B.V.V.SANGHA'S

BASAVESHWAR ENGINEERING COLLEGE, BAGALKOTE - 587103

DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

I & II YEAR SCHEME
AND
SYLLABUS 2023-25
(Students admitted to 2023-24 Academic year)

- Credit Distribution
- Scheme
- Syllabus
- Labs, Internship & Project
- Societal Project

CREDIT STRUCTURE
(For the students admitting to 2023-24 batch)

Type of course	Semester				Total credits
	1	2	3	4	
Core	23	26	03	03	55
Elective	-	-	16	16	32
Project	-	-	04	06	10
Internship	-	-	03	-	**03**
Societal Project	**Mandatory Course without any Credits**				
Total	23	26	26	25	100

Scheme of Teaching and Examination
(For the students admitting to 2023-24 batch)
MBA I Semester

Sl.No	Subject Code	Subjects	Hrs/Week			C	CIE	SEE	Total
			L	T	P				
1	22PBA101C	Principles of Management and Organizational Behaviour	4	0	0	4	50	50	100
2	22PBA102C	Economics for Decision Making	4	0	0	4	50	50	100
3	22PBA103C	Managerial Accounting	3	2	0	4	50	50	100
4	22PBA104C	Essentials of Marketing	4	0	0	4	50	50	100
5	22PBA105C	Corporate Communication	4	0	0	4	50	50	100
6	22PBA106C	Information Technology for Managers	3	0	0	3	50	50	100
		Total	**22**	**2**	**0**	**23**	**300**	**300**	**600**

Scheme of Teaching and Examination
(For the students admitting to 2023-24 batch)
MBA II Semester

Sl.No	Subject Code	Subjects	Hrs/Week			C	CIE	SEE	Total
			L	T	P				
1	22PBA201C	Quantitative Techniques for Managers	3	2	0	4	50	50	100
2	22PBA202C	Business and Legal Environment	3	0	0	3	50	50	100
3	22PBA203C	Human Resource Management	4	0	0	4	50	50	100
4	22PBA204C	Research Methodology and IPR	4	0	0	4	50	50	100
5	22PBA210C	Entrepreneurship Development	4	0	0	4	50	50	100
6	22PBA206C	Financial Management	3	2	0	4	50	50	100
7	22PBA207L	Business Analytics Lab	0	0	3	1.5	50	50	100
8	22PBA208L	Presentation Lab	0	0	3	1.5	50	50	100
9	22PBA209M	Societal Project	Mandatory Course without any Credits						
		Total	**20**	**4**	**6**	**26**	**400**	**400**	**800**

MBA III Semester

Sl.No	Subject Code	Subjects	Hrs/Week			C	CIE	*SEE	Total
			L	T	P				
1	22PBA301C	Essentials of Supply Chain Management	3	0	0	3	50	50	100
2		ELECTIVE-1 MKT/FIN/HR	4	0	0	4	50	50	100
3		ELECTIVE-2 MKT/FIN/HR	4	0	0	4	50	50	100
4		ELECTIVE-3 MKT/FIN/HR	4	0	0	4	50	50	100
5		ELECTIVE-4 MKT/FIN/HR	4	0	0	4	50	50	100
6	22PBA314P	Project Phase- I	0	0	8	4	50	50	100
7	22PBA316I	Internship*	-	-	-	3	50	50	100
		Total	**19**	**0**	**8**	**26**	**350**	**350**	**700**

* Tutorials for Finance Specialisation subjects only (Elective 1 and 2)

List of III Semester Electives

1. Marketing	
22PBA302E	Sales and Distribution Management
22PBA303E	Consumer Behaviour
22PBA304E	Services Marketing
22PBA305E	International Marketing Management
2. Finance	
22PBA306E	Investment Analysis and Portfolio Management
22PBA307E	International Financial Management
22PBA308E	Investment Banking and Financial Services
22PBA309E	Cost Management
22PBA306E	Investment Analysis and Portfolio Management

3. Human Resource Management	
22PBA310E	Organization Design , Change and Development
22PBA311E	Industrial Relations and Legislations
22PBA312E	Talent Management
22PBA313E	Learning and Development

MBA IV Semester

Sl.No	Subject Code	Subjects	Hrs/Week			C	CIE	*SEE	Total
			L	T	P				
1	22PBA401C	Strategic Management	3	0	0	3	50	50	100
2		ELECTIVE –5 MKT/FIN/HR	4	0	0	4	50	50	100
3		ELECTIVE –6 MKT/FIN/HR	4	0	0	4	50	50	100
4		ELECTIVE -7 MKT/FIN/HR	4	0	0	4	50	50	100
5		ELECTIVE -8 MKT/FIN/HR	4	0	0	4	50	50	100
6	22PBA414P	Project Phase- II	0	0	12	6	50	50	100
		Total	**19**	**0**	**12**	**25**	**300**	**300**	**600**

List of IV Semester Electives

1. Marketing	
22PBA402E	Business Marketing
22PBA403E	Integrated Marketing Communication
22PBA404E	Strategic Brand Management
22PBA405E	Digital Marketing
2. Finance	
22PBA406E	Financial Derivatives
22PBA407E	Tax Management
22PBA408E	Micro Finance
22PBA409E	Risk Management and Insurance

3. Human Resource Management	
22PBA410E	International Human Resource Management
22PBA411E	Recruitment and Compensation Management
22PBA412E	Personality Growth and Interpersonal Effectiveness
22PBA413E	Organizational Leadership

I-SEMESTER

22PBA101C	Principles of Management and Organizational Behaviour	Credits: 04
L: T: P - 4_L: 0_T: 0_P		CIE Marks: 50
Hours/Week: 04 Total (52)		SEE Marks: 50

UNIT-I	12 Hrs.

Introduction: Meaning and nature of management. Purpose and functions. Contribution of management thinkers: Taylor, Henry Fayol, Elton Mayo. Social Responsibility of Managers, Ethics in managing, institutionalizing ethics. Current issues and future challenges in Management.
Planning: Steps in Planning Process –Importance and Limitations, types of plans -Management by Objectives (MBO). **Decision making**: Meaning, Techniques, process, modern approaches to decision making.

UNIT–II	12 Hrs.

Organizing: Organization Structure and Design: Formal and informal, Line and staff, functional, product, matrix, geographical, customer, virtual. Centralized and decentralized, Delegation of authority.
Leadership- Meaning, theories of leadership, Blake and Mouton managerial grid, Likert's four systems of management.
Motivation theories: X&Y, Maslow hierarchy, hygiene theory. **Controlling:** Nature, importance, process, techniques

UNIT–III	14 Hrs.

Fundamentals Organizational behaviour: Meaning, importance, Models of OB, contributing disciplines.
Personality: Meaning, determinants, traits, types-Big5, Type A&B, trait. **Perception-** Meaning, nature, process, Common shortcuts in judging people.
Values and attitude: Meaning, importance, sources of our value systems. Types of attitudes – cognitive dissonance theory, Job satisfaction, determinants, effect of job satisfaction on employee performance.

UNIT–IV	14 Hrs.

Group Dynamics and team building: Meaning and classifying groups, stages of group development, types of groups, importance of team building.
Emotions: Affect, mood and emotion and their significance, basic emotions, emotional intelligence, self-awareness, self-management, social awareness, relationship management.

Reference Books *

1. Harold Koontz, Heinz Weihrich, Essentials for Management: 8e, 2014.
2. Stephen Robbins, Sangi, Judge, Organizational Behavior, Pearson Education, 14e, 2012.
3. K. Shridhar Bhat, Management and Behavioral Processes, Himalaya Publications, 2e, 2017
4. Udai Pareek, Understanding Organizational Behaviour, Oxford.4e, 2011.

Course Outcomes**

After completion of the course student will be able to

1. Understand the fundamental concepts of management and organizational behavior.
2. Apply the management and organizational behaviorknowledge in various practical situations.
3. Analyze and evaluate the management and organizationalbehavior theories and practices.

4. Plan and implement various strategies related to management and organizational behavior.	

*** Books to be listed as per the format with decreasing level of coverage of syllabus**

**** Each CO to be written with proper action word and should be assessable and quantifiable**

Course Outcomes	Programme Outcomes (POs)												Program Specific Outcomes (PSOs)		
	1	2	3	4	5	6	7								
CO1	1	3	1	1	1	-	-								
CO2	3	3	2	-	2	-	-								
CO3	3	-	2	-	2	-	-								
CO4	2	-	2	-	2	-	-								

22PBA102C	ECONOMICS FOR DECISION MAKING	Credits: 04
L: T: P - 4_L: 0_T: 0_P		CIE Marks: 50
Hours/Week: 04 Total (52)		SEE Marks: 50

UNIT-I	12 Hrs.

Introduction to economics: Managerial Economics- Meaning, Nature, Scope, & significance. Uses of Managerial Economics. Role and responsibilities of managerial economist. The Basic process of decision making.

Fundamental Concepts of Managerial Economics: Opportunity Costs, Incremental Principle, Time perspective, Discounting and Equi-Marginal principles. Theory of the Firm: Firm and Industry, Objectives of the firm, alternate objectives of firm. Managerial theories: Baumol's Model, Williamson's Model

UNIT–II	14 Hrs.

Demand analysis: Law of Demand, Exceptions to the Law of Demand, Elasticity of demand – Classification of Price, Income & Cross elasticity, Advertising and promotional elasticity of demand. Uses of elasticity of demand for Managerial decision making.

Law of supply: Elasticity of supply.

Demand forecasting: Meaning & Significance, Methods of demand forecasting. (Problems on Price elasticity of demand, and demand forecasting using Time-series method).

National income accounting: National income estimates in India- trends in national income– methods of measurement – income method, product method and expenditure method, – difficulties in measuring national income .

UNIT–III	14 Hrs.

Production analysis: Concepts, production function with one variable input - Law of Variable Proportions. Production functions with 2 variable inputs and Laws of returns to scale. ISO-Quants & ISO-Cost line. Economies of scale, Diseconomies of scale. (**Theory only**)

Measuring GDP and GDP Growth rate: Components of GDP.

Market structure and pricing practices:

Perfect competition: Features, Determination of price under perfect competition.

Monopoly: Features, Pricing under monopoly, Price Discrimination

Oligopoly: Features, Kinked demand Curve,

Monopolistic Competition: Features, Pricing Under monopolistic competition, Product differentiation

UNIT–IV	12 Hrs.

Descriptive Pricing Approaches: Loss leader pricing, Peak Load pricing. Price discrimination.

Profits: Determinants of Short-term & Long-term profits. Classification, measurement of profit.

Break Even Analysis –Meaning, Assumptions, determination of BEA, Limitations – Uses of BEA in Managerial decisions (Theory and simple Problems).

Reference Books *

1. Geethika, Ghosh & Choudhury, Managerial Economics, McGraw Hill 2/e, 2011.
2. Managerial Economics Dominick Salvotore, Oxford Publishers 2e, 2016
3. D M Mithani, Managerial Economics, Himalaya Publication. 2016
4. D N Dwivedi, Managerial Economics, Vikas Publication.9e, 2021.
5. Petersen H Craig, Lewis Chris W. and Jain K Sudhir, Managerial Economics, Pearson Education

Course Outcomes**
After completion of the course student will be able to 1. Describe, define, explain, or exhibit a fair understanding of the fundamental concepts related to business economics. 2. Apply or demonstrate the application knowledge of business economics in various practical/business situations. 3. Analyze, Evaluate and Appraise the various Business Economics theories, strategies& business situations of different businesses. 4. Develop or implement suitable business solutions (or strategies or models) for various business economics (functionalities/ products/ services/ entities etc.) of a business or organization

* **Books to be listed as per the format with decreasing level of coverage of syllabus**
**** Each CO to be written with proper action word and should be assessable and quantifiable**

Course Outcomes	**Programme Outcomes (POs)**												**Program Specific Outcomes (PSOs)**		
	1	**2**	**3**	**4**	**5**	**6**	**7**								
CO1	2	-	1	3	-	-	-								
CO2	3	-	2	2	-	-	-								
CO3	2	2	2	3	-	-	-								
CO4	2	1	1	2	-	-	-								

22PBA103C	MANAGERIAL ACCOUNTING	Credits: 04
L: T: P - 3_L: 2_T: 0_P		CIE Marks: 50
Hours/Week: 05 Total (66)		SEE Marks: 50

UNIT-I	16 Hrs.
Principle of double entry book keeping: Importance & scope of accounting, GAAPS & accounting standards, accounting equation, Users of accounting statements. Ethics in preparation of accounts. Preparation of books of original records**:** Journal, ledger, and subsidiary books.	
UNIT–II	**16 Hrs.**
Preparation of final accounts/statement: sole trading concern and companies, Provisions of the companies act 1956 affecting preparation, presentation & analysis of Audit reports & director's reports.	
UNIT–III	**16 Hrs.**
Cash Flow Statement: Problems on Cash flow Statement Only. **Depreciation:** Concepts & methods of depreciation, Problems on straight line & WDV methods.	
UNIT–IV	**18 Hrs.**
Analysis of financial performance of a firm: Different tools, Ratio analysis- Different types of ratios, Inter-relation between Ratios, Du-Pont analysis, comparative and common size statements. Window dressing, Determination of EBDIT, EBIT, EDT, EAT, EPS, DPS, PE Ratio, ROCE, RONW, BV & Entity Value	

Reference Books *

1. Accounting for Management-Text & Cases S.K.Bhattacharya & John Dearden Vikas Publishing House Pvt. Ltd. 3e, 2018
2. Financial Accounting S.N.Maheshwari, Suneel K. Maheshwari, Sharad K. Maheshwari Vikas Publishing House Pvt. Ltd. 6e, 2018
3. Narayanaswamy. R, Financial Accounting - A Managerial Prespective, Prentice Hall India.5e, 2014.
4. Jawaharlal, (2017), Accounting For Managers, Himalaya Publishing House, 4^{th} e.
5. Raman. B.S.,(2010), Accounting for Managers, United Publishers,1^{st} e.

Course Outcomes**

After completion of the course student will be able to

1. Define, describe explain or exhibit the concepts of accounting.
2. Apply or demonstrate the practical applications of accounting.
3. Analyze, Evaluate, appraise or justify various accounting statements or problems and suggest appropriate solutions.
4. Develop or implement or solve a variety of accounting problems, case studies and make inferences.

*** Books to be listed as per the format with decreasing level of coverage of syllabus**

**** Each CO to be written with proper action word and should be assessable and quantifiable**

Course Outcomes	Programme Outcomes (POs)	Program Specific

													Outcomes (PSOs)		
	1	2	3	4	5	6	7								
CO1	3	-	-	-	-	-	-								
CO2	3	2	-	-	-	-	-								
CO3	3	3	-	-	-	-	-								
CO4	3	3	-	2	-	-	-								

22PBA104C	ESSENTIALS OF MARKETING	Credits: 04
L: T: P - 4_L: 0_T: 0_P		CIE Marks: 50
Hours/Week: 04 Total (52)		SEE Marks: 50

UNIT-I	13 Hrs.

Introduction: Nature and scope of Marketing, Evolution, Various Marketing orientations, Marketing Vs Selling concept, Consumer Need, Wants and Demand concepts. Marketing Mix.

Understanding the market environment: Assess the impact of micro and macro environment.

Buyer behavior: Meaning, Factors influencing buying behavior/ Buying motives, Buying habits, Types of buying behavior. Stages in buying decision process, Organizational buying Vs House hold buying, Consumerism.

UNIT–II	13 Hrs.

Market Segmentation, Targeting & Positioning

Segmentation: Meaning, Factors influencing segmentation, Basis for segmentation, Segmentation of Consumer/ Industrial markets. **Targeting:** Basis for identifying target customers, Target Market Strategies. **Positioning:** Meaning, Product differentiation strategies, Errors in positioning.

Marketing Mix Decisions

Product decisions: Concept, levels of product, product hierarchy, Diffusion of Innovation - diffusion process & adoption process, New product development, Product Life cycle, Product mix strategies. Concept of Branding, Brand equity. **Packaging / Labeling:** Packaging as a marketing tool, requirement of good packaging, Role of labeling in packaging.

UNIT–III	13 Hrs.

Pricing decisions: Pricing concepts for establishing value, Impact of Five "C"s on pricing, Pricing strategies-Value based, Cost based, Market based, Competitor based, New product pricing.

Distribution decisions: Meaning, Purpose, Channel alternatives available to the marketing manager, Factors affecting channel choice, Channel design and Channel Management decision, Multilevel Marketing (Network Marketing).

Integrated Marketing communication: Concept of communication mix, communication objectives.

Advertising: Advertising Objectives, Advertising Budget, AIDA model.

Sales Promotion: Promotion mix, kinds of promotion, Tools and Techniques of sales promotion, Push-pull strategies of promotion.

Publicity /Public relation: Meaning, Objective, Merits and Demerits.

UNIT–IV	13 Hrs.

Personal selling: Concept, Features, Functions, Steps/process involved in Personal Selling.

Direct Marketing: Meaning, Features, Functions, and Merits/Demerits.

Digital Marketing: Meaning of Web marketing, social media marketing (Facebook & LinkedIn), Mobile marketing, and Email marketing.

Marketing Planning: Meaning, Concepts of Marketing plan, Steps involved in planning.

Rural Marketing: Meaning, scope of rural marketing,
components of rural markets, rural vs. urban markets.

Trends in Marketing: Guerrilla Marketing, Green Marketing,

Neuro Marketing.
Reference Books *
1. Kotler Philip, Keller Lane Kevin,(2022), Principles of Marketing, Pearson, 16th e. 2. Dr. Karunakaran, K., (2010), Marketing Management (Text & Cases in Indian Context), HPH. 3. Panda Tapan, Marketing Management, Excel Publication, 2nde. 4. ArunKumar and Meenakshi (2016), Marketing Management, Vikas Publishing 3e.
Course Outcomes**
After completion of the course student will be able to 1. Define, describe, explain, exhibit a fair understanding of the concepts related to marketing management 2. Apply or demonstrate the approaches, strategies and applications related to marketing management in various practical situations. 3. Analyze and evaluate the various situations, market conditions, and strategies related to marketing management. 4. Plan and implement suitable strategies related to marketing management

*** Books to be listed as per the format with decreasing level of coverage of syllabus**

**** Each CO to be written with proper action word and should be assessable and quantifiable**

Course Outcomes	Programme Outcomes (POs)											Program Specific Outcomes (PSOs)		
	1	**2**	**3**	**4**	**5**	**6**	**7**							
CO1	3	3	-	1	-	3	-							
CO2	3	2	-	1	-	2	-							
CO3	3	3	-	2	-	2	-							
CO4	3	3	-	3	-	2	-							

22PBA105C	CORPORATE COMMUNICATION	Credits: 04
L: T: P - 4_L: 0_T: 0_P		CIE Marks: 50
Hours/Week: 04 Total (52)		SEE Marks: 50

UNIT-I	13 Hrs.

