financial Services.

**Unit III: Hospital Services****Hours: 15**

Hospital Services – Supportive Services – Legal Controls on Hospitals – Consumerism and Hospital Services. Hospital Law – Medical Staff Organization – Health Care Resources – Health Care System – Marketing of Health Services

**Unit IV: Hotel Services****Hours: 15**

Hotel Industry – Hotel Industry Vs. Tourism Industry – Supporting Services, Accommodation Management – Licenses – Permission from Statutory Authorities – Problems and Prospects of Hotel Industry. Marketing of Hotel Services.

**Unit V: Tourism Services****Hours: 15**

Tourism – Need for Tourism – Growth and Development of Tourism – Tourism and Culture – Tourism Marketing – Tourism Pricing – Tourism Promotion – Tourism and Government Administrative systems. Marketing of Tourism Services.

**COURSE OUTCOMES**

- 1) Understand and remember the marketing concepts to improve the products and its classification.
- 2) Upholding ethical standards on brand and its extension strategies in promoting sales of product or service
- 3) Work professionally in a team and incorporate with functions of hotel industries and tourism industries.

- 4) Analyze the synthesized market information to get business ideas on tourism and hospital services.
- 5) Display competencies and knowledge in service marketing strategies for their sustainable development

**Text Books**

- 1) Valarie Zeithaml et al , Services Marketing, 5<sup>th</sup> Edition, Tata McGraw Hill, 2007.
- 2) Jochen Wirtz & Christopher Lovelock (2016). Services Marketing: People, Technology, Strategy, Eighth Edition. World Scientific Publication.
- 3) Christian Gronroos, Services Management and Marketing a CRM in Service Competition, 3<sup>rd</sup> Edition, Wiley, 2007.

**Supplementary Readings**

- 1) Adrian Payne (2000). Service Marketing. New Delhi: PHI.
- 2) Christopher Lovelock & Paul Patterson (2015). Services Marketing, 6<sup>th</sup> edition. Pearson.
- 3) R. Srinivasan, Services Marketing, Prentice Hall of India Private Limited, 4<sup>th</sup> Edition 2014, New Delhi.

<b>SEMESTER: III</b> <b>OPEN ELECTIVE: 3/3</b>	<b>22PMBAO36-3: E-BUSINESS</b>	<b>CREDIT:3</b> <b>HOURS:5/W</b>
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**COURSE OBJECTIVES**

- 1) To Understand, Nature, Scope and use of E-Business applications.
- 2) To Develop an Understanding of the role of internet Technologies.
- 3) To enable students to apply E-Business models to real world scenario.
- 4) To impart Knowledge how to design and Implement E-Business Applications.
- 5) To acquaint the students with concept and techniques used in Information Technology tools for managers.

**Unit I: Introduction to E-Business and E-Commerce****15 Hours**

Definition of E-Business, E-Commerce-Differences between E-Business and E-Commerce, E-Business Opportunities-Risks; E-Commerce, Environment, Market Place-Business Models for E-Commerce-Revenue Models-E-Business Infrastructure-Managing E-Business Infrastructure.

**Unit II: Technology Infrastructure and Marketing on Web****15 Hours**

Internet and World Wide Web, Packet Switching Networks-TCP/IP-Unsolicited Commercial E-Mail (UCE)-Creating effective Web Presence-Connecting with Consumers-Nature of Communication on the Web- Four 'P' s Marketing – Consumer Relationship intensity and Life cycle Segmentation-Five Stage Model of Consumer Loyalty- Consumer Acquisition, Conversion and Retention of Consumer the Funnel model.

**Unit III: E-Business Categories****15 Hours**

Business Model Definitions- Key elements, Business Model-E-Business Types-B2B, B2C, C2B, C2C, G2C, C2G, G2G; E-Business Design Models-Brand Awareness, Image Building Model, Promotion Model, Info-Mediatory Model, Customisation Model- Impact of COVID on E-Business.

**Unit IV: E-Business Strategy and Its Applications****15 Hours**

E-Business Strategy-Analysis, Definition, Objectives, Implementation- Supply Chain Management (SCM)-Define-Focus on Value Chain-E-Procurement- Digital Marketing -Planning, Situational Analysis-Online Branding- Customer Relationship Management (CRM) – CRM Uses -Applications.

**Unit V: Electronic Payment and Security****15 Hours**

E-Payments -Advantages, Disadvantages- Typical E-Payment Types-E-Cards, Internet Cash and E-Cash, E-Cheque; Micro Payments, Mobile Payments, online accounts, QR Codes; M-Commerce Applications-Travel, Ticketing, Education, Enterprise Resource Planning (ERP), Entertainment, Health care, Inventory Tracking-Security Issues in E-Payment System.

**COURSE OUTCOMES**

- 1) Understand the Basic Concepts of Information Technology and E-Business.
- 2) Learned about the various aspects of systems, E-Business, Networks and Management Information Systems.
- 3) Analyse E-Business and Research into E-Business Applications.
- 4) Understand and apply the security, Legal and Ethical Issues that they arise when using internet technologies.
- 5) Gather Knowledge about roles and responsibilities of IT Managers.

**Text Books**

- 1) Chaffey, D. (2009). E-business and e-commerce management: Strategy, implementation and practice, Harlow, England: FT Prentice Hall.
- 2) Rahman, S. (2014). Introduction to E-Commerce Technology in Business, Germany: GRIN Publishing.
- 3) Ohene.J- Djan(2008), Electronic commerce, London, Goldsmiths, University of London

**Supplementary Readings**

- 1) Joseph, S. (2012). E-Commerce an Indian Perspective (Fourth Edition),New Delhi, PHI Learning Private Limited.
- 2) Combe, Colin (2006), Introduction to E-business : management and strategy, USA , Butterworth-Heinemann/Elsevier.
- 3) Information Technology Outlook 2000: ICTs, E-commerce and the Information Economy. (2000). Germany: OECD Publishing.



<b>SEMESTER: IV CORE COURSE: XIII</b>	<b>22PMBAC41: BUSINESS POLICY AND STRATEGIC MANAGEMENT</b>	<b>CREDITS: 4 HOURS : 6/W</b>
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**COURSE OBJECTIVES**

- 1) Understand and get knowledge on managerial functions such as the internal and external environment of the organization.
- 2) Improve the cognitive skills that related to Mission, Vision, Goals, Objectives, Policies, and Strategies of any organization.
- 3) Evaluate and develop strategic management tools and recommend strategic responses to business problems.
- 4) Develop strategic management plan for sustainable development of the organization.
- 5) Understand the social responsibilities, ethical and social considerations of business organization.

**Unit I: Basics of Business Policy****12 Hours**

Meaning and Definition of Business Policy – Need for Effective Policy – Types and Classification of Policies – Importance of Business Policies – Business Policy and Corporate Strategy.

**Unit II: Strategic Management****12 Hours**

Concept of Strategy – Levels of Strategy – Characteristics – Modes of Strategy making – Process of Strategic Management - Benefits of Strategic Management - Organisational Direction: Vision, Mission, Objectives of Business Planning – Business Process – Advantages and Limitations.

**Unit III: Analysis of Environment, Internal and External Resource****12 Hours**

Need for Environmental Scanning – Categories of Environmental analysis – PEST analysis – Michael Porter's Structural Analysis – Value Chain Approach – BCG matrix – GE matrix – Strategic Competitive Advantage Analysis – 7 S Framework – SWOT Analysis.

**Unit IV: Formulation of Strategy****12 Hours**

Approaches of Strategy Formulation – Strategic Options –Functional Strategies: Production Strategies – HR Strategies – Financial Strategies – Marketing Strategies – Business Process Reengineering.

**Unit V Social aspects of Strategic Management****12 Hours**

Concept of Corporate Social Responsibility – Dimensions of CSR in Business and Non Profit Organisations – Business Ethics - Social Accounting and Audit.