Communication: Meaning & Definition, Role, Classification – Purpose of communication - Communication Process – Characteristics of successful communication.
Importance of Communication in management– Communication structure in organization – Communication in conflict resolution - Communication in crisis. Communication and negotiation, Communication in a cross-cultural setting.
Oral communication: Meaning, Principles of successful oral communication – Barriers to communication – Conversation control. Modes of Oral Communication. Nonverbal communication.

UNIT–II	13 Hrs.

Written Communication: Purpose of writing – Clarity in writing – Principles of effective writing – Approaching the writing process systematically: The 3X3 writing process for business communication: Pre writing – Writing – Revising – Specific writing features electronic writing process, email writing.
Business Letters and Reports: Introduction to business letters – Types of Business Letters – Format and components. Purpose, Kinds and Objectives of reports – Organization & Preparing reports, short and long reports
Writing business letters – Positive and Negative messages Writing Reports, Writing memos.
Group Communication: Meetings – Planning meetings – objectives – participants – timing –venue of meetings.
Meeting Documentation Preparations: Notice, Agenda, and Resolution & Minutes

UNIT–III	13 Hrs.

Presentation skills: What is a presentation – Elements of presentation – Designing & Delivering Business presentation advanced visual support for manager.
Negotiation skills: What is negotiation – Nature and need for negotiation – Factors affecting negotiation – Stages of negotiation process – Negotiation strategies.

UNIT–IV	13 Hrs.

Employment Communication: Introduction, Composing Application - Writing CVs, video resumes. Writing applications, resumes.
Group discussions, purpose of conducting GD, do's and don'ts in GD. – Interview skills, different types of interviews.
Technological Advancement on Business Communication – Technology-enabled Communication - Communication networks – Intranet – Internet –– SMS – telephone etiquettes, Teleconferencing, videoconferencing , telephone etiquettes

Reference Books *

1. Communicating in Business Ober Newman Cengage 8 th Edition, 2018
2. Chaturvedi P. D, and Chaturvedi Mukesh (2011), Business Communication: Concepts, Cases and Applications, Pearson Education, 2nd e.
3. BCOM A South-Asian Perspective Lehman, Dufrene,Sinha Cengage Learning 2 nd Edition, 2012

4. Communicating in Business Williams,Krizan Logan,Merrier Cengage Learning 8 th Edition, 2017
5. Lesikar, Flatley, Rentz, and Pande,(2010), Business Communication, TMH, 11the
6. Sehgal M. K and Khetrapal V, Business Communication, Excel Books.
7. Krizan, Merrier, and Jones,(2012),Business Communication, Cengage Learning, 8the,

Course Outcomes**

After completion of the course student will be able to

1. Explain fundamentals of written and oral communication
2. Apply the knowledge of business letters, reports, notice, agenda, resume and other business documents in practical situations.
3. Analyze importance of proper communication skills at business situations.
4. Demonstrate communication skills of listening and writing through written assignments, business letters and in class exercises and plan and design an effective presentation by focusing on presentation skills, audience analysis and focusing on contents.

* **Books to be listed as per the format with decreasing level of coverage of syllabus**
** Each CO to be written with proper action word and should be assessable and quantifiable**

Course Outcomes	Programme Outcomes (POs)											Program Specific Outcomes (PSOs)		
	1	**2**	**3**	**4**	**5**	**6**	**7**							
CO1	3	-	3	1	-									
CO2	3	-	2	3	2									
CO3	3	-	2	1	1									
CO4	3	-	2	1	2									

22PBA106C	INFORMATION TECHNOLOGY FOR MANAGERS	Credits: 03
L: T: P - 3_L: 0_T: 0_P		CIE Marks: 50
Hours/Week: 03 Total (40)		SEE Marks: 50

UNIT-I	10 Hrs.
Information systems and organizations: Meaning of information technology, Information technology in business, Concept of MIS, Definition, Functions, Role. Changing business environment and the emerging digital firms, Organizations, management and IT, Data, information and its attributes, types of decisions and information, the levels of people and their information needs. Kinds of information systems: Transaction Processing System (TPS) - Office Automation System (OAS) - Management Information System (MIS) - Decision Support System (DSS) and Group Decision Support System (GDSS) - Expert System (ES) - Executive Support System (EIS or ESS).	
UNIT–II	**10 Hrs.**
Computer fundamentals, telecommunication and networks: Computer System – Introduction - Generation of Computers - Classification of Computers - Input and output devices - Software – System s/w and Application s/w - O/S – Functions and Features. Communication, Media, Modems & Channels - LAN, MAN & WAN -Network Topologies, Internet, Intranet and Extranet. Wireless technologies like Wi-Fi, Bluetooth, Wi-Max, 3G and 4G. **System analysis and development and models:** Need for System Analysis - Stages in System Analysis - Structured SAD and tools like DFD, Context Diagram Decision Table and Structured Diagram. System Development Models: Water Flow, Prototype, Spiral, RAD – Roles and responsibilities of System Analyst, Database Administrator and Database Designer	
UNIT–III	**10 Hrs.**
Manufacturing and service systems: Information systems for Accounting, Finance, Production and Manufacturing, Marketing and HRM functions. **Enterprise system:** Enterprise Resources Planning (ERP): Features, selection criteria, merits, issues and challenges in Implementation – Supply Chain Management (SCM): Features, Modules in SCM – Customer Relationship Management (CRM): Phases. Knowledge Management and e-governance.	
UNIT–IV	**10 Hrs.**
Choice of IT: Nature of IT decision - Strategic decision - Configuration design and evaluation Information technology implementation plan. **Security and ethical challenges**: Ethical responsibilities of Business Professionals – Business, technology. **Computer crime** - Hacking, cyber theft, unauthorized use at work. Piracy – software and intellectual property. Privacy – issues and the Internet Privacy, Cyber Act. Challenges – working condition, individuals. Health and social issues, Ergonomics and cyber terrorism.	
Reference Books *	
1. "Management Information Systems", Kenneth J Laudon, Jane P. Laudon, PHI, 13e, 2014	

2. "Management Information Systems", W. S. Jawadekar, TataMcGraw Hill Edition, 4/e,2011
3. MIS by Ralph Stair, 13e, 2017
4. Introduction to Information System", James A. O' Brien, Tata McGraw Hill, 12th Edition.
5. "Management Information Systems", S.Sadagopan, PHI, 2/e, 2014

Course Outcomes**

After completion of the course student will be able to

1. Demonstrate awareness towards various fundamental concepts of information technology and highlight the role of information technology in business.
2. Apply the knowledge of information technology in various practical situations.
3. Analyze and evaluate the information technology situations of different businesses.
4. Plan and implement information system solutions for various functionalities of a business or organization.

* **Books to be listed as per the format with decreasing level of coverage of syllabus**

**** Each CO to be written with proper action word and should be assessable and quantifiable**

Course Outcomes	Programme Outcomes (POs)											Program Specific Outcomes (PSOs)		
	1	2	3	4	5	6	7							
CO1	2	-	-	3										
CO2	3	2	-	-										
CO3	3	-	-	2										
CO4	2	-	-	2										

II-SEMESTER

22PBA201C	QUANTITATIVE TECHNIQUES FOR MANAGERS	Credits: 04
L: T: P - 3_L: 2_T: 0_P		CIE Marks: 50
Hours/Week: 05 Total (66)		SEE Marks: 50

UNIT-I	16 Hrs.
Introduction to operations research: Introduction to OR; Scope, Techniques, Characteristics and Limitations of Operation Research; Methodology and Models in OR (only theory) **Linear programming problem (LPP):** Application of LPP in Management, Advantages of LPP (only theory) Formulation of LPP, Solution of LPP by Graphical method: Infeasible and Unbounded Solution, Formulation of Dual of a LPP (theory only)	
UNIT–II	**18 Hrs.**
Transportation models: General Structure; Various methods for finding initial solution: Maximization and Minimization problems North West Corner Method, Least Cost Method, Vogel's Approximation Method; Finding Optimal Solution: Stepping Stone method and Modified Distribution method-Problems **Assignment problems**; General Structure; Finding Optimal Solution; Maximization problem, Restrictions on Assignments, Alternate Optimal solutions.	
UNIT–III	**16 Hrs.**
Theory of games: Terminology; Two-person zero sum game; Solution to games: Saddle point, dominance rule, Value of the Game, mixed strategy, Graphical method of solving a game – (2x n) and (m x 2) games. **Replacement analysis:** Introduction, reasons for Replacement**,** Individual Replacement of machinery or Equipment with/without value of money, Group Replacement Policies, Problems.	
UNIT–IV	**16 Hrs.**
Network analysis: Terminology; Networking Concepts; Rules for drawing network diagram; CPM Computations: CPM Terminology, Finding critical path - Different Floats; PERT Computations: Computation of earliest and latest allowable times, Probability of meeting the scheduled dates; difference between PERT and CPM. **Queuing models and Simulation of management systems:** Introduction; Characteristics of Queuing models, Models for Arrival and Service Times; Single Poisson arrival with Exponential Service Rate; Applications of Queuing models. **Simulation of management systems** Terminology, Process of Simulation, Monte Carlo Method, Waiting Line Simulation Method, Inventory Management Simulation, Marketing Management Simulation, Financial Management Simulation	
Reference Books *	
1. Sharma. K. J, Operations Research, McMillan India, 5e, 2012 2. Vohra. D. N. (2017), Quantitative Techniques in Management, Tata McGraw Hill Publications, 5e. 3. Quantitative Methods for Business, Anderson Williams et-al. 13th edition, 2022 4. P.C Tulisian and Vishal Pandey, Quantitative Techniques theory and problems, Pearson,1e,	

2022.

5. Sharma. D. S., Operations Research, KedarNath and Ram Nath& Co. Ltd, 2002
6. C. R. Kothari, (2013), Quantitative Techniques, Vikas Publishing House, 3rd e.

Course Outcomes**

After completion of the course student will be able to

1. Understand the concepts of operations research and the practical applications of it.
2. Solve a variety of mathematical models and make inferences from the solutions.
3. Appreciate the use of operation research techniques in taking effective business decisions.
4. Analyze the problems and apply algorithms to derive the optimal solution for standard LPP, transportation and assignment and sequencing so as to formulate real world problems into operations research models

* **Books to be listed as per the format with decreasing level of coverage of syllabus**

** **Each CO to be written with proper action word and should be assessable and quantifiable**

Course Outcomes	Programme Outcomes (POs)												Program Specific Outcomes (PSOs)		
	1	**2**	**3**	**4**	**5**	**6**	**7**								
CO1	3	3	-	1											
CO2	3	2	-	1											
CO3	3	2	-	3											
CO4	3	2	-	2											

22PBA202C	BUSINESS & LEGAL ENVIRONMENT	Credits: 03
L: T: P - 3_L: 0_T: 0_P		CIE Marks: 50
Hours/Week: 03 Total (40)		SEE Marks: 50

UNIT-I	10 Hrs.
Globalization, Liberalization & Privatization and Business Environment: Meaning and Implications, Phases, Impact on Indian Economy across Sectors. GATT and WTO: Agreements and Implications. **Global environmental issues:** Sustainable Development-Concepts, relevance in modern Business, World Business Council for Sustainable Development (WBCSD) Report. **Indian Economy and Business environment:** Structure of the Business Environment – Internal and External environment. Socio Cultural factors affecting the Business.	
UNIT–II	**10 Hrs.**
Small Scale industries: Growth, problems and prospects**. Large scale industries**: Growth, problems and prospects**.** Public and Private Sector Enterprises, **Macroeconomic policies in India:** Monetary policy, Credit control tools. **Business cycle**- Features, phases of Business environment **Foreign Exchange Regulation Act** (**FERA**), **Foreign Exchange Management Act (FEMA).**	
UNIT–III	**10 Hrs.**
Indian Contract Act: Offer and Acceptance, Performance and Discharge of contract, quasi contract, Contract of Guarantee, Bailment (rights and duties of bailor and bailee), **Agency** : Various modes of creating agency, rights and duties of agents and principal. **Law of Sales:** Sale of Goods Act: Sale and Agreement to sell, Conditions and Warrantees, Transfer of property **Law of partnership 1932:** Definition, Essentials of Partnership, Formation of Partnerships, Dissolution of Partnership Firm. **Company Law:** Salient Features of Companies, Classification and Formation of Companies, Memorandum and Articles of Association, Doctrine of Indoor Management, Appointment of Directors. Meetings of Directors. Shareholders of companies, overview of different modes of Winding up of Companies.	
UNIT–IV	**10 Hrs.**
Business Ethics: Relation between ethics and business ethics, evolution of business ethics, unethical behavior, ethical decision making, some unethical issues, benefits from managing ethics at workplace, **Corporate Social responsibility:** Types and nature of social responsibilities, CSR principles and strategies, Best practices of CSR, Need of CSR, Arguments for and against CSR, CSR Indian perspective, Indian examples.	
Reference Books *	

1. Misra. K. S, Puri K. V., Economic Environment of Business, HHP, Revised 2017.
2. Justin Paul, Business Environment Text and Cases, McGraw – Hill Publishers. Suresh Bedi,

Business Environment, Excel Books, 3e, 2010.

3. Business Law for Managers, Goel P. K,biztantra, 2014..
4. Business Law- S.S. Gulshan 4th E, 2012.
5. Business Law-Kuchal, 8e, 2023

Course Outcomes**

After completion of the course student will be able to

1. Demonstrate, describe, explain the understanding of the fundamental concepts related to business environment
2. Apply the application knowledge of business environment & legal in various practical / business situations.
3. Analyze & evaluate the various business environment theories & business situations of different businesses.
4. Implement suitable business solutions (or strategies or models) for various business environments (functionalities/ products/ services/ entities etc.) of a business or organization.

* **Books to be listed as per the format with decreasing level of coverage of syllabus**

**** Each CO to be written with proper action word and should be assessable and quantifiable**

Course Outcomes	Programme Outcomes (POs)												Program Specific Outcomes (PSOs)		
	1	2	3	4	5	6	7								
CO1	1	-	-	-	-										
CO2	3	-	-	-	2										
CO3	3	2	-	1	-										
CO4	-		2	3	-										

22PBA203C	HUMAN RESOURCE MANAGEMENT	Credits: 04
L: T: P - 4_L: 0_T: 0_P		CIE Marks: 50
Hours/Week: 04 Total (52)		SEE Marks: 50

UNIT-I	12 Hrs.
Nature and scope of HRM and HRP: Introduction – definition, human resource management, features of HRM – role of HRM – managerial functions and operative functions. Role of personnel manager and HR manager – qualities of HR / personnel manager. HR planning (HRP) – Introduction – objectives of HRP – definition and need for HRP – benefits of HRP – factors affecting HRP – process.	
UNIT–II	**12 Hrs.**
Talent Acquisition –Recruitment definition – objectives –Factors affecting recruitment policy – Centralized and Decentralized – Recruitment techniques – Recruitment process, e-recruitment, and employee referrals. **Selection, Placement and Induction**: Meaning – definition of selection – essentials of selection procedure – significance of selection process and selection as a source of competitive advantage. selection procedure – recruitment application form – written exams – preliminary interview – various types of tests (aptitude, achievement, situational, interest, personality) – different types of interviews and interview process – means to make interview effective – medical exams – reference checks – final decision – employment – placement and induction. **Human Resource Training and Development:** Meaning of T & D importance of training – benefits of training – need and objectives, on-the-job and off-the-job training methods –– training procedure – final evaluation, - how to make training effective.	
UNIT–III	**14 Hrs.**
Performance appraisal (PAS): Introduction – meaning – need – purpose – objectives – contents of PAS – appraisers and different methods of appraisal – uses of performance appraisal – limitations and problems of performance appraisal – 360° Appraisal. **Payroll and Benefits** – Introduction – definition – need for sound salary administration – objectives – factors affecting wages / Types of incentive plans – profit sharing – bonus concepts – ESOPs – pay for performance, employee benefits-continuing education opportunities, flexi time, insurance schemes.	
UNIT–IV	**14 Hrs.**
Career planning and Internal mobility: Career planning – meaning – need, career development actions – promotion – meaning – purpose – bases of merit – seniority – merit cum seniority – benefits – problems. Promotion, Demotion – meaning – need for demotion policy. **Industrial Relations:** Overview of industrial relations. Industrial disputes, preventive and settlement machinery, Employee Grievance procedure. Collective bargaining-Introduction, importance. Industrial relations scenario: current issues and future challenges	
Reference Books *	
1. VSP Rao, Human Resource Management Text and Cases, Excel Books, 2016. 2. Gary Desler, Human Resource Management, Pearson, 15e, 2017.	

3. John M Ivancevich, Human Resource Management, TMH, 11e, 2017.
4. Michael Armstrong, a Hand Book of Human Resource Management, Kogan Page India Ltd.15e, 2020
5. Robbins, D’ Cenzo, Human Resource Management, John Wiley & Co.12e, 2020.

Course Outcomes**

After completion of the course student will be able to

1. Define, Describe, explain, or exhibit a fair understanding of the concepts related to human resource management.
2. Apply or demonstrate the application of concepts of human resource management knowledge in various practical/business situations.
3. Analyze, Evaluate, appraise the various human resource management theories situations. Justify the human resource management decisions or strategies of different businesses.
4. Implement suitable strategies related to human resource management.