**Current Stream of Thoughts:** The Faculty will impart the current developments in the Business Policy and Strategic Management course during the semester to all students. This component will not be a part of Examinations.

**COURSE OUTCOMES**

On completion of this course, the students should be able to

- 1) Understand and get knowledge on managerial functions such as internal and external environment of the organisation.
- 2) Analyse and implement their responsibility to the society and business organisation.
- 3) Evaluate and develop strategic management tools and recommend strategic responses to business problems.
- 4) Develop strategic management plan for sustainable development of the organisation.
- 5) Understand the social responsibilities , ethical and social considerations of the business organisations.

**Text Books**

- 1) Business Policy and Strategic Management, G.V. Satya Sekhar , 2009.
- 2) Cherunilam F, Business Policy and strategic Management, Himalaya Publishing House, 2011.
- 3) Subba Rao, P, Business Policy and strategic Management, Himalaya Publishing House, 2010.
- 4) Michael V P, Business Policy and Environment, New Delhi, S Chand & Company Ltd, 2000.

**Supplementary Readings**

- 1) Gosh P K, Strategic Planning & Management, Sultan Chand & Sons
- 2) Prasad L M, Business Policy and strategic Management, Himalaya Publishing House.
- 3) Wheelen, Thomas L & Hunger J David, Strategic management and business policy : toward global sustainability, Pearson, 2012.

**OUTCOME MAPPING**

Course Outcome	Programme Outcome				
	PO1	PO2	PO3	PO 4	PO 5
CO 1	3		2	1	
CO 2		2	3		1
CO 3	3	2			1
CO 4		3	2		1
CO 5	3		2	1	

<b>SEMESTER: IV</b> <b>Core Course: XIV</b>	<b>22PMBAC42: INTERNATIONAL BUSINESS</b> <b>MANAGEMENT</b>	<b>CREDIT: 4</b> <b>HOURS: 6/W</b>
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### **COURSE OBJECTIVES**

- 1) To understand the multinational dimensions in management of a MNC company and the business operations in more than one country.
- 2) To acquaint the aspects of international finance and forex markets
- 3) To enrich the students' knowledge with challenges and dynamic environments of global marketing.

### **UNIT I: AN OVERVIEW OF INTERNATIONAL BUSINESS**

**Hours: 15**

Definition and drivers of International Business- Changing Environment of International Business- Country attractiveness- Trends in Globalization- Effect and Benefit of Globalization-International Institution: UNCTAD Basic Principles and Major Achievements, Role Features of International Monetary Fund (IMF) - Role Features of International Bank of Reconstruction and Development (IBRD) - Role and Advantage of World Trade Organisation (WTO).

### **UNIT II: THEORIES OF INTERNATIONAL TRADE AND INVESTMENT**

**Hours: 15**

Theories of International Trade: Mercantilism, Absolute Advantage Theory, Comparative Cost Theory, Hecksher-Ohlin Theory. Internationalisation-Instruments of Trade Policy : Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy, Balance of Trade and Balance of Payment.

### **UNIT III: GLOBAL ENTRY**

**Hours: 15**

Strategic compulsions-- Strategic options – Global portfolio management-Global entry strategy, different forms of international business, advantages - Organizational issues of international business – Organizational structures – Controlling of international business, approaches to control – Performance of global business, performance evaluation system.

### **UNIT IV: PRODUCTION, MARKETING, FINANCIALS OF GLOBAL BUSINESS**

**Hours 15**

Global production: Location, scale of operations- cost of production-Standardization Vs Differentiation- Make or Buy decisions- global supply chain issues- Quality considerations. Globalization of markets: Marketing strategy-Challenges in product development- pricing- production and channel management. Foreign Exchange Determination Systems: Basic Concepts-types of Exchange Rate Regimes- Factors Affecting Exchange Rates. Foreign Direct Investment and Foreign Institutional Investments – Euro Dollar and Euro Currency.