* **Books to be listed as per the format with decreasing level of coverage of syllabus**
**** Each CO to be written with proper action word and should be assessable and quantifiable**

Course Outcomes	**Programme Outcomes (POs)**												**Program Specific Outcomes (PSOs)**		
	1	**2**	**3**	**4**	**5**	**6**	**7**								
CO1	1	1	1	1											
CO2	3	2													
CO3	3	2													
CO4	2	2													

22PBA204C	RESEARCH METHODOLOGY AND IPR	Credits: 04
L: T: P - 4_L: 0_T: 0_P		CIE Marks: 50
Hours/Week: 04 Total (52)		SEE Marks: 50

UNIT-I	14 Hrs.

Introduction to Business Research: Meaning, types, process of research- management problem, defining the research problem, formulating the research Hypothesis, developing the research proposals, research design formulation, sampling design, planning and collecting the data for research, data analysis and interpretation. Research Application in business decisions, Ethical issues in business research. Features of a good research study.

Business Research Design: Meaning, types and significance of research design, errors affecting research design.

Exploratory Research: Meaning, purpose, methods, Literature search, experience survey, focus groups and comprehensive case methods.

Conclusive Research Design: Descriptive Research, Meaning, Types, Cross sectional studies and longitudinal studies.

Experimental Research Design: Meaning and classification of experimental designs, formal and informal, Pre experimental design, True experimental design, Quasi-experimental design, Statistical experimental design.

UNIT–II	14 Hrs.

Sampling: Concepts, Types of Sampling, **Probability Sampling**: simple random sampling, systematic sampling, stratified random sampling, cluster sampling,

Non Probability Sampling: convenience sampling- judgmental sampling, snowball sampling, quota sampling, Errors in sampling**.**

Data Collection: Meaning, types, **Data collection methods**: Observations, survey and interview techniques, **Questionnaire design**: Meaning, process of designing questionnaire. Qualitative Techniques of data collection Secondary data Sources: advantages and disadvantages.

Measurement and Scaling Techniques: Basic measurement scales-Nominal scale, Ordinal scale, Interval scale, Ratio scale. Attitude measurement scale - Likert Scale, Semantic Differential Scale, Thurston scale, **Multi-Dimensional Scaling**: Non comparative scaling techniques.

UNIT–III	12 Hrs.

Data Analysis and Report Writing: Editing, Coding, Classification, Tabulation, Validation. Analysis and Interpretation, Report writing and presentation of results, Importance of report writing, types of research reports, Report structure, Guidelines for effective documentation.

UNIT–IV	12 Hrs.

Ethics: definition, moral philosophy, nature of moral judgements and reactions.

Intellectual Property Rights: Meaning and Concepts of Intellectual Property, Nature and Characteristics of Intellectual Property, Origin and Development of Intellectual Property, Kinds of Intellectual Property, Intellectual Property System in India, IPRs- Invention and Creativity- Intellectual Property-Importance and Protection of Intellectual Property Rights (IPRs)- **A brief summary of**: Patents, Copyrights, Trademarks, TRIPS and TRIMS , Industrial Designs- Integrated Circuits-

Geographical Indications-Establishment of WIPO- Application and Procedures.

Reference Books *

1. Research Methodology: C R Kothari, Viswa Prakasam Publication, 2014.
2. Business Research Methods: Donald R. Cooper & Pamela s Schindler, TMH/9e/2007
3. Business Research Methods : S. N. Murthy & U. Bhojanna, Excel Books, 3e, 2016
4. Research Methods: M M Munshi & K Gayathri Reddy, HPH, 2015.
5. Intellectual Property Rights. India, IN: Neeraj, P., & Khusdeep, D. (2014). PHI learning Private Limited.
6. David I. Bainbridge, Intellectual Property, Longman, 9th Edition, 2012.
7. Intellectual Property Rights: Protection and Management. India, IN: Nithyananda, K V Cengage Learning India Private Limited, 2019.
8. Principles of Intellectual Property N.S. Gopalakrishnan & T.G. Ajitha, , Eastern Book Company, 2nd Edition, 2014.

Course Outcomes**

After completion of the course student will be able to

1. Define, describe, explain, exhibit a fair understanding of the concepts related to business research and IPR
2. Apply or demonstrate the research knowledge in various practical situations.
3. Analyze, Evaluate and interpret the data collected using statistical tools and charts.
4. Plan and implement various research designs, data collection tools and strategies to reach pertinent research objectives.

* **Books to be listed as per the format with decreasing level of coverage of syllabus**

** **Each CO to be written with proper action word and should be assessable and quantifiable**

Course Outcomes	Programme Outcomes (POs)											Program Specific Outcomes (PSOs)		
	1	2	3	4	5	6	7							
CO1	1													
CO2	3													
CO3	2	3				2								
CO4	2	2				3	3							

22PBA210C	ENTREPRENEURSHIP DEVELOPMENT	Credits: 04
L: T: P - 4_L: 0_T: 0_P		CIE Marks: 50
Hours/Week: 03 Total (52)		SEE Marks: 50

UNIT-I	11 Hrs.
Introduction to Entrepreneur: Meaning of entrepreneur - Evolution of the concept - Functions of an Entrepreneur - Types of Entrepreneur -Intrapreneur- an emerging class - Concept of Entrepreneurship -Entrepreneurial Culture - Stages in entrepreneurial process. **Creativity and Innovation**: The role of creativity – The innovation Process – Sources of New Ideas – Methods of Generating Ideas – Creative Problem Solving – Entrepreneurial Process	
UNIT–II	**15 Hrs.**
Business Planning Process: Meaning of business plan, Business plan process, Advantages of business planning, Marketing plan, Production/operations plan, Organization plan, financial plan, and final project report with feasibility study, preparing a model project report for starting a new venture. **Institutions Supporting entrepreneurs:** small industry financing developing countries, A brief overview of financial institutions in India, Central level and state level institutions, SIDBI, NABARD, IDBI, SIDCO, Indian Institute of Entrepreneurship, DIC, Single Window, Latest Industrial Policy of Government of India	
UNIT–III	**13 Hrs.**
Family Business: Importance of family business, Types, History, Responsibilities and rights of shareholders of a family business, Succession in family business, Pitfalls of the family business, strategies for improving the capability of family business, improving family business performance. **International Entrepreneurship Opportunities**: The nature of international entrepreneurship, Importance of international business to the firm, International versus domestic entrepreneurship, Stages of economic development, Entrepreneurship entry into international business, exporting, direct foreign investment, barriers to international trade	
UNIT–IV	**13 Hrs.**
Informal risk capital and venture capital: Informal risk capital market, venture capital, nature and overview, venture capital process, locating venture capitalists, approaching venture capitalists. **Social Entrepreneurship**: Social enterprise-need, types, characteristics and benefits of social enterprises-Social entrepreneurship, Rural entrepreneurship-need and problems of rural entrepreneurship, challenges and opportunities-Role of government.	
Reference Books *	

1. The Dynamics of Entrepreneurial Development and Management, Vasant Desai, Himalaya Publishing House, 2010.
2. Entrepreneurship, Donald F. Kuratko and Richard M. Hodgetts, South-Western, 2012.
3. Entrepreneurship Development, Gupta S.L., Arun Mittal, International Book House, 2012.
4. Management and Entrepreneurship Development, Sudha G. S, Indus Valley Publication, 2009

Course Outcomes**

After completion of the course student will be able to

1. Understand, remember and explain various concepts of Entrepreneurship.
2. Apply and relate the theoretical knowledge entrepreneurship.
3. Analyze and evaluate various business scenarios with the lens of entrepreneurship.
4. Plan and implement strategies of entrepreneurship in real time scenarios.

*** Books to be listed as per the format with decreasing level of coverage of syllabus**

**** Each CO to be written with proper action word and should be assessable and quantifiable**

Course Outcomes	Programme Outcomes (POs)												Program Specific Outcomes (PSOs)		
	1	**2**	**3**	**4**	**5**	**6**	**7**								
CO1	1														
CO2		2													
CO3				1											
CO4					1										

22PBA206C	FINANCIAL MANAGEMENT	Credits: 04
L: T: P - 3_L: 2_T: 0_P		CIE Marks: 50
Hours/Week: 05 Total (66)		SEE Marks: 50

UNIT-I	16Hrs.
Financial management: – Introduction to financial management, objectives of financial Management – profit maximization and wealth maximization. Changing role of finance Managers. Ethics in financial management. **Time value of money:** –Future value of single cash flow & annuity, present value of single cash flow, annuity & perpetuity. Capital recovery & loan amortization	
UNIT–II	**18 Hrs.**
Sources of long-term Financing: - Shares, Debentures, Term loans, Lease financing, Hybrid financing, Venture capital investing, Angel investing, private equity, Warrants and convertibles (Theory Only) **Cost of Capital:** Cost of capital – basic concepts. Cost of debenture capital, cost of preferential capital, cost of term loans, cost of equity capital (Dividend discounting and CAPM model). Cost of retained earnings. Determination of Weighted average cost of capital (WACC) and Marginal cost of capital.	
UNIT–III	**16 Hrs.**
Working capital management: – factors influencing working capital requirements. Current asset policy and current asset finance policy. Determination of operating cycle and cash cycle. Estimation of working capital requirements of a firm. **Capital structure and dividend decisions:** – Planning the capital structure. **Leverages** – Determination of operating leverage, financial leverage and total leverage	
UNIT–IV	**16 Hrs.**
Investment Decisions: – Investment evaluation techniques – Net present value, Internal rate of return, Modified internal rate of return, Profitability index, Payback period, discounted payback period, accounting rate of return. Estimation of cash flow for new project. **Dividend policy:** – Factors affecting the dividend policy – dividend policies- stable dividend, stable payout	

Reference Books *

1. Financial Management: Text, Problems & Cases M.Y. Khan & P.K. Jain, TMH,7/e, 2017
2. Financial Management: Theory and Practice, Prasanna Chandra, TMH, 10/e, 2019
3. Financial Management Dr. G. Nagarajan & Dr. Binoy Mathew, Jayvee Digital Publishing, 2/e, 2022
4. Financial Management, Prahlad Rathod, Babitha Thimmaiah and Harish Babu, HPH, 1/e, 2015.
5. Financial Management, I.M. Pandey, Vikas Publishing, 11/e

Course Outcomes**

After completion of the course student will be able to

1. Define, describe explain or exhibit the finance concepts
2. Apply or demonstrate the practical applications of finance concepts.
3. Analyze, Evaluate, appraise or justify financial statements or problems and suggest appropriate solutions to practical situations.

4. Implement or solve a variety of finance problems, case studies and make inferences

*** Books to be listed as per the format with decreasing level of coverage of syllabus**
**** Each CO to be written with proper action word and should be assessable and quantifiable**

Course Outcomes	Programme Outcomes (POs)												Program Specific Outcomes (PSOs)		
	1	**2**	**3**	**4**	**5**	**6**	**7**								
CO1	1	-	-	3											
CO2	3	1	-	-											
CO3	2	3	-	3											
CO4	2	2	-	-											

III-SEMESTER

22PBA301C	ESSENTIALS OF SUPPLY CHAIN MANAGEMENT	Credits: 03
L: T: P - 3_L: 0_T: 0_P		CIE Marks: 50
Hours/Week: 03 Total (40)		SEE Marks: 50

UNIT-I	10 Hrs.
Introduction to Supply Chain Management: Supply chain – objectives – importance – decision phases – process view – competitive and supply chain strategies – achieving strategic fit – supply chain drivers – obstacles – framework – facilities – inventory – transportation – information – sourcing – pricing. **Designing the supply chain network:** Designing the distribution network – role of distribution – factors influencing distribution – design options – e-business and its impact – distribution networks in practice – network design in the supply chain – role of network – factors affecting the network design decisions – modeling for supply chain.	
UNIT–II	**10 Hrs.**
Designing and Planning Transportation Networks: Role of transportation - modes and their performance – transportation infrastructure and policies - design options and their trade-offs – Tailored transportation. **Sourcing and Pricing:** Sourcing – In-house or Outsource – 3rd and 4th PLs – supplier scoring and assessment, selection – design collaboration – procurement process – sourcing planning and analysis. **Pricing and revenue management** for multiple customers, perishable products, seasonal demand, bulk and spot contracts	
UNIT–III	**10 Hrs.**
Information Technology in the supply chain: IT Framework – customer relationship management – internal supply chain management – supplier relationship management –transaction management – future of IT. **Coordination in a Supply Chain:** Lack of supply chain coordination and the Bullwhip effect – obstacle to coordination – managerial levers – building partnerships and trust – continuous replenishment and vendor-managed inventories – collaborative planning, forecasting and replenishment.	
UNIT–IV	**10 Hrs.**
Recent issues in SCM: Role of computer/ IT in supply chain management, CRM Vs SCM, Benchmarking concept, features and implementation, outsourcing – basic concepts, value addition in SCM – concept of demand chain management. **Block chain Management:** Meaning, Structure Block, Decentralize. **Uses:** Crypto currency. Smart contacts. **Types:** Public block chain, Private block chain, Hybrid block chain.	
Reference Books *	
1. A Logistic approach to Supply Chain Management, Coyle, Bardi, Longley, Cengage Learning, Latest edition. 2. Supply Chain Management- Strategy, Planning and Operation, Sunil Chopra, Peter Meindl, D.V.Kalr,	

Pearson 6th edition, 2015.
3. Supply chain Logistics Management, Donald J Bowersox, Mc Graw Hill, 9th Edition.
4. Supply Chain Management by Janat Shah Pearson Publication 2e, 2016.
5. Wisner, Keong Leong and Keah-Choon Tan, Principles of Supply Chain Management A Balanced Approach, Thomson Press, 4th e, 2015.

Course Outcomes**

After completion of the course student will be able to

1. Demonstrate, define, explain, the understanding of the fundamental concepts related to Supply chain management.
2. Apply the application knowledge of Supply chain management in various practical/business situations.
3. Analyze & evaluate the various Supply chain management theories & business situations of different businesses.
4. Develop and implement suitable business solutions (or strategies or models) for various Supply chain management (functionalities/ products/ services/ entities etc.) of a business or organization

* **Books to be listed as per the format with decreasing level of coverage of syllabus**
** **Each CO to be written with proper action word and should be assessable and quantifiable**

Course Outcomes	**Programme Outcomes (POs)**											**Program Specific Outcomes (PSOs)**		
	1	**2**	**3**	**4**	**5**	**6**	**7**					**1**	**2**	**3**
CO1	3	1	-	2	-	-	-							
CO2	2	2	-	1	-	-	-							
CO3	2	1	-	3	-	-	-							
CO4	3	3	-	2	-	-	-							

MARKETING

22PBA302E	SALES AND DISTRIBUTION MANAGEMENT	Credits: 04
L: T: P - 4_L: 0_T: 0_P		CIE Marks: 50
Hours/Week: 04 Total (52)		SEE Marks: 50

UNIT-I	15 Hrs.
Sales Management: Meaning, Evaluation, Importance, Personal Selling, Emerging Trends in Sales Management, elementary study of sales organizations, qualities and responsibilities of sales manager. Types of sales organizations. **Selling skills and selling strategies:** Selling and Business Styles, selling skills, situations, Buyer-Seller Dyads, selling process, sales presentation, Handling customer objections, Follow-up-action. **Theories of Selling**: " AIDAS" theory, " Right set of circumstances" theory, " Buying-formula" theory of selling and "Behavioural equation" theory.	
UNIT–II	**13 Hrs.**
Management of Sales Territory & Sales Quota: Sales territory, meaning, size, designing, sales quota, procedure for sales quota. Types of sales quota, Methods of setting sales Quota. Recruitment and selection of sales force, Training of sales force. **Sales force motivation and compensation:** Nature of motivation, Importance, Process and factors in the motivation, Compensation- Meaning, Types of compensation plans and evaluation of sales force by performance appraisal process	
UNIT–III	**12 Hrs.**
Distribution Management: Definition, Role, Types of Distribution Channels, Distribution channels for Industrial products, distribution channel for consumer goods, functions of intermediaries, logistics of distribution, distribution alternatives, choice of distribution system, distribution strategy, customer-driven distribution strategy, stages in designing a channel system, channel conflict and resolution. Five forms of motivation for channel members, selecting the channel, evaluating channels, instruments of control.	
UNIT–IV	**12 Hrs.**
Wholesaler: Characteristics, Categories of wholesalers, services to manufactures, services to retailers, services to consumers, strategic management of wholesalers. **Retail Management:** Introduction, meaning, Characteristics, Retail industry India, role of retailing Trends in Retailing, careers in Retailing. Types of Retail Formats. **Retail Pricing:** Factors affecting pricing, Retail pricing strategies, Retail promotion strategies, Retail sales promotion, publicity.	
Reference Books *	
1. Sales & Distribution Management by Tapan K. Panda & Sunil Sahadev, 2019, Oxford University Press 2. Sales & Distribution Management by Hawldar, McGraw Hill Education Publications,3e, 2017. 3. Sales & Retail Management an Indian Perspective by Dr. S.L. Gupta, ,2020, 4. Salesmanship And Sales Management – P.K. Sahu & K.C. Raut,3/e,2003, Vikas Publishing House 5. Sales Management- Douglas J Dalrymple, William L Crowe- John Wiley & Co. 6. Retail Management by Rosemary Varley, Mohammed Rafiq- Palgrave Macmillan	

Course Outcomes**
After completion of the course student will be able to 1. Define, describe, explain, exhibit a fair understanding of the concepts related to sales & distribution management 2. Apply or demonstrate the approaches, strategies and applications related to sales & distribution management. 3. Analyze and evaluate the various situations, market conditions, and strategies related to sales & distribution management. 4. Develop or implement suitable strategies related to sales & distribution management

*** Books to be listed as per the format with decreasing level of coverage of syllabus**

**** Each CO to be written with proper action word and should be assessable and quantifiable**

Course Outcomes	Programme Outcomes (POs)											Program Specific Outcomes (PSOs)		
	1	2	3	4	5	6	7					1	2	3
CO1	3	2	-	1	-	-	-							
CO2	3	3	-	1	-	-	-							
CO3	3	2	-	2	-	-	-							
CO4	3	3	-	3	-	-	-							

22PBA303E	CONSUMER BEHAVIOUR	Credits: 04
L: T: P - 4_L: 0_T: 0_P		CIE Marks: 50
Hours/Week: 04 Total (52)		SEE Marks: 50

UNIT-I	12 Hrs.