### **UNIT V HUMAN RESOURCE MANAGEMENT IN INTERNATIONAL BUSINESS**

**Hours 15**

Selection of expatriate managers- Managing across cultures -Training and development- Compensation- Disadvantages of international business – Conflict in international business- Sources and types of conflict – Conflict resolutions – Negotiation –Ethical issues in international business – Ethical decision-making.

**Current Stream of Thoughts:** The Faculty will impart the current developments in the International Business Management course during the semester to all students. This component will not be a part of Examinations.

### **COURSE OUTCOMES**

- 1) To gain in-depth knowledge of driving factors of international Business
- 2) Understanding of theories of trade and investment practiced in the global world
- 3) Deep Insights in to various market entry strategies followed by Global Organizations
- 4) Ability to identify the various global production and suppl chain issues and have an understanding of foreign exchange determination system
- 5) Enhance the cognitive knowledge of managing business across the cultures

### **Text Books**

- 1) Charles W.I. Hill and Arun Kumar Jain, International Business, 6th edition, Tata McGraw Hill, New Delhi, 2010.
- 2) Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business, 7th Edition, Cengage Learning, New Delhi, 2010.
- 3) K. Aswathappa, International Business, 5th Edition, Tata Mc Graw Hill, New Delhi, 2012.

### **Supplementary Readings**

- 1) John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, New Delhi, 12 th edition.
- 2) Vyuptakesh Sharan, International Business, 3rd Edition, Pearson Education in South Asia, New Delhi, 2011.
- 3) Rakesh Mohan Joshi, International Business, Oxford University Press, New Delhi, 2009.

### **OUTCOME MAPPING**

Course Outcome	Programme Outcome				
	PO1	PO2	PO3	PO 4	PO 5
CO 1	3		2		1
CO 2		3		2	1
CO 3		2	3		1
CO 4		2		3	1
CO 5	3		2	1	

<b>SEMESTER: IV CORE COURSE: XV</b>	<b>22 PMBAC43: LOGISTICS AND SUPPLY CHAIN MANAGEMENT</b>	<b>CREDIT: 4 HOURS: 5/W</b>
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### **COURSE OBJECTIVES**

- 1) To explain the supply chain decisions and supply chain drivers
- 2) To understand the factors of distribution, designing network and their trade-offs
- 3) To provide the role of information technology in supply chain
- 4) To understand the importance of and major decisions in supply chain management for gaining competitive advantage.

#### **Unit I : Logistics Design**

**Hours: 15**

Logistics Management – Overview Definition – Types – Components functions – Integrated logistics System – Network Design – Information – Transportation – Inventory – Warehousing – Material Handling and Packaging – Organizational Structures – Role of Government – Logistics in India.

#### **Unit II: Logistics Network**

**Hours: 15**

Logistics Resources – Principles of Logistics Information – Logistics Information System Flow – Application of Information Technologies – Emerging Technologies Electronic Data Inter change – Barcode – Scanning.

#### **Unit III: Logistics Demand**

**Hours: 15**

Forecasting – Nature and Components – Forecast Components – Forecast Technique – Forecast Error – Transportation Infrastructure – Principle – Transportation Decision – Model Characteristics – Transportation Network – Multimodal transport Logistics Location Structure.

#### **Unit IV: Supply Chain Management and Network**

**Hours: 15**

Supply Chain – Fundamentals, Evolution, Role in Economy, Importance, Decision Phases, Enablers & Drivers of Supply Chain Performance; Supply chain strategy; Supply Chain Performance Measures, Distribution Network Design – Role in supply chain, Influencing factors, design options, online sales and distribution network, framework for network design, Impact of uncertainty on Network Design.

#### **Unit V: Supply Chain Innovations**

**Hours: 15**

Supply Chain Integration, SC process restructuring, IT in Supply Chain; Agile Supply Chains, Legible supply chain, Green Supply Chain, Reverse Supply chain; Supply chain technology trends – AI, Advanced analytics, Internet of Things, Intelligent things, conversational systems, robotic process automation, immersive technologies, Blockchain.