Introduction to the study of Consumer Behavior: Meaning & Definition of CB, Difference between consumer & Customer, Development of the Marketing Concept, Implementing the Marketing Concept, Segmentation, Targeting, Positioning, The Marketing Mix, Marketing Ethics and Social Responsibility, Social and Societal Marketing Concepts,

Role of Research in understanding consumer behavior: Consumer Research: Consumer Research Paradigms (Qualitative & Quantitative Research Methods, Combining Qualitative and Quantitative Research Findings), The consumer research process, Input-Process-Output Model of Consumer Behavior - Internal & External Influences.

Levels of Consumer Decision Making - Complex Decision Making or Extensive Problem Solving Model, Low Involvement Decision Making or Limited Problem Solving Model, Routinised Response Behavior, Four views of consumer decision making.

Situational Influences- the Nature of Situational Influence, Situational Characteristics and consumption behavior.

UNIT–II	13 Hrs.

Individual Influences on Consumer Behavior:

A) **Motivation:** Basics of Motivation, Needs, Goals, Positive & Negative Motivation, Rational Vs Emotional motives, Motivation Process, Arousal of motives, Selection of goals, Motivation Theories and Marketing Strategy - Maslow's Hierarchy of Needs, Critical evaluation of marketing hierarchy and marketing applications, Trio of Needs, McGuire's Psychological Motives, Discovering Purchase Motives, Marketing Strategies Based on Multiple Motives, Marketing Strategies Based on Motivational Conflict Frustration & Strategies to overcome frustration

B) **Personality:** Basics of Personality, Theories of Personality and Marketing Strategy (Freudian Theory, Neo-Freudian Theory, Trait Theory), Applications of Personality concepts in Marketing, Personality and understanding consumer diversity, Brand Personality, Self and Self-Image.

C) **Perception:**

Basics of Perception & Marketing implications, Elements of Perception, Dynamics of Perception, Consumer Imagery, Product positioning and repositioning, Positioning of services, perceived price, perceived quality, price/quality relationship, retail store image, manufacturer's image, Perceived Risk, Types of perceived risk, How consumers' handle risk

Individual Influences on Consumer Behavior:

A) **Learning**

Elements of Consumer Learning, Marketing Applications of Behavioral Learning Theories, Classical Conditioning (Pavlovian Model, Neo-Pavlovian Model), Nicosia Model, Sociological Model, Strategic Marketing Applications of Classical Conditioning, Instrumental Conditioning, Strategic Marketing Applications of Instrumental Conditioning, Modeling or Observational Learning, Marketing Applications of Cognitive Learning Theory, Information Processing, Involvement Theory, Measures of Consumer Learning.

B) Attitude

Basics of attitude, The nature of attitude, Structural models of attitude and Marketing Implications, Attitude change strategies, Attitude change based on the tri-component model(Changing the Cognitive Component, Changing the Affective Component, Changing the Behavioral Component), Other attitude change strategies.

C) Persuasive Communication

Communications strategy, Media Strategy, Message strategies, Message structure and presentation.

UNIT–III	13 Hrs.

External Influences on Consumer Behavior:

A) Social Class

Social Class Basics, Social class & Social status, the dynamics of status consumption, Features of Social Class, Five Social-Class Categories in India, Measurement of social class, Social Class Mobility, Geo demographic Clustering, Social Stratification, Factors responsible for social stratification

B) Culture and Subculture - Major Focus on Indian Perspective Culture: Basics, Meaning, Characteristics, Factors affecting culture, Role of customs, values and beliefs in Consumer Behaviour, The measurement of culture.

Subculture: Meaning, Subculture division and consumption pattern in India, Types of subcultures (Nationality subcultures, Religious subcultures, geographic and regional subcultures, racial subcultures, age subcultures, sex as a subculture)

Cross-cultural consumer analysis: Similarities and differences among people, the growing global middle class; Acculturation is a needed marketing viewpoint, applying research techniques

Cross-cultural marketing strategy: Cross-cultural marketing problems in India, Deciding on strategies to overcome cross-cultural problems

External Influences on Consumer Behaviour: Family, Reference Groups,

Groups: Meaning and Nature of Groups, Types

Family: The changing structure of family, Family decision making and consumption related roles, Key family consumption roles, Dynamics of husband-wife decision making, The expanding role of children in family decision making, The family life cycle & marketing strategy, Traditional family life cycle & marketing implications, **Reference Groups:** Understanding the power & benefits of reference groups, A broadened perspective on reference groups, Factors that affect reference group influence, Types of reference groups (Friendship groups, Shopping groups, Work groups, Virtual groups, Consumer-action groups), Reference group appeals (Celebrities, the expert, the common man, the executive and employee spokesperson, Trade or spokes-characters, Other reference group appeals).

UNIT–IV	14 Hrs.

Consumer Influence and Diffusion of Innovations:

Opinion Leadership: Dynamics of opinion leadership process, Motivation behind opinion leaders (The needs of opinion leaders and opinion receivers, Purchase Pals, Surrogate buyers vs. opinion leaders), Market Mavens, Opinion Leadership & Marketing Strategy, Creation of Opinion Leaders

Diffusion of Innovations: Diffusion Process (Innovation, Communication channels, Social System, Time)

Adoption Process: **S**tages, categories of adopters

Post Purchase Processes: Post Purchase Processes, Customer Satisfaction, and customer commitment: Post purchase dissonance, Product use and non-use, Disposition, Product disposition and marketing strategy, Purchase evaluation and customer satisfaction, The evaluation process, Dissatisfaction responses, Marketing strategies and dissatisfied customers, Customer satisfaction, repeat purchases and customer commitment, Repeat purchasers, committed customers and profits, Repeat purchasers, committed customers and marketing strategy.

CRM & Online Decision Making

A) Customer Relationship Management

Meaning & Significance of CRM, Types of CRM (Operational, Collaborative, and Analytical), Strategies for building relationship marketing, CRM Process-Benefits, CRM process for marketing organizations, brand switching behavior, e-CRM, Meaning, Importance of e-CRM, Difference Between CRM & e- CRM

On-line Decision Making: Meaning & Steps (**Case Studies)**

Reference Books *

1. Consumer Behaviour, Schiffman Kanuk and S. Ramesh Kumar- Pearson, Latest Edition
2. Consumer Behaviour: A Managerial Perspective, Dr.Dheeraj Sharma, Jagdish N Sheth, Banwari Mittal, Cengage Learning, latest Edition
3. Consumer Behaviour, Sethna, Sage Publications, 4/e, 2018
4. Consumer Behaviour in Indian Perspective, Himalaya Publications-latest Edition.
5. Consumer Behavior, Blackwell and Engel, Cengage Publication, Indian Edition.
6. Indian Consumers S.C.Mehta – Tata McGraw Hill

Course Outcomes**

After completion of the course student will be able to

1. Explain the concepts and theories vital for understanding consumer behavior.
2. Understand the various factors which affect the behavior of the consumer in the field.
3. Analyze and interpret existing theories and models in consumer behavior field and identify their applications in the field.
4. Develop marketing strategies based on consumer behavior concepts.

*** Books to be listed as per the format with decreasing level of coverage of syllabus**

**** Each CO to be written with proper action word and should be assessable and quantifiable**

Course Outcomes	**Programme Outcomes (POs)**											**Program Specific Outcomes (PSOs)**		
	1	**2**	**3**	**4**	**5**	**6**	**7**					**1**	**2**	**3**
CO1	3	-	-	-	-	-	-							
CO2	2	-	-	2	-	-	-							
CO3	2	3	-	1	-	-	-							
CO4	2	3	-	3	-	-	-							

22PBA304E	SERVICES MARKETING	Credits: 04
L: T: P - 4_L: 0_T: 0_P		CIE Marks: 50
Hours/Week: 04 Total (52)		SEE Marks: 50

UNIT-I	13 Hrs.
Introduction to services: What are services, Why service marketing, Difference in goods and service in marketing, Concept of service marketing triangle, Service marketing mix, GAP models of service quality **Consumer behaviour in services:** Search, Experience and Credence property, Customer expectation of services, Two levels of expectation, Zone of tolerance, Factors influencing customer expectation of services **Customer perception of services-** Factors that influence customer perception of service, Service encounters, Customer satisfaction, Service quality, Strategies for influencing customer perception.	
UNIT–II	**13 Hrs.**
Understanding customer expectation through market research: Key reasons for Gap 1, Using marketing research to understand customer expectation, Types of service research, Building customer relationship through retention strategies, Market segmentation-Process & targeting in services, Service failure. Retention strategies- Monitoring relationship, 3 levels of retention strategies. **Customer defined service standards:** "Hard" & "Soft" standards, Process for developing customer defined standards. Key reasons for GAP 2- Service quality as profit strategy. **Service design and Positioning -** New service development – types, stages. Service blue print. Service positioning – positioning on the Five dimensions of service quality, Service Recovery.	
UNIT–III	**13 Hrs.**
Employee role in service designing: Importance of service employee, Boundary spanning roles, Source of conflict, Strategies for closing GAP 3 **Customers role in service delivery-** Importance of customer & customers role in service delivery, Strategies for enhancing- Customer participation, Delivery through intermediaries- Key intermediaries for service delivery, Intermediary control strategies. **Managing demand and capacity** – Lack of inventory capability, Understanding demand patterns, Strategies for matching capacity and demand, Waiting line strategies.	
UNIT–IV	**13 Hrs.**
Role of marketing communication – Key reasons for GAP 4 involving communication, Four categories of strategies to match service promises with delivery, Methodology to exceed customer expectation. **Pricing of services-** Price as an indicator of service quality Approaches to pricing services, pricing strategies. **Physical evidence in services:** Types of service scapes, Role of service scapes, Frame work for	

understanding service scapes & its effect on behaviour, Guidance for physical evidence strategies.
Reference Books *
1. Services Marketing, Valarie A Zeithmal & Mary Jo Bitner-TMH, 6/e,2018 2. Services Marketing, Christopher Lovelock, Pearson Education, 2014 3. Services Marketing, Rajendra Nargundkar- TMH,1/e,2004 4. Services Marketing, Parasuraman, Sage Publications 2018 5. Services Marketing, Kenneth E Clow & David L Kurtz, Biztantra, 2/e, 2007 6. Services Marketing, Govind Apte, Oxford, 2007 7. Handbook of Services Marketing & Management, Swartz & Iacobucci, Sage Publications, 2000 8. Services Marketing, Hoffman & Bateson, Thomson, 2009
Course Outcomes**
After completion of the course student will be able to 1. Define, describe, explain, exhibit a fair understanding of the concepts related to services marketing. 2. Apply or demonstrate the approaches, strategies and applications related to services marketing. 3. Analyse and evaluate the various situations, market conditions, and strategies related to services marketing. 4. Develop or implement suitable strategies related to services marketing..

* **Books to be listed as per the format with decreasing level of coverage of syllabus**
**** Each CO to be written with proper action word and should be assessable and quantifiable**

Course Outcomes	**Programme Outcomes (POs)**											**Program Specific Outcomes (PSOs)**		
	1	**2**	**3**	**4**	**5**	**6**	**7**					**1**	**2**	**3**
CO1	3	2	-	-	-	-	-							
CO2	3	3	-	-	-	-	-							
CO3	3	2	-	-	-	-	-							
CO4	3	2	-	-	-	-	-							

22PBA305E	INTERNATIONAL MARKETING MANAGEMENT	Credits: 04
L: T: P - 4_L: 0_T: 0_P		CIE Marks: 50
Hours/Week: 04 Total (52)		SEE Marks: 50

UNIT-I	13 Hrs.

Framework of international marketing:
Definition – scope and challenges – difference between international marketing and domestic marketing – the dynamic environment of international trade – transition from domestic to international markets – orientation of management and companies
Global e-marketing: The Death of Distance, communications, Targeting the individual customers, relationship marketing, interactivity, Speed to market, living in an age of technical discontinuities, new technologies change the rules of competition, components of the electronic value chain.
Developing a global vision through marketing research:
Breadth and scope of international marketing research – problems in availability and use of secondary data – problems in gathering primary data – multicultural research – a special problem – research on internet – a new opportunity – estimating market demand – problems in analyzing and interpreting research information – responsibility for conducting marketing research – communicating with decision makers. Identifying foreign markets – classification based on demand – based on the stage of development – other bases for division of world markets
Social and Cultural Environment: Basic aspects of society and culture, Approaches to cultural factors, Impact of Social and Cultural Environment on Marketing Industrial and Consumer Products

UNIT–II	13 Hrs.

Global marketing management – planning and organization:
Global perspective – global gateways – global marketing management – an old debate and a new view – planning for global markets – alternative market entry strategies – organizing for global competition **Products and services for consumers:**
Quality – Green marketing and product development, products and culture – analyzing product components for adaptation– products for consumers in global markets, product development, product adaptation, product standardization, marketing consumer services globally – marketing of services, brands in international markets
Products and services for businesses
Demand in global business to business markets – quality and global standards – business services – trade shows' crucial part of business to business marketing – relationship markets in business to business context

UNIT–III	13 Hrs.

Licensing, Strategic Alliances, FDI:
Introduction, Licensing, Strategic Alliances, Manufacturing Subsidiaries, Entry Modes and Marketing Control, Optimal Entry Strategies.
Global Distribution:

Introduction, Distribution as Competitive advantage, Rationalizing Local Channels, Wholesaling, Retailing, Global Logistics, Parallel Distribution, Global Channel Design.

International retailing

International expansion of retailers – international retailing defined – retail format – variations in different markets – general merchandise: retailing – issues in international retailing.

Pricing decisions:

Global Pricing Framework, Pricing Basics, Marginal Cost Pricing and its importance, Transfer Pricing, Counter trade, Systems Pricing, Pricing and Positioning, price quotation – INCO terms – preparation of quotations.

Promotion Decisions

Promotions – international advertising – sales promotion in international markets – international advertising – direct mailing – personal selling – exhibition – generic promotions in international marketing.

UNIT–IV	13 Hrs.

Recent trends in India's foreign trade:

Institutional infrastructure for exports promotions in India – India's trade policy – exports assistance – exports documentation and procedures including different stages of documentation

Globalization in India, Opportunities, Constraints and Initiatives

India - A Hub for Globalization, Globalization in India - Post Liberalization, India's Strengths, Strategies for Sustainable Competitive Advantage, Potential for Made in India, Major Globalization Initiatives from Indian Companies, WTO Regulations and their implications for India, Undesirable effects of globalization, Government Initiatives needed to foster globalization

The future of global marketing: Six major changes in global marketing. **Case studies**

Reference Books *

1. International Marketing – Cateora, Graham – TMH 18/E, 2019
2. International Marketing – Varshney, Bhattacharya – S Chand, 2015.
3. International Marketing: Analysis And Strategy - Sak Onkvisit, Johnshaw – Biztantra, 4/e, 2007
4. International Marketing – Rakesh Mohan Joshi – Oxford, 2004 2/e, 2014.
5. International Marketing – R Srinivasan – PHI, 4/e, 2016.

Course Outcomes**

After completion of the course student will be able to

1. Demonstrate awareness towards various fundamental concepts of International marketing.
2. Apply the knowledge of subject in various practical situations.
3. Analyze and evaluate the concepts for practical application in different businesses.
4. Plan and implement international marketing strategies for business or organization.

*** Books to be listed as per the format with decreasing level of coverage of syllabus**

**** Each CO to be written with proper action word and should be assessable and quantifiable**

Course Outcomes	Programme Outcomes (POs)												Program Specific Outcomes (PSOs)		
	1	2	3	4	5	6	7						1	2	3
CO1	3	2	-	3	-	-	-								
CO2	3	3	-	3	-	-	-								

CO3	3	2	-	2	-	-	-								
CO4	3	2	-	1	-	-	-								

FINANCE

22PBA306E	INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT	Credits: 04
L: T: P - 3_L: 2_T: 5_P		CIE Marks: 50
Hours/Week: 05 Total (66)		SEE Marks: 50

UNIT-I	16 Hrs.

Investment: concepts of Investment, Objectives of financial investment. Investment and speculation, Features Of a good investment, Investment Process, Various investment avenues – financial and non-financial forms of investment. Ethics followed in investment opportunities.

Securities Market: Primary Market - Factors to be considered to enter the primary market, Modes of raising funds, listing of securities- merits & demerits, qualifications for listing. Secondary Market-Major Players in the secondary market, Functioning of Stock Exchanges, Stock Exchanges in India, Trading and Settlement Procedures at NSE & BSE. Stock Market Indicators-computation of stock index, Types of stock market Indices, and Indices of Indian Stock Exchanges.

UNIT–II	16 Hrs.

Analysis & Valuation of Securities:

Analysis of Debt Securities: Bond pricing theorems. Yield curve. Duration & immunization. Analysis of convertible bonds. Bond portfolio management.

Analysis of Equity Investments:

Fundamental analysis- EIC Frame Work, Economic analysis and forecasting, Industry Analysis. Company analysis –Financial Statement Analysis, Ratio Analysis & non-financial factors to be considered. Valuation of equity shares. Concept of intrinsic value Balance sheet based valuation. Dividend discount model.

Technical analysis – basic concepts, Theories- Dow Theory, Eliot wave theory, contrary opinions theory. Charts-Types, Trends and Trend Reversal Patterns. Mathematical Indicators – Moving averages, ROC, RSI, and Moving Average Convergence & Divergence (MACD) etc

UNIT–III	16 Hrs.

Behaviour of Stock Market Prices: Market efficiency – various forms of market efficiency. Testing the efficiency. Random walk hypothesis. Behavioral Finance – Interpretation, Biases and critiques. (Theory only)

Risk and Return Concepts: Analysis of risk & return, concept of total risk, factors contributing to total risk, Types of Risk- Systematic risk, Unsystematic risk, Calculation of Risk and returns. Risk & risk aversion. Capital allocation between risky & risk free assets-Utility analysis.

Portfolio Management: Diversification- Portfolio management process. **Portfolio Risk and Return:** Expected returns of a portfolio, Calculation of Portfolio Risk and Return, Portfolio with 2 assets, Portfolio with more than 2 assets

UNIT–IV	18 Hrs.

Modern portfolio theory– Asset allocation decision, Dominant & Efficient portfolio – simple diversification, Markowitz Model -Portfolio Selection, Opportunity set, Efficient Frontier Beta Measurement and selecting an optimal portfolio–Sharpe Single Index Model, Determination of corner portfolio.

Capital Asset pricing model: Basic Assumptions, CAPM Equation, Security Market line, Extension of Capital Asset pricing Model - Capital market line, SML VS CML.

Arbitrage Pricing Theory: Arbitrage, Equation, Assumption, Equilibrium, APT and CAPM.

Portfolio Performance Evaluation:

Mutual Funds: different types, Exchange Traded Funds (ETF), Fixed Maturity Plans (FMP), Hedge Funds. Pros and
cons of investing in Mutual Funds (MF), Performance of Mutual Funds-NAV. Performance evaluation of Managed Portfolios- Treynor, Sharpe and Jensen Measures.

Portfolio Management Strategies: Active and Passive Portfolio Management strategy.

Portfolio Revision: – Formula Plans-Rupee Cost Averaging

Reference Books *

1. Investment Analysis and Portfolio management, Prasanna Chandra, Tata McGraw Hill, 3/e, 2010.
2. Security Analysis & Portfolio Management, S Kevin, Tata McGraw Hill, 2014.
3. Security Analysis & Portfolio Management, Punithavathy Pandian, Vikas Publications, 2/e, 2018.
4. Security Analysis & Portfolio Management – Fisher and Jordan, 6/e Pearson, PHI.
5. Investments –Zvi Bodie, Kane, Marcus & Mohanty, TMH, 8th Edition, 2010.
6. Investment management (Security Analysis and & Portfolio Management), Bhalla V.K., Vikas Publications, 19/e, 2018.

Course Outcomes**

After completion of the course student will be able to

1. Define, describe explain or exhibit the fundamental concepts of investments
2. Apply or demonstrate the practical insight into functioning of stock markets.
3. Analyze accounting theories of portfolio management and also the tools and techniques for efficient portfolio management
4. Evaluate, appraise or justify various trends and patterns of stocks and develop or implement or solve performance of stocks and solve various problems of investment management.

*** Books to be listed as per the format with decreasing level of coverage of syllabus**

**** Each CO to be written with proper action word and should be assessable and quantifiable**

Course Outcomes	**Programme Outcomes (POs)**											**Program Specific Outcomes (PSOs)**		
	1	**2**	**3**	**4**	**5**	**6**	**7**					**1**	**2**	**3**
CO1	3	1	-	1	-	-	-							
CO2	3	2	-	1	-	-	-							
CO3	3	2	-	2	-	-	-							
CO4	3	-	-	3	-	-	-							

22PBA307E	INTERNATIONAL FINANCIAL MANAGEMENT	Credits: 04
L: T: P - 3_L: 2_T: 5_P		CIE Marks: 50
Hours/Week: 05 Total (66)		SEE Marks: 50

UNIT-I	18 Hrs.
International financial Environment- The Importance, rewards & risk of international finance-Goals of MNC- International Business methods – Exposure to international risk- International Monetary system- Multilateral financial institution. Ethics in International financial management **International flow of funds and International Monetary system**: - International Flow of Funds: Balance of Payments (BOP), Fundamentals of BOP, Accounting components of BOP, Factors affecting International Trade and capital flows, Agencies that facilitate international flows. BOP, Equilibrium & Disequilibrium. Trade deficits. Capital account convertibility (problems on BOP) International Monetary System: Evolution, Gold Standard, Bretton Woods system, the flexible exchange rate regime, the current exchange rate arrangements, the Economic and Monetary Union (EMU).	
UNIT–II	**16 Hrs.**
Foreign Exchange Market: Function and Structure of the Forex markets, Foreign exchange market participants, Types of transactions and Settlements Dates, Exchange rate quotations, Nominal, Real and Effective exchange rates, Determination of Exchange rates in Spot markets. Exchange rates determinations in Forward markets. Exchange rate behavior-Cross Rates- - Arbitrage profit in foreign exchange markets, Swift Mechanism. Triangular and locational arbitrage. **International Financial Markets and Instruments**: - Foreign Portfolio Investment. International Bond & Equity market. GDR, ADR, Cross listing of shares Global registered shares. International Financial Instruments: Foreign Bonds & Eurobonds, Global Bonds. Floating rate Notes, Zero coupon Bonds, International Money Markets International Banking services –Correspondent Bank, Representative offices, Foreign Branches. Forward Rate Agreements	
UNIT–III	**16 Hrs.**
International Parity Relationships & Forecasting Foreign Exchange rate: - Measuring exchange rate movements-Exchange rate equilibrium – Factors effecting foreign exchange rate- Forecasting foreign exchange rates .Interest Rate Parity, Purchasing Power Parity & International Fisher effect. Covered Interest Arbitrage **Foreign Exchange exposure**: - Management of Transaction exposure- Management of Translation exposure- Management of Economic exposure- Management of political Exposure- Management of Interest rate exposure	
UNIT–IV	**16 Hrs.**
Foreign exchange risk Management: Hedging against foreign exchange exposure – Forward Market-Futures Market- Options Market- Currency Swaps-Interest Rate Swap-Hedging through currency of invoicing- Hedging through mixed currency invoicing –Country risk analysis. **International Capital Budgeting:** Concept, Evaluation of a project, Factors affecting, Risk Evaluation,	

Impact on Value, Adjusted Present Value Method.

Reference Books *

1. International Finance Management - Eun & Resnick, Tata McGraw Hill, 7/e,2014.
2. Multinational Business Finance – Eiteman, Moffett and Stonehill, 15/e, Pearson, 2020
3. International Financial Management – Siddaiah T, 3/e, Pearson, 2021.
4. International Finance – Imad Moosa, 3/e, Tata McGraw Hill, 2011.
5. International Finance – Shailaja G, 2/e, University Press, 2011.
6. International Financial Management – Apte P. G, 8/e, TMH, 2020.
7. International Finance – Maurice Levi, 5/e, Routledge, 2009.
8. International Financial Management – Jain, Peyrard & Yadav, Macmillan 2015.

Course Outcomes**

After completion of the course student will be able to

1. Define, describe explain or exhibit basic concepts of international financial management
2. Apply or demonstrate the practical problems on foreign exchange determination.
3. Analyze foreign exchange exposure measurement and management and analyze and evaluate risk and return in international foreign exchange.
4. Evaluate, appraise or justify the functioning of world financial markets and implement or solve the Swap arrangements and determine the costs and benefits of different Swaps.

* **Books to be listed as per the format with decreasing level of coverage of syllabus**
**** Each CO to be written with proper action word and should be assessable and quantifiable**

Course Outcomes	Programme Outcomes (POs)											Program Specific Outcomes (PSOs)		
	1	**2**	**3**	**4**	**5**	**6**	**7**					**1**	**2**	**3**
CO1	2	1	-	1	-	-	-							
CO2	3	2	-	1	-	-	-							
CO3	3	2	-	2	-	-	-							
CO4	3	1	-	3	-	-	-							

22PBA308E	INVESTMENT BANKING AND FINANCIAL SERVICES	Credits: 04
L: T: P - 4_L: 0_T: 0_P		CIE Marks: 50
Hours/Week: 04 Total (52)		SEE Marks: 50

UNIT-I	13 Hrs.
Investment Banking- Introduction-Functions of Investment Banks- Types of Investment Banks-Investment Banking Services- Merchant Banking Services-Issue Management-Pre issue and Post issue obligations-Changing landscape of Investment Banking Regulation of the Capital Market- SEBI regulations for merchant bankers, brokers and sub brokers, intermediaries and portfolio managers-SEBI issue and Listing of Debt securities Regulation 2008 **Depository System**: Objectives, activities, interacting systems, role of depositories and their services, Advantages of depository system -NSDL and CDSL. The process of clearing and settlement through Depositories, Depository Participants. Regulations relating to Depositories-SEBI (Depositories and Participants) Regulations 1996-Registration of depository and participant- Rights and Obligations of depositories and participants-Recent amendments Custodial services- The Stock Holding Corporation of India Limited.	
UNIT–II	**13 Hrs.**
Housing Finance: Role, Types of housing loans, Institutions and banks offering Housing Finance, Procedure and Interest rates. Income Tax Implication. Reverse mortgage loan **Non-Banking Finance Companies**: Types, Growth, Functions, RBI Guidelines, Prudential Norms. **Factoring**: Origin, Types, Factoring mechanism, advantages, factoring charges, International factoring, Factoring in India**(theory only)**. **Forfeiting:** Origin, characteristics, and benefits, difference between factoring and forfeiting, growth of forfeiting in India **Underwriting**: Concept – Devolvement - Business model - Underwriting in fixed price offers and book built offers	
UNIT–III	**13 Hrs.**
Microfinance: The paradigm - NGOs and SHGs - Microfinance delivery mechanisms – Future of micro finance **Leasing:** Concept, Steps in Leasing Transactions, Types of Lease, Legal frameworks, Advantages and disadvantages of Leasing, Contents of a Lease Agreement, Matters on Depreciation and Tax, Problems in leasing**(problems in case study only)**, Factors influencing Buy or Borrow or Lease Decision. **Hire Purchasing:** Concepts and features, Hire Purchase Agreement, Comparison of Hire Purchase with Credit sale, Instalment sale and Leasing. Banks and Hire Purchase. Problems related to outright purchase, Hire purchase and leasing **(Problems in Case Study Only)**.	
UNIT–IV	**13 Hrs.**
Venture Capital: Concept, features, Origin and the current Indian Scenario. Private equity-Investment banking perspectives in private equity **Credit rating**: Definition and meaning, Process of credit rating of financial instruments, Rating methodology, Rating agencies, Rating symbols of different companies. Rating agencies for SMEs	

Securitization of debt: Meaning, Features, Special Purpose Vehicle, Types of securitisable assets, Benefits of Securitization, Issues in Securitization.
Reference Books *
1. Investment Banking- Pratap G Subramanyam, Tata McGraw Hill, 2012. 2. Financial services - Khan M.Y, 10/e, McGraw Hill, 2019. 3. Indian Financial System – Machiraju, 4/e, Vikas, 2010 4. Indian Financial System—Khan M. Y, 11/e, TMH, 2019. 5. Dynamics of Financial Markets and Institutions in India Srivastava R. M, Excel Books,2010. 6. Banking and Financial Services, Dr. Mukund Sharma, HPH, 2nd edition, 2015
Course Outcomes**
After completion of the course student will be able to 1. Demonstrate an understanding of Indian capital market and Investment Banking. 2. To know how financial services like factoring, venture capital, leasing, hire purchase and NBFCs are provided in the financial system. 3. Identify the developments happening in micro finance, credit rating and securitization system. 4. Analyze and evaluate a given relevant business context using basic knowledge of financial markets and financial services and solve problems on financial services like leasing and hire purchasing.

*** Books to be listed as per the format with decreasing level of coverage of syllabus**
**** Each CO to be written with proper action word and should be assessable and quantifiable**

Course Outcomes	Programme Outcomes (POs)											Program Specific Outcomes (PSOs)		
	1	2	3	4	5	6	7					1	2	3
CO1	3	1	-	2	-	-	-							
CO2	2	1	-	2	-	-	-							
CO3	2	1	-	3	-	-	-							
CO4	2	1	-	2	-	-	-							

22PBA309E	COST MANAGEMENT	Credits: 04
L: T: P - 3_L: 2_T: 0_P		CIE Marks: 50
Hours/Week: 05 Total (66)		SEE Marks: 50

UNIT-I	18 Hrs.
Introduction to Cost Management- Cost Accounting to Cost Management- Elements of costs-Classification of costs-Methods of costing-Cost Management Tools- A Strategic View to Cost Management- Preparation of a cost sheet. **Overheads,** Classification and Collection, Difference between Cost Allocation and Cost Apportionment, (Full-fledged Problems on Primary and secondary distribution, Simultaneous equations, Absorption of Overhead, Theory on under and Over absorption of Overhead	
UNIT–II	**16 Hrs.**
Marginal Costing – Nature and Scope- Applications-Break even charts and Point, Decision Making (all types with full problems) Differential Cost Analysis, Advantages and Disadvantages of Marginal Costing. **Budgetary Control:-** Objectives of Budgetary control, Functional Budgets, Master Budgets, Key Factor Problems on Production Budgets and Flexible Budgets. **Standard Costing:-** Comparison with Budgetary control, analysis of Variances, Simple Problems on Material and Labour variances only .	
UNIT–III	**16 Hrs.**
Demerits of Traditional Costing, Activity Based Costing, Cost Drivers, Cost Analysis Under ABC (Unit level, Batch Level and Product Sustaining Activities), Benefits and weaknesses of ABC, Simple Problems under ABC. **Cost Audit**,-objectives,, Advantages, Areas and Scope of Cost Audit , Cost Audit in India -- Practical—Read the contents of the report of Cost Audit and the annexure to the Cost Audit report. Management Audit- Aims and the objectives, Scope of Management Audit.	
UNIT–IV	**16 Hrs.**
Reporting to Management – Purpose of reporting-Requisites of a good report,, Classifications of Report, Segment reporting, Applicability of Accounting Standard 17, Objectives, Users of Segment reporting. Cost Reduction, and Cost Control, Target Costing – its Principles, Balanced Scorecard as a performance measure- Features- Purpose, Reasons for use of Balanced scorecard.	
Reference Books *	
1. Cost Accounting (2e) by M.Y. Khan and P.K. Jain (2017). McGraw Hill Education. 2. Management Control Systems (4e) by Kenneth Merchant and Wim Van Der Stede. Pearson Education (2019). 3. A Text book of Cost and Management Accounting: Arora M. N, 11th Edition, Vikas. 4. Managerial Accounting: James Jiambalvo, 4th Edition, Wiley India Pvt. Ltd. 5. Cost Accounting: Jawaharlal & Seema Srivastava, 4th Edition, TMH	
Course Outcomes**	

After completion of the course student will be able to

1. Define, describe explain or exhibit the cost concepts, cost behaviors, and cost accounting techniques
2. Apply or demonstrate the practical insight into the use of cost information in support of different strategies
3. Analyze costing methods and techniques appropriate to a variety of businesses
4. Evaluate, appraise or justify budgets and operating results through variance analysis and develop, or implement or solve a variety of cost accounting problems, case studies and make inferences

* **Books to be listed as per the format with decreasing level of coverage of syllabus**

**** Each CO to be written with proper action word and should be assessable and quantifiable**

Course Outcomes	**Programme Outcomes (POs)**											**Program Specific Outcomes (PSOs)**		
	1	**2**	**3**	**4**	**5**	**6**	**7**					**1**	**2**	**3**
CO1	3	2	-	3	-	-	-							
CO2	2	1	-	2	-	-	-							
CO3	2	3	-	3	-	-	-							
CO4	3	3	-	3	-	-	-							

HUMAN RESOURCE

22PBA310E	ORGANIZATION DESIGN, CHANGE AND DEVELOPMENT	Credits: 04
L: T: P - 4_L: 0_T: 0_P		CIE Marks: 50
Hours/Week: 04 Total (52)		SEE Marks: 50

UNIT-I	13 Hrs.
Organization: Nature & Scope – Definitions – overview of various components & structure, Organizational Effectiveness – Definition – importance & approaches to organizational Effectiveness – the goal attainment approach – the system approach – the strategic approach, Organizational Change- Definition, nature, types, forces, models of organizational change –Kurt Lewis, Systems, 7 Stage and Contemporary Activities **Organization Design**: Approaches to organizational design – Organizational designs for different excellences. - Competitive excellence – Institutionalized excellence - Rejuvenatory excellence - Missionary excellence – Versatile excellence - Creative excellence - External nurturance of organizational excellence	
UNIT–II	**13 Hrs.**
Structural Dimensions of Organization design: Organization Design - Components of Organization Design - Dynamic Balance – Organization structure, dimension - division of labour, standardization, horizontal Differentiation, Advantages & disadvantages of Departmentalization; Vertical Differentiation, Span of Control, Centralization, Formalization, Implication of High Formalization, Flexibility. **Contextual Dimensions & Structural Options**: Contextual Factors, types of structure, Influence of: Environment, Strategy, Size & Technology and Power & Politics on Structure, Flat structure	
UNIT–III	**13 Hrs.**
Organization Development : **Foundations of Organizational Development:** Conceptual frame work of OD, History of OD, First order and second order Change, Values, assumptions and believes in OD, characteristics of OD, Participation and Empowerment, Teams and teamwork, Parallel learning structures, A normative-re-educative strategy of changing, Applied Behavioral science, Action research. **Managing the OD Process:** Components of OD Process, Diagnosis, Action & Program Management; Diagnosis: Diagnosing the System, its subunits and Processes, Diagnosis using the Six-box Organizational Model, Third Wave Consulting: The Action Component: nature of OD intervention	
UNIT–IV	**13 Hrs.**
OD interventions: Definition, factors to be considered, choosing and sequencing intervention activities, classification of OD interventions, results of OD, typology of interventions based on target groups. **Human process interventions:** Individual based: coaching, counseling, training, Behavioral modeling, delegating, leading, morale boosting, mentoring, motivation, **Techno structural (Structures, technologies, positions etc.,) & Strategic interventions: Techno structural:** Balanced scorecard; business process reengineering; downsizing and outsourcing;	

The Future and OD: The changing environment, Fundamental strengths of OD, Implications of OD for the client, ethical standards in OD, OD's future, OD Consultant's role, issues in consultant-client relationship, Power, Politics & OD, Research on OD.