**Current Stream of Thoughts:** The Faculty will impart the current developments in the Logistics and Supply Chain Management course during the semester to all students. This component will not be a part of Examinations.

**COURSE OUTCOMES**

- 1) Evaluate complex qualitative and quantitative data to support strategic and operational decisions of supply chain.
- 2) Develop comprehensive strategic and tactical plans for supply chain management.
- 3) Use creative, critical and reflective thinking to address organizational opportunities and challenges.
- 4) Integrate appropriate technologies in developing solutions to business opportunities and challenges.
- 5) Analyze the effect of demand uncertainty managing inventory in the supply chain

**Text Books**

- 1) David Simchi Levi, Philip Kaminsky and Edith Simchi levi. (2006). Designing and Managing the Supply Chain Concepts, Strategies and Case (2nd Ed.). New Delhi: Tata McGraw Hill.
- 2) Donald J. Bolversox and Davis J. Closs. (2006). Logistics Management: The Integrated Supply Chain Process. New Delhi: Tata McGraw Hill.
- 3) Ballou Ronald H, Business Logistics and Supply Chain Management, Pearson Education, 5thEdition, 2007.

**Supplementary Readings**

- 1) Rahul V. Altekar. (2006). Supply Chain Management: Concepts & Cases. New Delhi: PHI Learning.
- 2) Sunil Chopra, Peter Meindl and Dharamrir Kalra. (2013). Supply Chain Management, New Delhi: Pearson.
- 3) Martin Christopher. (2016). Logistics & Supply Chain Management. (5th Ed.) New Delhi: Pearson Education.

**OUTCOME MAPPING**

Course Outcome	Programme Outcome				
	PO1	PO2	PO3	PO 4	PO 5
CO 1	3		1		2
CO 2		3	2		1
CO 3	3		2		1
CO 4		3		2	1
CO 5	3		2	1	

<b>SEMESTER: IV CORE ELECTIVE: 1/3</b>	<b>22PMBAE45-1: CUSTOMER RELATIONSHIP MANAGEMENT</b>	<b>CREDIT:4 HOURS:5/W</b>
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### **COURSE OBJECTIVES**

- 1) To enrich the knowledge with Studying Customer Relationship Management (CRM).
- 2) To impart the practices of Customer Relationship Management in Business.
- 3) To understand the importance of information technology in Customer Relationship Management.
- 4) To Disseminate knowledge regarding concept of E-CRM and E-CRM technologies.
- 5) To enable the students to understand the issues relating to Customer Relationship Management implementation in the Organisation.

#### **Unit I: Introduction to CRM**

**15 Hours**

Customer Relationship Management (CRM) -Meaning Evolution and Growth of Customer Relationship Management-Vision, CRM concepts; Acquiring Customers, Customer Loyalty and Optimizing customer relationships-Models of Customer Relationship Management- Categorising relationship-Leaky Bucket Theory-Relationship Portfolio-Relationship Ladder.

#### **Unit II: Applications of CRM**

**18 Hours**

Information Technology for CRM- Origin of CRM Technology- CRM Solutions, CRM Analytics, CRM Architecture- Mobile and Wireless solutions; CRM Software's - Marketing Automation (MA)-Meaning of MA, Marketing CRM Advantages and Benefits, MA Software's and its Functionality- Sales Force Automation (SFA)-Meaning of SFA, Advantages and Benefits of SFA, SFA Software's and its Functionality - Service Automation (SA)-Meaning of SA, Advantages and Benefits of SA, SA Software's and its Functionality.

#### **Unit III: Analytical CRM**

**12 Hours**

Handling Customer Data-Customer Information Databases-Types of Data Bases- Data Warehousing and Data Mining Concepts, Data Analysis-Online Analytical Processing (OLAP), Click Steam Analysis, Personalisation and Collaborative Filtering- Role of Business intelligence in CRM.