Reference Books *

1. Change Management and Organisational Development Ratan Raina SAGE Texts 2018
2. Organisational Change- An Action Oriented Toolkit Gene Deszca, Cynthia Ingols, Tupper F. Cawsey SAGE Publications, Inc 2019
3. Organisation Development: The process of Leading Organisational Change Donald L. Anderson Sage Publication India Pvt. Ltd. 2/e, 2012
4. Organisation Development Donald L. Anderson SAGE South Asia 2013
5. Toolkit for Organisational Change T. F. Cawsey, Gene Deszca SAGE Text 2007
6. Organisation Development and Organisational Change Donald L. Anderson and Tupper F. Cawsey SAGE Publications 1/e, 2014

Course Outcomes**

After completion of the course student will be able to

1. Demonstrate the organizational design, change and development and OD intervention related concepts
2. Apply the various approaches and strategies related to organizational design, change and development
3. Analyze & evaluate organizational systems and design interventions.
4. Plan organization structures and management strategies based on organizational needs

*** Books to be listed as per the format with decreasing level of coverage of syllabus**

**** Each CO to be written with proper action word and should be assessable and quantifiable**

Course Outcomes	Programme Outcomes (POs)												Program Specific Outcomes (PSOs)		
	1	2	3	4	5	6	7						1	2	3
CO1	3	-	-	3	-	-	-								
CO2	-	3	-	-	-	-	-								
CO3	2		2	2	-	-	-								
CO4	-	2	-	-	-	-	-								

22PBA311E	INDUSTRIAL RELATIONS AND LEGISLATIONS	Credits: 04
L: T: P - 4_L: 0_T: 0_P		CIE Marks: 50
Hours/Week: 04 Total (52)		SEE Marks: 50

UNIT-I	13 Hrs.
Introduction: Background of Industrial Relations – Definition, scope, objectives, factors affecting IR, participants of IR, importance of IR. Approaches to Industrial relations, Forms of Industrial relations, system of IR in India – Historical perspective & post-independence period, Code of Discipline and historical initiatives for harmonious IR, Government policies relating to labor, ILO and its influence on Legal enactments in India. **Management of Conflicts and Collective Bargaining:** Definition, Meaning, Nature, types of conflicts, strategies for conflict resolution. Collective bargaining, meaning, nature of C.B. collective bargaining process, essential conditions for the success of collective bargaining, prerequisites for collective bargaining, emerging issues in C.B. Factors inhibiting C.B, Suggestions for effective implementation of C.B.	
UNIT–II	**13 Hrs.**
Grievance procedure and Discipline management: **Grievance -** Meaning and forms, sources of grievance, approaches to grievance machinery, Grievance procedures and model grievance procedure. **Discipline** - Causes of Indiscipline - Maintenance of discipline. Principles of Natural Justice, Judicial approach to discipline, Domestic enquiries, Disciplinary procedures, approaches to manage discipline in Industry, Principles of Hot stove rule.	
UNIT–III	**13 Hrs.**
Industrial disputes: Meaning, Causes and settlement of industrial disputes, Industrial dispute Act 1947: Objectives of the Act, main features, authorities under the Act, machinery for prevention of industrial disputes. Paradigm shift from industrial relations to employee relations – shift in focus, difference, employee relations management at work, culture and employee relations, future of employee relations.	
UNIT–IV	**13 Hrs.**
• Factories Act 1948. • Industrial Employment (Standing orders) Act, 1946. • Employees' State Insurance (ESI) Act, 1948. • Maternity Benefit Act, 1961. • Minimum Wages Act, 1948. • Payment of Wages Act, 1936. • Payment of Gratuity Act 1972. • Employees' Provident Fund and Miscellaneous Provisions Act 1952. • Payment of Bonus Act, 1965. • Employees Compensation Act 2013.	

• Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013
Reference Books *
1. . Industrial relation, S. Venkata Ratam and Manoranjan Dhal, Oxford Publicatio, 2017 (2nd edition). 2. Essentials of HRM and Industrial Relation, Rao, P Subba, Himalaya Publishing House, 2013 (5th edition). 3. Industrial Relations, Trade Union and Labour Legislation. PRN Sinha, Indu Bala Sinha, Seema Shekhar, Pearson, 2017 (3rd edition). 4. Industrial Relations and Labour Laws-Emerging Paradigms, B.D.Singh, Excel Book, 2008.
Course Outcomes**
After completion of the course student will be able to 1. Define, Describe, explain, or exhibit a fair understanding of the concepts related to industrial relations and legislations. 2. Apply or demonstrate the application of concepts of industrial relations and legislations knowledge in various practical situations. 3. Analyze, evaluate, appraise the various industrial relations theories and situations of different businesses and justify the industrial relations decisions or strategies of different businesses. 4. Develop or implement suitable strategies related to industrial relations.

*** Books to be listed as per the format with decreasing level of coverage of syllabus**
**** Each CO to be written with proper action word and should be assessable and quantifiable**

Course Outcomes	Programme Outcomes (POs)											Program Specific Outcomes (PSOs)		
	1	2	3	4	5	6	7					1	2	3
CO1	1	-	-	1	-	-	-							
CO2	3	2	-	2	-	-	-							
CO3	2	3	-	3	-	-	-							
CO4	2	2	-	2	-	-	-							

22PBA312E	TALENT MANAGEMENT	Credits: 04
L: T: P - 4_L: 0_T: 0_P		CIE Marks: 50
Hours/Week: 04 Total (52)		SEE Marks: 50

UNIT-I	12 Hrs.
Talent Management: Meaning and significance of talent management. Aligning HRM goals to business**,** attracting talent, retaining talent, becoming the best employer by employer branding activities, inculcating performance culture, right sizing the workforce, work life balance initiatives, providing HR leadership to business.	
UNIT–II	**14 Hrs.**
Competency Mapping: Features of competency methods, historical development, definitions, approaches to mapping and case studies in competency mapping. Competency mapping procedures and steps- business strategies, performance criteria, criteria sampling, tools for data collection, data analysis, validating the competency models, short cut method, mapping future jobs and single incumbent jobs, using competency profiles in HR decisions. **Methods of data collection for mapping**.-observation, repertory grid, critical incidence technique, expert panels, surveys, automated expert system, job task analysis, behavioral event interview. Developing competency models from raw data- data recording, analyzing the data, content analysis of verbal expression, validating the competency models.	
UNIT–III	**13 Hrs.**
Performance Management: Definition of performance Management, the performance management contribution, dangers of poorly implemented PM systems, aims and role of PM Systems, characteristics of an ideal PM systems, performance management process, performance management and strategic planning. Performance goal setting, performance coaching and support, performance monitoring, performance appraisal. Performance feedback. **Employee engagement**- meaning and significance, constituents of engagement, conceptual framework of engagement, behaviors associated with engaged employees, engaged, not engaged, actively disengaged, parameters to measure employee engagement, Q 12 model of Gallup, employee satisfaction survey.	
UNIT–IV	**13 Hrs.**
Career planning: Meaning, Stages of career, career anchors, features of career planning, career planning models, need and objectives of career planning, steps in career planning, how to manage the career planning in organization?, requirements of effective career planning, career planning process. Career planning tools and techniques, limitations of career planning. **Succession planning**: Meaning, elements in succession planning, relation between career and succession planning, challenges in succession planning.	
Reference Books *	
1. Talent Management – Gowri Joshi, Veena Vohra, Cengage Learning, 2018. 2. The Talent Management Hand Book – Lance A. Berger & Dorothy R. Berger, Tata McGraw Hill. 3. Competence at work – Lyle M. Spencer, Signe M. Spencer. John Wiley, 1993.	

4. A Handbook of Competency Mapping – Seema Sangi, Response BOOKS, 2004.
Course Outcomes**
After completion of the course student will be able to 1. Remember and understand the various concepts of talent management. 2. Apply and relate the theoretical knowledge of talent management subject to the practical aspects. 3. Analyze and evaluate the situations related to talent management practices. 4. Plan and implement models to solve problems or issues related to competency mapping, performance management, and succession planning and employee engagement.

* **Books to be listed as per the format with decreasing level of coverage of syllabus**

**** Each CO to be written with proper action word and should be assessable and quantifiable**

Course Outcomes	**Programme Outcomes (POs)**											**Program Specific Outcomes (PSOs)**		
	1	**2**	**3**	**4**	**5**	**6**	**7**					**1**	**2**	**3**
CO1	1	1	1	1	-	-	-							
CO2	3	2	-	-	-	-	-							
CO3	2	3	-	-	-	-	-							
CO4	2	2	-	-	-	-	-							

22PBA313E	LEARNING AND DEVELOPMENT	Credits: 04
L: T: P - 4_L: 0_T: 0_P		CIE Marks: 50
Hours/Week: 04 Total (52)		SEE Marks: 50

UNIT-I	13 Hrs.
Introduction to Employee learning and Development, learning, learned, The Forces Influencing Working and Learning, classification of learned capabilities, learning theories- Reinforcement Theory, Social Learning Theory, Goal Theories, Need Theories, Need Theories, Need Theories, Expectancy Theory, Adult Learning Theory, Information Processing Theory; The basic principles of learning, The Learning Process , Mental and Physical Processes, The Learning Cycle, Age Influences on Learning Implications of the Learning Process for Instruction, Instructional Emphasis for Learning Outcomes **Training and Learning**: Introduction, Relationship, meaning, Designing Effective Training, Forces influencing working & learning, Training Practices. Strategic Training, Training Needs Assessment **Transfer of Training**: Introduction, Training Design, Work Environment Characteristics influencing transfer, organizational environments encouraging transfer; Implementation of the training programme	
UNIT–II	**13 Hrs.**
Traditional Training Methods: Presentation Methods, Hands-on Methods, GroupBuilding Methods. Choosing Training methods. E-Learning & Use of Technology in Training: Technology's Influence on Training, Technology & Multimedia, Computer-Based Training, Developing Effective Online Learning, Blended Learning, Simulations, Mobile Technology & Training Methods, Intelligent Tutoring Systems, Distance Learning, Technologies for Training Support, Technologies for Training Administration, Learning Management Systems (LMSs), Systems for Training Delivery, Support & Administration, Choosing New Technology Training Methods. **Training Evaluation**: Reasons for Evaluating Training, Overview of the Evaluation Process, Outcomes Used in the Evaluation of Training Programs, Determining Whether Outcomes Are Good, Evaluation Practices, Evaluation Designs, Threats to Validity, Types of Evaluation Designs, Considerations in Choosing an Evaluation Design, Determining Return on Investment, Determining Costs, Measuring Human Capital and Training Activity.	
UNIT–III	**13 Hrs.**
Employee Development: Introduction, Approaches to Employee Development, The Development Planning Process, Company Strategies for Providing Development, Special Issues in Training and Employee Development. **Careers and Career Management**: Introduction, Importance, Career: meaning, A Model of Career Development (Career Stages), Career Management Systems, Roles of Employees, Managers, Human Resource Managers, and Company in Career Management, Evaluating Career. Management Systems. Special Challenges in Career Management.	
UNIT–IV	**13 Hrs.**
The Future of Leaning and Development: Introduction, Increased Use of New Technologies for Learning, Increased Demand for Learning for Virtual Work Arrangements, Increased Emphasis on Speed in Design, Focus in Content & Use of Multiple Delivery Methods, Increased Emphasis on	

Capturing and Sharing Intellectual Capital, Increased Use of True Performance Support, Increased Emphasis on Performance Analysis and Learning for Business Enhancement, Increased Use of Training Partnerships & Outsourcing Training, Training and Development from a Change Model Perspective, Methods to Determine Whether Change is Necessary, Key Issues in Implementing Change
Reference Books *
1. G. Pandu Naik - HRD Solutions for excellence - T & D, Text Research & Cases, Excel Books 2012. 2. Noe A Raymond - Employee Training & Development, Mc. Graw Hill Publication 5E, 2017. 3. Effective training-Systems, strategies and practices, 2e, 2008, Blanchard, Pearson education 4. Training for organizational transformation – Rolf Lynton & Udai Pareek, Sage Publications, 2009 5. Effective HR Training Development Strategy – Dr. Ratan Reddy, HPH, 3e,2015 6. Training in organizations, Goldstein, 4th edition, 2002,Cengage
Course Outcomes**
After completion of the course student will be able to To understand the concept of learning and theories of Learning 2. To learn the different methods of Training 3. To familiarize student with concept of Career Development 4. To understand the impact of IT on Learning

*** Books to be listed as per the format with decreasing level of coverage of syllabus**
**** Each CO to be written with proper action word and should be assessable and quantifiable**

Course Outcomes	Programme Outcomes (POs)											Program Specific Outcomes (PSOs)		
	1	**2**	**3**	**4**	**5**	**6**	**7**					**1**	**2**	**3**
CO1	1	1	1	1	-	-	-							
CO2	3	2	-	-	-	-	-							
CO3	2	3	-	-	-	-	-							
CO4	2	2	-	-	-	-	-							

IV-SEMESTER

22PBA401C	STRATEGIC MANAGEMENT	Credits: 03
L: T: P - 3_L: 0_T: 0_P		CIE Marks: 50
Hours/Week: 04 Total (40)		SEE Marks: 50

UNIT-I	10 Hrs.
Strategic Management: What is Strategy and Business Policy; What is Strategy, Why strategic Management; Strategic Management in multi SBU **Strategic Management elements and model:** Strategic intent ,Elements of Strategic Management – mission and objective – why, how are they formulated, why do they change, examples of mission /objective, . Factors influencing formation of objectives and mission, Policies, programs, budgets, and procedures	
UNIT–II	**10 Hrs.**
Mintzberg model of decision-making, Strategic decision making process, Corporate Governance and Social Responsibility **General environment:** identifying external environment variables; economic factors, technological factors, social factors, porter's approach to industry analysis; drawing an industry matrix / etop; global competition **Internal Analysis and Diagnosis, VRIO framework:** Competitive Advantage, Value-chain analysis, internal factors to be analyzed – Marketing and distribution factors; R&D factors; Production & Operations factors; Corp. Resources & Personnel factors; Finance factors, diagnosing strengths and weaknesses of an organization.	
UNIT–III	**10 Hrs.**
Developing a IFAS and strategic advantage profile.(IFAS+EFAS=SGAS Matrix). SWOT Analysis & TOWS Matrix **Generic Strategic Alternatives:** Basis-Porter's Generic Strategies; Direction: Expansion, Stability, Retrenchment, and combination strategies – when and how do companies choose them?; Timing tactics and market location tactics. **Strategy Variation** Internal and External alternatives to strategies ;(Concentric Strategies – vertical Integration, Diversification strategies) Related / Unrelated, Horizontal/ Vertical, Active / Methods: Passive alternatives.	
UNIT–IV	**10 Hrs.**
International Entry Strategies – Acquisitions, Mergers, and Joint Ventures – Factors which are important – legal and human considerations. **Corporate level Decision Making:** Strategic Choice and Implementation; Analytical Tools – BCG Matrix, GE Business Screen, International Portfolio analysis, Key Country Matrix.; Parenting Matrix	
Reference Books *	
1. Strategic Management Fred R. David Prentice Hall India Publication. 2. Crafting and Executing Strategy: The Quest for Competitive Advantage – Concepts and Cases Arthur A. Thompson Jr. Margaret A. Peteraf John E. Gamble, A. J. Strickland III, Arun K. Jain,	

McGraw Hill Education, 16/e 2016 3.
3. Contemporary Strategy Analysis, Robert M. Grant, Wiley India, 10e
4. Business Policy and Strategic Management by William J Glueck and Jauch. (G&J)
5. Strategic Management – competitiveness and Globalization by Michael A Hitt, R Duana Ireland & Robert E Hoskisson.(Hitt)
6. Business policy and strategic Management – By Gupta, Golekota& Srinivasan.PHI,2005(Gupta etal)
7. Strategic Management by Pearce and Robinson- T M H,2005(P&R)
8. Strategic Management-, The Indian context,- R.Srinivasan, Prentice Hall, 2005

Course Outcomes**

After completion of the course student will be able to

1. Demonstrate & Explain various strategies in business organizations
2. Apply various strategy formulation skills in practical situations of the organization
3. Analyze and evaluate the different types of strategies adopted in the various business organizations.
4. Plan and implement various strategies and strategic management models

*** Books to be listed as per the format with decreasing level of coverage of syllabus**
**** Each CO to be written with proper action word and should be assessable and quantifiable**

Course Outcomes	Programme Outcomes (POs)												Program Specific Outcomes (PSOs)		
	1	2	3	4	5	6	7						1	2	3
CO1	3	-	2	-	-	-	-								
CO2	2	-		2	-	-	-								
CO3	1	-	2	-	-	-	-								
CO4	3	3		-	-	-	-								

MARKETING

22PBA402E	BUSINESS MARKETING	Credits: 04
L: T: P - 4_L: 0_T: 0_P		CIE Marks: 50
Hours/Week: 04 Total (52)		SEE Marks: 50

UNIT-I	13 Hrs.
Dimensions of Industrial Marketing: Nature of Industrial Marketing, Industrial Marketing vs. Consumer Marketing, Economics of Industrial demand – The Resellers Market – The Industrial Marketing Concept, Understanding Industrial Markets, Types of Industrial Markets, Classifying Industrial Products, Organizational Procurement Characteristics – The Industrial Marketing Environment, Environmental effect on Industrial Market with special reference to Government rule. **Nature of Industrial buying:** Organizational buying Activity, Buying models and buying centre concept, Inter Personal Dynamics of Industrial Buying Behavior, Roles of Buying centre, Conflict Resolution in Decision Making Ethics in Purchasing.	
UNIT–II	**13 Hrs.**
Market Segmentation: Choosing Target Segments, Positioning, Differentiated and Un-Differentiated Markets, Concentrated and Niche Markets, Positioning Strategies, Difference between Industrial Market Research and Consumer Market Research **Formulating Product Planning:** Developing Product Strategy, Analyzing Industrial Product Life Cycle, Developing Strategies for new and existing products. **Business Service Marketing**: Special Challenges.	
UNIT–III	**13 Hrs.**
Formulating Channel Strategy: Industrial Distributor, Definition, Geographical Distribution, Size Characteristics, operating characteristics, Role of Sales Agent and their drawbacks, choice of the right Distributors, Participation of other Channel Members in Industrial Distribution- Channel Logistics-Relationship of Logistics & Physical Distribution, Total Cost approach customer service, assessing the customer service, Identifying the cost centers. **Pricing Strategies:** Price Determinants, Factors that Influence the Pricing Strategies, concept of learning curves, Pricing Strategies, Competitive Bidding, and Leasing	
UNIT–IV	**13 Hrs.**
The Promotional Strategies: Advertising in Industrial Markets, uses, Message Formulation, policies, media, budgetary support, evaluation of advertising- sales Promotion- Use of Sales Promotion in Industrial Markets, trade shows and exhibitions B 2 B Forms of E-Commerce. **Management of Sales Force:** Managing the Industrial Sales Force, Organizing and controlling the industrial sales force activity, planning for the sales force Deployment. Personal Selling: Selecting and Recruitment of Industrial sales person, sales training, Directing, Motivating. Task Assignment, Compensation, Measuring the Effectiveness of Sales Force. (**Case studies)**	
Reference Books *	
1. Business to Business Marketing, Ross Brennan, Louise Canning & Raymond McDowell Sage Publications, 3e - 2014. 2. B2B Marketing Strategy: Differentiate, Develop and Deliver Lasting Customer Engagement, Heidi Taylor Kogan Page, 1/e, 2017.	

3. Innovative B2B Marketing: New Models, Processes and Theory, Simon Hall, Kogan Page, 1/e, 2017 Industrial Marketing, Robert R. Reeder & Reeder – PHI
4. Business Marketing Management, Michael D. Hutt, Thomas W. Speh, Cengage Learning, 9/e,2007
5. Industrial Marketing, Krishna Havaldar – TMH, 2/e,2005
6. Business Marketing, Frank G. Bingham Jr., et al; TMH, 3/e, 2005
7. Industrial Marketing, Prof. P. K. Ghosh, Oxford

Course Outcomes**

After completion of the course student will be able to

1. Define, describe, explain, exhibit a fair understanding of the concepts related to business marketing.
2. Apply or demonstrate the approaches, strategies and applications related to business marketing.
3. Analyze and evaluate the various situations, market conditions, and strategies related to business marketing.
4. Develop or implement suitable strategies related to business marketing.

* **Books to be listed as per the format with decreasing level of coverage of syllabus**
** **Each CO to be written with proper action word and should be assessable and quantifiable**

Course Outcomes	**Programme Outcomes (POs)**											**Program Specific Outcomes (PSOs)**		
	1	**2**	**3**	**4**	**5**	**6**	**7**					**1**	**2**	**3**
CO1	3	2	2	-	-	-	-							
CO2	3	3	1	-	-	-	-							
CO3	3	2	-	-	-	-	-							
CO4	3	2	-	-	-	-	-							

22PBA403E	INTEGRATED MARKETING COMMUNICATIONS	Credits: 04
L: T: P - 4_L: 0_T: 0_P		CIE Marks: 50
Hours/Week: 04 Total (52)		SEE Marks: 50

UNIT-I	13 Hrs.

Role of IMC in marketing process, IMC planning model, Marketing and promotion process model. Communication process, steps involved in developing IMC programme, Effectiveness of marketing communications

Advertising: Purpose, Role, Types, Advertising Vs Marketing mix, Advertising appeal in various stages of PLC,

Advertising Agency: Types of agencies, Services offered by various agencies, Criteria for selecting the agencies and evaluation.

UNIT–II	13 Hrs.

Advertising objectives and Budgeting: Goal setting – DAGMAR approach, Various budgeting methods used, AIDA Model

Media planning: Developing Media plan, Problems encountered, Media Evaluation-Print, Broadcast media, Support media in advertising.

Media strategy: Creativity, Elements of creative strategies and its implementation, Importance of Headline and body copy.

UNIT–III	13 Hrs.

Direct Marketing: Features, Elements, Role, Growth, Advantages/Disadvantages, And Direct Marketing Strategies.

Promotion: Meaning, tools used in promotion, Traditional & modern promotional mix,

Sales promotion: Importance, Types- consumer oriented & trade oriented, Co-operative advertising, Integration with advertising and publicity, push pull strategies, drawbacks of promotion.

Public relation/ Publicity:- Meaning, Objectives, tools of public relations, target audience for PR, Meaning & Goals of publicity, Corporate Advertising – Role, Types, Limitations, PR Vs Publicity.

Monitoring, Evaluation and control: Measurement in advertising, various methods used for evaluation- Pre-testing & Post testing.

UNIT–IV	13 Hrs.

International Advertising: Global environment in advertising, Forces in international environment, Decision areas in international advertising.

Internet advertising: Meaning, Components, Advantages and limitations, Types of Internet advertising. Digital Marketing.

Industrial advertising: B 2 B Communication, Special issues in Industrial selling.

Event Management: Introduction Purpose of organizing an Event, Different types of events, Concepts of promotion and pricing in events

Reference Books *

1. Advertising and Promotions IMC Perspectives: Belch and Belch Tata Mc Graw Hill, 7/e, 2009
2. Advertising ‘An IMC Perspective’ - S. N. Murthy/U.Bhojanna - Excel Books, 2010.
3. Advertising & Integrated Brand Promotion, O’Guinn, Allen, Semenik, 6/e, Thomson, 2011
4. Integrated Advertising, Promotion, and Marketing Communications, Clow, Baack, 7/e, Pearson Education,

2014

5. Foundations of Advertising, Chynawalla & Sethia, HPH, 2011
6. Advertising management Rajeev Batra, John G Myers & Aaker – PHI, 5/e, 2007

Course Outcomes**

After completion of the course student will be able to

1. Demonstrate the knowledge of various tools and techniques related to IMC.
2. Apply and relate the theoretical knowledge of IMC to the practical aspects.
3. Analyze and evaluate the marketing communication strategies of various companies.
4. Plan and implement integrated marketing communication solutions for different products or services.

*** Books to be listed as per the format with decreasing level of coverage of syllabus**

**** Each CO to be written with proper action word and should be assessable and quantifiable**

Course Outcomes	**Programme Outcomes (POs)**											**Program Specific Outcomes (PSOs)**		
	1	**2**	**3**	**4**	**5**	**6**	**7**					**1**	**2**	**3**
CO1	3	-	-	-	-	-	-							
CO2	-	2	-	-	-	-	-							
CO3	-	2	-	3	-	-	-							
CO4	-	1	2	-	-	-	-							

22PBA404E	STRATEGIC BRAND MANAGEMENT	Credits: 04
L: T: P - 4_L: 0_T: 0_P		CIE Marks: 50
Hours/Week: 04 Total (52)		SEE Marks: 50

UNIT-I	13 Hrs.

Introduction to the concept of Brand Management:
Brand –Meaning, Definition, Evolution of Brands, Role & Advantages of Brand to consumers & manufacturers, Product Vs Brand.
Branding- Meaning, Creation of Brands through goods, services, people, Organization, Retail stores, places, online, entertainment, ideas, challenges to Brand builders.
Strategic Brand Management Process-Meaning, Steps in Brand Management Process, Strong Indian Brands.
Customer Based Brand Equity:
Customer Based Brand Equity-Meaning, Model of CBBE.
Brand Equity: Meaning, Sources, Steps in Building Brands, Brand building blocks, Brand Building Implications, David Aaker's Brand Equity Model.
Brand Identity & Positioning: Meaning of Brand identity, Need for Identity & Positioning, Dimensions of brand identity, Brand identity prism,
Brand positioning – Meaning, Point of parity & Point of difference, positioning guidelines
Brand Value: Definition, Core Brand values, Brand mantras, internal branding, brand audits.

UNIT–II	13 Hrs.

Choosing Brand Elements to Build Brand Equity:
Criteria for choosing brand elements, options & tactics for brand elements- Brand name, Naming guidelines, Naming procedures, Impact of Brand name on Brand Awareness & Brand Associations, Logos & Symbols & their benefits, Characters & Benefits, Slogans & Benefits, Packaging & Benefits.
Leveraging Brand Knowledge: Meaning of Brand Knowledge, Dimensions of Brand Knowledge, Meaning of Leveraging Secondary Brand Knowledge & Conceptualizing the leverage process.
Measuring & Interpreting brand performance: Brand Value chain- Designing Brand Tracking studies, Establishing brand Equity Management Systems, Brand equity charter

UNIT–III	13 Hrs.

Brand Strategies:
a) Brand Extension- Meaning, Types, Needs, Advantages & Disadvantages of Brand Extension, Brand-Product matrix, Brand Hierarchy, Building Brand Equity at different hierarchical levels, Brand hierarchy decision,
b) Brand Personality- Meaning & Definition, Types of Brand personalities, Elements of Brand personality
c) Brand Image- Meaning & Definition, Sources of Brand Image, Brand Image for Established and New Products, Brand Image & Celebrity
d) Brand Repositioning: Meaning, Types of repositioning strategies in Indian marketing

UNIT–IV	13 Hrs.

Brand Imitations: Meaning of Brand Imitation, Kinds of imitations, Factors affecting Brand Imitation, Imitation Vs Later market entry, First movers advantages, Free rider effects, Benefits for later entrants, Imitation Strategies.

Measuring Brand Equity: Methods for measuring Brand Equity**-** Quantitative Techniques & Quantitative Techniques, Comparative methods- Brand based comparisons, Marketing based comparisons, Conjoint Analysis, Holistic methods.

Luxury & Celebrity Brand Management: Luxury definition and relativity, role of celebrities in luxury brand management, luxury goods and luxury brands, basic psychological phenomena associated with luxury purchase, luxury marketing mix, luxury retail.

Reference Books *

1. Strategic Brand Management, Building Measuring & Managing Brand Equity – 5e, 2019 Phi / Pearson Education – Kevin Lane Keller
2. Brand Management -The Indian Context – Y L R Moorthi – Vikas Publication.
3. Brand Management- Harish V Verma, 5/e,2012, Excel Books
4. Compendium Brand Management – Chunnawalla – HPH, 1/e, 2011
5. Managing Indian Brands – S Ramesh Kumar – Vikas 2e, 2003
6. Strategic Brand Management- Richard Elliott & larry Perclu, Oxford Press, 4/e, 2018
7. Creating powerful brands – Chernatony, Elsevier Publication, 4/e, 2010

Course Outcomes**

After completion of the course student will be able to

1. Understand and remember various brand management concepts.
2. Apply and relate the theoretical knowledge of brand management subject to the practical aspects.
3. Analyze and evaluate branding strategies of various companies.
4. Plan and implement branding strategies for different products or services.

* **Books to be listed as per the format with decreasing level of coverage of syllabus**

**** Each CO to be written with proper action word and should be assessable and quantifiable**

Course Outcomes	Programme Outcomes (POs)											Program Specific Outcomes (PSOs)		
	1	2	3	4	5	6	7					1	2	3
CO1	3	2	-	1	-	-	-							
CO2	3	3	-	1	-	-	-							
CO3	3	2	-	1	-	-	-							
CO4	3	2	-	2	-	-	-							

22PBA405E	DIGITAL MARKETING	Credits: 04
L: T: P - 4_L: 0_T: 0_P		CIE Marks: 50
Hours/Week: 04 Total (52)		SEE Marks: 50

UNIT-I	13 Hrs.
Introduction to Digital Marketing: Concept of Digital Marketing, Origin, traditional versus Digital Marketing. Digital Marketing Strategy- The PO-E-M Framework, Segmenting and customising Messages, Digital Landscape. Digital advertising Market in India. Skills required in Digital Marketing, Digital Marketing Plan **Display Advertising**: Concept of Display Advertising, types of display ads, buying models, display plan Targeting- contextual targeting placement targeting, remarketing, interest categories, geographc and language tagging, demographics, mobile, other targeting methods. Programmatic digital advertising, You Tube Advertising.	
UNIT–II	**13 Hrs.**
Search Engine Advertising: Understanding Ad Placement, Understanding Ad Ranks, Creating First Ad Campaign, Performance Reports. Social Media Marketing: Building a successful Strategy Live Project: Create a digital marketing plan. Face Book Marketing: Facebook for business & facebook insights LinkedIn Marketing: LinkedIn Strategy, LinkedIn Analytics Twitter Marketing: Building Content Strategy, twitter usage , Twitter Analytics Instagram & Snanpchat: Objectives of Instagram, Hashtags. What is Snanpchat. Digital Public Relations	
UNIT–III	**16 Hrs.**
Mobile Usage, Mobile Advertising- Mobile Advertising Models, advantages of Mobile advertising, Mobile Marketing Toolkit, Mobile Marketing features- Location based services, Social marketing on mobile, QR Codes, Augmented Reality, Gamification.Tracking mobile campaigns- Mobile Analytics. Live Project: Create a mobile advertising project.	
UNIT–IV	**13 Hrs.**
Search Engine Optimization: How search engines work, concept of search engine optimisation (SEO), On Page Optimisation, Off Page Optimisation, Social media Reach, Maintenance- SEO tactics, Google Search Engine, Web Analytics- Key Metrics- concepts only	

Reference Books *

1. Digital Marketing by Seema Gupta, McGraw Hill Education, 2017
2. Markeing 4.0: Moving from Traditinal to Digital, Philip Kotler, Hermawan Kartajaya, Iwan Setiawan, Wiley, 2017
3. Fundamentals of Digital Marketing, Puneet Bhatia, Pearson, 2/e, 2014
4. Social Media Marketing Tracy L Tuten, Michael R Solomon, Sage Publications, 3/e, 2020

Course Outcomes**

After completion of the course student will be able to

1. Recognize appropriate e-marketing objectives.
2. Appreciate the e-commerce framework and technology.
3. Illustrate the use of search engine marketing, online advertising and marketing strategies.
4. Develop a social media strategy's to solve business problems.

* **Books to be listed as per the format with decreasing level of coverage of syllabus**

** **Each CO to be written with proper action word and should be assessable and quantifiable**

Course Outcomes	Programme Outcomes (POs)												Program Specific Outcomes (PSOs)		
	1	**2**	**3**	**4**	**5**	**6**	**7**						**1**	**2**	**3**
CO1	3	2	-	1	-	-	-								
CO2	3	3	-	1	-	-	-								
CO3	3	2	-	1	-	-	-								
CO4	3	2	-	2	-	-	-								

FINANCE

22PBA406E	FINANCIAL DERIVATIVES	Credits: 04
L: T: P - 3_L: 2_T: 0_P		CIE Marks: 50
Hours/Week: 05 Total (66)		SEE Marks: 50

UNIT-I	18 Hrs.

Financial Derivatives: Introduction, meaning, economic benefits of derivatives - Types of financial derivatives - Features of derivatives market –functions of derivative markets, traders in derivatives markets in India. Ethics in derivatives market.

Forward contracts: Forward contracts – concept, types, forward rate, forward rate agreements (FRA), Valuation of forwards, forward markets.

UNIT–II	16 Hrs.

Futures Contracts: Concept, types. Participants, market quotes, differences, specifications of future contracts, mechanics of buying and selling futures, margins, marketing to market, valuation of futures, trading, clearing & settlement. Hedging strategies: Index futures, arbitrage opportunities.

Financial Swaps - Features and uses of swaps **–**types – SWAP designing of interest rate swaps-valuation- Basics of CDS & ABS.

UNIT–III	16 Hrs.

Options: Concept, types& classification, features, participants, option market quotes, mechanics of options, put-call parity, option pricing, factors affecting option pricing. Market indicators: put-call ratio, open interest, roll-over, concept of exotic option.

Valuation of option: Basic model, one step binomial model, Black and Scholes Model. Risk Analysis & Management: option Greeks, Delta, Gamma, Vega, Theta and Rho.

UNIT–IV	16 Hrs.

Option trading strategies: option spreads, straddles, strangles, strips & straps. Hedging with options, Arbitrage profits in options.

Commodity derivatives: Commodity futures market-exchanges for commodity derivative in India, commodities traded – trading and settlements, market quotes. Commodity futures pricing: Pricing by arbitrage, futures & spot price (carry & reverse cost carry). Hedging risk.

Reference Books *

1. Options Futures & Other Derivatives - John C. Hull, 10/e, 2018, Pearson Education.
2. Options & Futures- Vohra & Bagri, 2/e, TMH 2017
3. Derivatives- Valuation & Risk Management - Dubofsky & Miller, Oxford University Press, 2005.
4. Financial Derivatives- Bishnupriya Mishra and Sathya Swaroop Debashish, Excel BOOKS, 2007.
5. Derivatives, Principles and Practice, Sundaram & Das, Mc Graw Hill, 2017
6. Derivatives & Financial Innovations - Bansal, TMH.

Course Outcomes**

After completion of the course student will be able to

1. Define, describe explain or exhibit fundamentals and basic concepts of financial derivatives
2. Analyze, Apply or demonstrate risk management process using derivatives.
3. Evaluate, appraise or justify problems on financial derivatives using different models.
4. Develop or implement of fundamentals of credit risk management and Value at Risk

* Books to be listed as per the format with decreasing level of coverage of syllabus

** Each CO to be written with proper action word and should be assessable and quantifiable

Course Outcomes	Programme Outcomes (POs)											Program Specific Outcomes (PSOs)		
	1	2	3	4	5	6	7					1	2	3
CO1	1	-	-	3	-	-	-							
CO2	3	3	-	3	-	-	-							
CO3	2	3	-	-	-	-	-							
CO4	2	3	-	-	-	-	-							

22PBA407E	TAX MANAGEMENT	Credits: 04
L: T: P - 3_L: 2_T: 0_P		CIE Marks: 50
Hours/Week: 05 Total (66)		SEE Marks: 50

UNIT-I	18 Hrs.
Basic concepts: assessment year, previous year, person, assessee, Income, charges on income, gross total income, capital and revenue receipts, residential status, receipt and accrual of income, connotation of income deemed to accrue or arise in India. Tax Planning, Tax Evasion and Tax Management. (Problems on residential Status of Individual assessee). Explanation under various heads of income. Income from salary (Basic problems), Income from House Property.	
UNIT–II	**16 Hrs.**
Income under the head Profit and Gains of Business or Professions and its computation- basis method of accounting- scheme of business deductions/ allowance- deemed profits- maintenance of books, Depreciation (Problems on computation of income from business/ profession of Individual assessee and Depreciation). Income under capital gain, basis of charge, transfer of capital asset, inclusion & exclusion from capital asset, capital gain, computation of capital gain(theory & problems), deductions from capital gains.	
UNIT–III	**16 Hrs.**
Income from Other Sources (Theory Only), Permissible deductions under section 80C to 80U. Setoff and carry forward of losses and clubbing of Incomes**.** Computation of tax liability of a firm and partners.	
UNIT–IV	**16 Hrs.**
Computation of taxable income of a company with special reference to MAT. Corporate dividend Tax. Ethics in tax management. **Introduction to GST** Levy and exemption, Time value of supply, Administration of GST, introduction to customs duty.	