#### **UNIT IV: CRM STRATEGY AND DEVELOPMENT**

**15 Hours**

Managing Customer Relationships: Conflict, complacency, Resetting the CRM strategy. Selling CRM internally: CRM development Team, Scoping and prioritizing, Development and delivery, Measurement-Future of CRM.

**Unit V: E-CRM and CRM Implementation****15 Hours**

E-CRM solutions-Core Concepts and Components; E-CRM -Evaluation of Technical Solutions for CRM, Role of Contact Centers in Relationship Marketing-Choosing the Right CRM; Framework for Implementing CRM-Step by Step Process-Five Phases of CRM Projects-Beta Test & Data Import, Train & Retain and System Hand off Support.

**COURSE OUTCOMES**

- 1) Understand the basics of Customer Relationship Management.
- 2) Cultivate the Various Seller Concept Among Sales People.
- 3) Learning basics of Analytical of CRM.
- 4) Able to Synchronise Customer information data bases and Ethics.
- 5) Developing the Competency in CRM Strategy and Development.

**Text Books**

- 1) Kumar, V. & Reinartz Werner (2018). Customer Relationship Management: Concept, strategy, and tools. Newark, Springer Publications
- 2) Francis Arthur Buttle & Stan Maklan (2019). Customer Relationship Management: Concepts and technologies, (4th Ed.). London: Routledge.
- 3) Tripathi, Nishi & Richa Sinha (2018). Customer Relationship Management: A Corporate Strategy, Mumbai: Himalaya Publishing House.

**Supplementary Readings**

- 1) Shradha M. Bhome, Dr.Amarpreet Singh Ghura(2014), Customer Relationship Management a theory and Practice to manage and retain customers ,First Edition, International book house.
- 2) Govinda Bhat, K. (2009), Customer Relationship Management, Mumbai, Himalaya Publishing House.
- 3) Gosney, John W. & Thomas P. Johnson (2010). Customer Relationship Management Essentials, New Delhi: PHI Learning Pvt. Ltd.

**OUTCOME MAPPING**

Course Outcome	Programme Outcome				
	PO1	PO2	PO3	PO 4	PO 5
CO 1	3				
CO 2		3			
CO 3				3	
CO 4	2				
CO 5					2



<b>SEMESTER: IV</b> <b>CORE ELECTIVE: 2/3</b>	<b>21PMBAE45-2: INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT</b>	<b>CREDIT: 4</b> <b>HOURS:5/W</b>
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### **COURSE OBJECTIVES**

Enable the student to understand:

- 1) To impose knowledge regarding Security and Portfolio
- 2) To understand the theory and practice of Security analysis
- 3) To understand the investment pattern
- 4) To make right decisions on Investment

### **Unit I: INVESTMENT CHARACTERISTICS**

**Hours: 18**

Financial and economic meaning of Investment – Characteristics and objectives of Investment –Types of Investment – Investment alternatives – Choice and Evaluation – Risk and return concepts - Valuation of bonds and stock. Nature of Investment – Scope for Investment – Types of Investors – The Investment process – Stages of Investment –Speculation – Types of Speculators – Distinction between Investment and Speculation – Gambling – Features of Gambling - Listing of Securities: Introduction – Advantages of Listing – Legal Requirements – Key provisions in listing agreement. Brokerage Business: Introduction – Functions of a brokerage firm – Functional specialisation of members – Selecting a broker – Execution of orders – Types of transactions in a Stock Exchange – Mechanics of Share Trading – Carry forward Facility – Badla Transactions – Revised Carry Forward System ( RCFS )

### **Unit II: FUNDAMENTAL ANALYSIS**

**Hours: 12**

Common Stock Analysis Fundamental Analysis: Economic Analysis – Stock market and the economy – Business cycle and the stock market. Industry Analysis: Classification of industries – Industry life cycle – Methods of analysis – Key characteristics of an industry analysis. Company Analysis: Introduction – Internal information – External information – General aspects. Financial Analysis: Introduction – Structure of a Balance sheet – Financial Ratios and their significance – Valuation of shares. (Simple Problems).

### **Unit III: TECHNICAL ANALYSIS**

**Hours: 15**

Technical Analysis and the Efficient Market Theory Technical Analysis: Introduction – Tools for technical analysis – The Dow Theory – Advantages and limitations of technical analysis. Charting Techniques: Introduction – Meaning of Charts – Methods of preparing charts – Uses and limitations “P” and “F” (charts points and figure) – Pattern of charts and their uses. Dollar cost averaging: Introduction – Meaning of DCA – Guidelines for using DCA – Modified DCA plans.

### **Unit IV: PORTFOLIO MANAGEMENT**

**Hours: 15**

Portfolio Management Introduction – Meanings – Objectives of portfolio – Traditional portfolio analysis – Diversification of portfolio – Portfolio selection – Portfolio revision Techniques – Advantages and Limitations. Capital Asset Pricing

Model – Security Market Line – Capital Market Line – SML Versus CML. (Simple problems)

**Unit-V: FINANCIAL DERIVATIVES**

**Hours: 15**

Financial Derivatives Markets Warrants: Definition – Considerations for shares issued through warrants – Gearing effect – Valuing warrants – Lapse of warrants – Futures markets – Hedging using index futures – futures versus options – synthetic futures – futures versus forward markets – strategies for futures markets. Swaps – Basic Swap structures – Interest Rate Swap – Fixed Rate Currency Swaps – Currency Coupon Swap – Basis Rate Swaps.

**COURSE OUTCOMES**

Upon completion of this course, the student will have the ability to:

- 1) Analyse the investment process, types of investors and Functions of a brokerage firm.
- 2) To demonstrate how the Fundamental and Technical Analysis are useful in the process of Investment decisions.
- 3) To develop aware of the various portfolio management techniques
- 4) Understand the Fundamental analysis, Industry Analysis, Company Analysis and Financial Analysis for stock market.
- 5) Comprehend the Tools for technical analysis, pattern of charts and Dollar Cost averaging plans of market theory.

**Text books**

- 1) Sundar Sankaran. (2018). Indian Mutual Funds Handbook: A Guide for Industry Professionals and Intelligent Investors (5th Ed.).
- 2) Kevin, S. (2015). Security Analysis and Portfolio Management (2nd Revised Ed.). PHI Learning.
- 3) Prasanna Chandra. (2017). Investment Analysis and Portfolio Management (5<sup>th</sup> Ed.). McGraw Hill Education.
- 4) Singh and Preethi. (2016). Investment Management. Himalaya publication.
- 5) Avathani, V. (2009). Investment security market. HPH publication.
- 6) Chandra. (2012). Investment analysis and portfolio management. Tata McGraw Hill.

**Supplementary Readings**

- 1) Bhalla. V.K. (2013). Investment Management: Security analysis and Portfolio Management (14th Ed.). New Delhi: S. Chand and Company.
- 2) Dhanesh Kharti. (2011). Security Analysis and Portfolio Management. New Delhi: Macmillan.
- 3) Prasana Chandra. (2005). Investment Analysis and Portfolio Management (2<sup>nd</sup> Ed.). New Delhi: Tata McGraw Hill Publishing Company Ltd.
- 4) Preeti Singh. (2008). Investment Management (13th Ed.). Mumbai: Himalaya Publishing House.

**OUTCOME MAPPING**

<b>Course Outcome</b>	<b>Programme Outcome</b>				
	<b>PO1</b>	<b>PO2</b>	<b>PO3</b>	<b>PO 4</b>	<b>PO 5</b>
<b>CO 1</b>	<b>3</b>		<b>2</b>	<b>1</b>	
<b>CO 2</b>		<b>3</b>		<b>2</b>	<b>1</b>
<b>CO 3</b>	<b>3</b>		<b>2</b>		<b>1</b>
<b>CO 4</b>		<b>2</b>		<b>3</b>	<b>1</b>
<b>CO 5</b>	<b>3</b>		<b>2</b>		<b>1</b>

<b>SEMESTER: IV</b> <b>CORE COURSE: 3/3</b>	<b>22 PMBAE45-3: INDUSTRIAL RELATIONS AND LABOUR WELFARE</b>	<b>CREDIT: 4</b> <b>HOURS:5/W</b>
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### **COURSE OBJECTIVES**

- 1) To enable the students to understand the significance and applications of industrial relations and labour welfare management.
- 2) This course is an attempt to appreciate the conceptual and practical aspects of industrial relations and welfare at the macro and micro levels.
- 3) To impart knowledge on the trade unions and discipline
- 4) To provide the concepts of negotiation and collective bargaining
- 5) To understand the concept of workers participation management

#### **Unit I: Introduction**

**Hours: 15**

Industrial Relations Perspectives: Approaches – Scope Concept and Significance – IR Systems – Structure of IR dept. – Role of IR Officer – Industrial Relations and the Emerging Socio- Economic Scenario – Causes for poor IR.

#### **Unit II: Industrial Conflicts and Labour Welfare**

**Hours: 15**

The Industrial Disputes Act, 1947-Disputes – Impact – Causes – Strikes – Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication. Labour welfare- statutory-Voluntary- welfare funds-welfare of unorganized labour

#### **Unit III: Trade Unions and Discipline**

**Hours: 15**

Role, Types, Origin, Structure, Theory – Future of Trade Unions: Trade Union and the Employee: Trade Union and the Management – Code of Discipline and Code of Conduct – Grievance Management – Misconduct – Discipline Forms of indiscipline – Stages in disciplinary proceedings – Punishments.

#### **Unit IV: Negotiation and Collective Bargaining**

**Hours: 15**

Negotiation, Conciliation, Arbitration, Adjudication and Collective Settlements, Coownership: Productive Bargaining and Gain Sharing – Collective bargaining – Objectives – Process – Position in India – Collective Bargaining and Settlements including present status – ILO – Aims and Role in Promoting IndustrialPeace.

#### **Unit V: Labour Welfare**

**Hours: 15**

Meaning and Scope – Theories – Classifications, Concepts and Growth of Labour Welfare in India – Role, Responsibilities and Duties of Welfare Officer – Industrial Hygiene and safety.

### **COURSE OUTCOMES**

At the end of the course, the student will be able to practice the

- 1) Display competencies and knowledge in industrial relation and labour welfare concepts.
- 2) Contribute efficient decision making in solving labour union issues, implementation of I.R policies and practices and evaluation of employee-management industrial issues.

- 3) Develop and collaborate with experts in the implementation, and evaluation of organizational and health and safety policies and practices
- 4) Display the knowledge in development and communication of the organization's total compensation plan and integrate the knowledge in General HRD practice for sustainable development of the organization.
- 5) 5. Facilitate and support effective employee and labour relations in both non-union and union environments.

#### **Text Books**

- 1) Sinha, P.R.N., Sinha Indu Bala & Shekhar Seema Priyadarshini (2017). Industrial Relations, Trade Unions and Labour Legislation. Pearson Publishers.
- 2) Sita Ram Singh (2016). Industrial Relations and Labour Laws. APH Publishing Corporation.
- 3) Mamoria C.B. and SathishMamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2016.

#### **Supplementary Readings**

- 1) Punekar, S.D, Deodhar, S.B. & Sarewathi Sankaran, (2012). Labour Welfare, Trade Unionism and Industrial Relations. Mumbai: Himalaya Publishing.
- 2) Tripathi (2009). Personnel Management & Industrial Relations, New Delhi: Sultan Chand.
- 3) Singh, B.D. (2008). Industrial Relations and Labour Laws. NewDelhi: Excel Books.

#### **OUTCOME MAPPING**

Course Outcome	Programme Outcome				
	PO1	PO2	PO3	PO 4	PO 5
CO 1	2	3		1	
CO 2		3	2		1
CO 3	3		2		1
CO 4		2		3	1
CO 5	3		2		1