Reference Books *

1. Direct Taxes – Vinod Singhania and Kapil Singhania, Taxmann Publications, Latest Edition.
2. Students Guide to Income Tax – Vinod Singhania, Taxman Publications. Latest Edition
3. Direct Tax – Mehrotra, Sahitya Bhavan. Latest Edition
4. Students Guide to Income Tax – Manoharan T. N, Snow White. Latest Edition

Course Outcomes**

After completion of the course student will be able to

1. Define, describe explain or exhibit the basic concepts of tax management. And solve problems of taxation and interpret the solutions.
2. Apply or demonstrate various deductions and exemptions of taxes. Analyze working of GST system in the country
3. Evaluate, appraise or justify tools and techniques of tax management to practical situations
4. Develop or implement or solve various tax reports.

*** Books to be listed as per the format with decreasing level of coverage of syllabus**

**** Each CO to be written with proper action word and should be assessable and quantifiable**

Course Outcomes	Programme Outcomes (POs)												Program Specific Outcomes (PSOs)		
	1	**2**	**3**	**4**	**5**	**6**	**7**						**1**	**2**	**3**
CO1	1	-	-	3	-	-	-								
CO2	3	3	-	3	-	-	-								
CO3	2	3	-	-	-	-	-								
CO4	2	2	-	-	-	-	-								

22PBA408E	MICRO FINANCE	Credits: 04
L: T: P - 4_L: 0_T: 0_P		CIE Marks: 50
Hours/Week: 04 Total (52)		SEE Marks: 50

UNIT-I	13 Hrs.
Microfinance: Meaning, Definition**,** Nature and Scope of Microfinance, Developments in Microfinance (India), Key features of Microfinance, Credit Market, Three classic problems in Credit Markets: Selection, Monitoring and Enforcement. The Rationale and genesis of micro credit/microfinance, the nature of microfinance: microcredit vs. microfinance, **Products and Services in Microfinance:** Financial Services: Credit Products – Microcredit, Micro-leasing, Micro-venture capital. Savings, Payment Services and Insurance Products, New frontiers in Microfinance Services**.**	
UNIT–II	**13 Hrs.**
Institutional Structure of Microfinance in India NABARD and Microfinance: strategy, Capacity Building Support to Government, Bankers, MFI's, NGOs, SHGs and Trainers Training. Microfinance Development and Equity Fund (MFDEF), SHG- Bank Linkages. **SIDBI and Microfinance:** Approach, Capacity Building Support for Microfinance, on lending, Liquidity Management, Loan to Micro-enterprises, Rating of MFIs. Role of RMK in Microfinance Development in India. Role of Commercial banks, RRBs, Cooperative banks, Private Banks, NBFCs, and MFIs in the Development of Microfinance.	
UNIT–III	**13 Hrs.**
Regulatory Frameworks for MFIs: Principles of Regulation ,Regulations Vs Supervision ,Determinants for regulating microfinance ,Costs of regulation, Constraints to regulating ,Self –regulation in India: Concerns and Prospects, Objectives and benefits of self –regulation Need for microfinance regulation in India, **Microfinance Delivery Models In India:** **SHG –Bank Linkages Program:** Role of NABARD under SHG-Bank Linkage Programme. Role of Commercial banks, RRBs, DCCBs, NGO and Farmer's clubs. Status and Progress of Self-Help Groups in the country	
UNIT–IV	**13 Hrs.**
Accounting and Financial Aspects of Microfinance: Accounting for client transactions; Accrued loan interest revenue; Loan write-offs; Purchase, Depreciation, Sale or disposal of fixed assets; Grants and donations etc. Accounting procedures at SHGs/Clusters/Federations/MFIs, etc. **Credits Planning, Appraisal, Deployment, Monitoring and Follow up Credits:** Meaning and types of credits proposals, Lending norms and policies of micro financial Institutions, Documentation, and Credit counseling and financial supervision. **Risk Management in Microfinance:** Types of risk in microfinance-strategy for risk minimization, Credit rating Models-GIRAFE, PEARLS, CAMEL, and CRSIL. Non –performing assets –Classification of over dues, recovery management.	
Reference Books *	

1. Rural Credit and Self-help Groups: Microfinance Needs and Concepts in India, K.G Karmakar, Sage Publications, New Delhi, 2013
2. Indian Microfinance: The Challenges of rapid growth – Prabhu Ghate, Sage Publications, New

Delhi, 2013

3. Sustainable Banking with the Poor: Microfinance Handbook – An Institutional and Financial Perspectives – Jonna Ledgerwood (2010), the World Bank, Washington D.C., USA.
4. Credit Appraisal, Risk Analysis and Decision Making, by D.D. Mukherjee, Snow White Publications Private Limited, Mumbai, 10e, 2019
5. Management of Savings and Credit Programmes by NGOs: A Reference Book – R.C.Gupta(2012), Har-Anand Publications, New Delhi.
6. Microfinance in India: Banyan Tree and Bonsai, Mahajan, Vijay and Bharti Gupta Ramola (2013), Background paper prepared for World Bank, Washington DC: The World Bank.
7. Indian Microfinance: The Challenges of rapid growth – Prabhu Ghate, Sage Publications, New Delhi, 2010

Course Outcomes**

After completion of the course student will be able to

1. Define, describe explain or exhibit the basic concepts of Micro finance.
2. Apply tools and techniques of micro finance to practical situations.
3. Analyze evaluate and appraise the published reports, and the financial performance of micro financial institutions.
4. Develop or implement or solve financial performance problems of micro financial institutions

* **Books to be listed as per the format with decreasing level of coverage of syllabus**

**** Each CO to be written with proper action word and should be assessable and quantifiable**

Course Outcomes	**Programme Outcomes (POs)**											**Program Specific Outcomes (PSOs)**		
	1	**2**	**3**	**4**	**5**	**6**	**7**					**1**	**2**	**3**
CO1	3	2	-	3	-	-	-							
CO2	3	2	-	3	-	-	-							
CO3	3	2	-	2	-	-	-							
CO4	3	2	-	1	-	-	-							

22PBA409E	RISK MANAGEMENT AND INSURANCE	Credits: 04
L: T: P - 4_L: 0_T: 0_P		CIE Marks: 50
Hours/Week: 04 Total (52)		SEE Marks: 50

UNIT-I	14 Hrs.
Introduction to Risk Management: Risk Identification: Risk-Risk and Uncertainty-Types of RiskBurden of Risk-Sources of Risk-Methods of handling Risk-Degree of Risk-Management of Risk. Risk Identification-Business Risk Exposures-Individual Exposures-Exposures of Physical Assets - Exposures of Financial Assets -Exposures of Human Assets - Exposures to Legal Liability – Exposure to Work-Related Injury. (Theory). Risk Measurement: Evaluating the Frequency and Severity of Losses-Risk Control-Risk Financing Techniques-Risk Management Decision Methods-Pooling Arrangements and Diversification of Risk. Advanced Issues in Risk Management: The Changing Scope of Risk Management-Insurance Market Dynamics-Loss Forecasting-Financial Analysis in Risk Management -- Decision Making Other Risk Management Tools. (Theory).	
UNIT–II	**14 Hrs.**
Introduction to Insurance – Introduction to Insurance: Risk and Insurance- Definition and Basic Characteristics of Insurance Requirements of an Insurable Risk-Adverse Selection and Insurance-Insurance vs. Gambling Insurance vs. Hedging Types of Insurance-Essentials of Insurance Contracts. Indian Insurance Industry -Historical Framework of Insurance, Insurance sector Reforms in India. IRDA-Duties and powers of IRDA-IRDA Act 1999. (Theory). **Life Insurance**: Basics of Life Insurance-Growth of Actuarial Science-Features of Life Insurance-Life Insurance Contract-Life Insurance Documents-Insurance Premium Calculations. Life Insurance Classification-Classification on the Basis –Duration-Premium Payment Participation in ProfitNumber of Persons Assured-Payment of Policy Amount-Money Back Policies-Module Linked Plans. Annuities-Need of Annuity Contracts, Annuity V/s Life Insurance, Classification of Annuities. (Theory).	
UNIT–III	**14 Hrs.**
General Insurance: Laws Related to General Insurance-General Insurance Contract-General Insurance Corporation (GIC). Health Insurance-Individual Medical Expense Insurance – Long Term Care Coverage – Disability Income Insurance – Medi-claim Policy – Group Medi-claim Policy – Personal Accident Policy – Child Welfare Policy-Employee Group Insurance – Features of Group Health Insurance – 01.02.2023 Group Availability Plan. Fire Insurance-Essentials of Fire Insurance Contracts, Types of Fire Insurance Policies, Fire Insurance Coverage. Marine Insurance-Types of Marine Insurance – Marine Insurance principles Important Clauses in Marine Insurance– Marine Insurance Policies –Marine Risks-Clauses in Marine Policy. Motor Vehicles Insurance-Need for Motor Insurance, Types of Motor Insurance, Factors to be considered for Premium Fixing. (Theory).	
UNIT–IV	**10 Hrs.**
Management of Insurance Companies: Functions and Organization of Insurers- Types of Insurance Organization, Organizational Structure of Insurance Companies-Functions of Insurers. Underwriting-Principles of Underwriting, Underwriting in Life Insurance, Underwriting in nonlife Insurance. Claims Management-Claim Settlement in General Insurance-Claim Settlement in Life Insurance. (Theory).	

Reference Books *

1. Principles of Risk Management and Insurance, George E Rejda, Pearson, 12/e, 2009.
2. Insurance and Risk Management, P.K. Gupta, Himalaya, 1/e, 2010

3. Introduction to Risk Management and Insurance, Dorfman, Mark S., Prentice Hall India, 10/e, 2008. 4. Risk Management and Insurance, Scott E. Harrington, Gregory R Niehaus, TMH, 2/e, 2007.
Course Outcomes**
After completion of the course student will be able to 1. Define, describe explain or exhibit the concept of Risk Management. 2. Apply or demonstrate about Insurance and its products. 3. Analyze and understand Legal framework of Life and General Insurance. 4. Evaluate, appraise or justify IRDA Roles and Responsibility and design, develop or implement or solve a variety treasury and risk management problems, case studies and make inferences

* **Books to be listed as per the format with decreasing level of coverage of syllabus**

**** Each CO to be written with proper action word and should be assessable and quantifiable**

Course Outcomes	**Programme Outcomes (POs)**											**Program Specific Outcomes (PSOs)**		
	1	**2**	**3**	**4**	**5**	**6**	**7**					**1**	**2**	**3**
CO1	3	2	-	3	-	-	-							
CO2	2	1	-	2	-	-	-							
CO3	2	3	-	-	-	-	-							
CO4	3	3	-	-	-	-	-							

HUMAN RESOURCE

22PBA410E	INTERNATIONAL HUMAN RESOURCE MANAGEMENT	Credits: 04
L: T: P - 4_L: 0_T: 0_P		CIE Marks: 50
Hours/Week: 04 Total (52)		SEE Marks: 50

UNIT-I	13 Hrs.
Introduction to IHRM: Definition, reasons for going global, Approaches to IHRM, Difference between IHRM and Domestic HRM, Reasons for emergence of IHRM, Models of IHRM Matching model, Harvard Model, Contextual Model, 5P Model European Model, Models of SHRM in Multinational Companies, Internationalization of HRM: Socio-cultural context, Organizational dynamics and IHRM: Role of culture in International HRM, Culture and employee management issues, Cultural sensitivity, Hofstede's model of four cultural dimension, Organizational Processes in IHRM, Linking HR to International expansion strategies, The Challenges of International Human Resource Management	
UNIT–II	**13 Hrs.**
Recruitment, Selection and staffing in International context: International Managers parent country nationals, third country nationals, host country nationals, advantages and disadvantages of different selection methods, different approaches to multinational staffing decisions, recruitment methods-using head-hunters, cross-national advertising, e recruitment, international staffing issues. **Performance Management**: Basic component in performance management, performance management of international employees, expatriate performance management, PCN role conception, TCN role conception, Contextual model of expatriate performance management.	
UNIT–III	**13 Hrs.**
Training and development in international context: Context Backdrop of international training, Current scenario in international training and development, training & development of international staff, types of expatriate training, HCN training, Career Development, repatriate training, developing international staff and multinational teams, knowledge transfer in multinational companies. **International Compensation:** Forms of compensation and factors that influence compensation policy, key components of international compensation, Approaches to international compensation, compensation practices across the countries, social security systems across the countries.	
UNIT–IV	**13 Hrs.**
International Labour Relations: Key issues, response of labour unions to MNCs. HRM practices in different countries- Japan, USA, UK, Turkey, Middle East, India and China. Key issues in international industrial relations. **International business ethics and HRM, Mode of operation and IHRM**, Ownership issues, Case studies	

Reference Books *

1. International Human Resource Management, Srinivas R. Kandula, Sage Publication India Pvt. Ltd., 2018
2. International Human Resource Management, Anne-Wil Harzing, Ashly H. Pinnington, Sage Publication
3. India Pvt. Ltd., 4/e, 2015
4. International Human Resource Management - Peter J. Dowling, Denice E. Welch, Cengage Learning.

Course Outcomes**
After completion of the course student will be able to 1. Understand the concepts and practices of International HRM. 2. Apply and relate key international HRM practices, such as global staffing, training and performance management and international labor relations 3. Analyze different cases of IHRM with respect to corporate world 4. Plan and implement different strategies of IHRM

*** Books to be listed as per the format with decreasing level of coverage of syllabus**

**** Each CO to be written with proper action word and should be assessable and quantifiable**

Course Outcomes	Programme Outcomes (POs)											Program Specific Outcomes (PSOs)		
	1	**2**	**3**	**4**	**5**	**6**	**7**					**1**	**2**	**3**
CO1	1	1	1	1	-	-	-							
CO2	3	2	-	2	-	-	-							
CO3	2	3	-	3	-	-	-							
CO4	2	2	-	2	-	-	-							

22PBA411E	RECRUITMENT AND COMPENSATION MANAGEMENT	Credits: 04
L: T: P - 4_L: 0_T: 0_P		CIE Marks: 50
Hours/Week: 04 Total (52)		SEE Marks: 50

UNIT-I	13 Hrs.
Job Analysis. Meaning, definition, and purpose. Methods of job analysis: job analysis interviews, job analysis questionnaire, task analysis inventory, position analysis questionnaire, subject expert workshops, critical incident technique. **Recruitment**- Meaning and Process; Sources of Recruitment, Internal and External Source, Modern Techniques of Recruitment, Sources- Internet Based, Placement Agencies. **E-Recruitment:** Role of the Internet and social networks in recruitment.	
UNIT–II	**13 Hrs.**
Selection - Meaning, Essentials of Selection Procedure, Selection Hurdles, Selection Procedure - Application Blank; Employment Tests- Utility and Validity. Employment **Interviews-** Principles and Techniques Biases and Errors in interviews, Medical Test, Reference Check, Appointment- Terms and conditions. **Induction** – Meaning. Importance, types, processes and practices in organizations.	
UNIT–III	**13 Hrs.**
Compensation – Definition – Classification – Types – incentives –fringe benefits. Theories of wages – wage structure – wage fixation – wage payment – salary administration.	
UNIT–IV	**13 Hrs.**
Rewards for sales personnel pay and commission – performance based pay system – incentives – Executives' compensation plan and packages. Boards – Pay Commissions – Compensation Management in Multi-National organizations	

Reference Books *

1. Recruitment Management – Rashmi T.K- Hph, 1e, 2014
2. Recruiting, Interviewing, Selecting And Orienting New Employee, Arthur Diane, 5/E, 2012 Jico Publisher
3. Managing Human Resources - Bholander, Snell, Sherman-Thomson Learning 18th Edition, 2019.
4. Personal and Human Resource Management – P Subba Rao- Himalaya Publication, 5/E, 2015.
5. Richard Thorpe & Gill Homen: Strategic Reward System-Prentice-Hall, 2000
6. Human Resource Management- Cynthia Fisher, James B. Shaw Lyle F Scheoenfeldt- India Pvt.Ltd.

Course Outcomes**

After completion of the course student will be able to

1. Understand and remember various concepts of Recruitment and Compensation.
2. Apply and relate the theoretical knowledge of recruitment selection, and compensation subject to the practical aspects.
3. Understand and develop the techniques required for selection of employees.
4. Plan and implement the strategies of Recruitment and compensation management.

*** Books to be listed as per the format with decreasing level of coverage of syllabus**
**** Each CO to be written with proper action word and should be assessable and quantifiable**

Course Outcomes	Programme Outcomes (POs)	Program Specific

													Outcomes (PSOs)		
	1	**2**	**3**	**4**	**5**	**6**	**7**						**1**	**2**	**3**
CO1	1	1	1	1	-	-	--								
CO2	2	2	-	-	--	-	--								
CO3	3	3	-	-	-	--	--								
CO4	2	2	-	-	-	--	--								

22PBA412E	PERSONALITY GROWTH AND INTERPERSONAL EFFECTIVENESS	Credits: 04
L: T: P - 4_L: 0_T: 0_P		CIE Marks: 50
Hours/Week: 04 Total (52)		SEE Marks: 50

UNIT-I	13 Hrs.
Personality growth: Meaning of personality, nature and scope of personality growth. Self-awareness and self-esteem. Components of personality development, Ego states- Id, ego and super ego and defense mechanism. Developing a self-improvement plan. **Pedagogy and Andragogy**. Adult Learning Process; Learning styles, Kolb's learning cycle and its relatedness to personality development	
UNIT–II	**13 Hrs.**
Understanding human personality: Personality theories, Carl Jung's theory of personality types and Myers Briggs Type Indicator test (MBTI), Trait theories- Type A and B, Emotional intelligence. **Attitudes, beliefs, Values and their impact on behavior:** Definitions of attitude and value, work attitudes, organizational values and work values, seven habits of highly effective people.	
UNIT–III	**13 Hrs.**
Basic functions of mind: Creativity and innovation. Blocks to creativity. Creativity processes and tools- convergent and divergent thinking. Six thinking Hats, Neuro Linguistic Programming. **Interpersonal relations and personal growth:** Interpersonal needs for openness, inclusion and control. Discovering the interpersonal orientation through FIRO-B. Conflict resolution and negotiation, time management and honoring the commitments.	
UNIT–IV	**13 Hrs.**
Transactional Analysis: Ego states, Transaction Analysis, Structural Analysis, Interaction Analysis Life position Analysis, script Analysis. Lifestyle approach, Personal effectiveness, Johari Window, developing personal effectiveness.	

Reference Books *

1. Organizational Behaviour: Human Behavior at work – John W. Newstrom and Keith Davis, 11/e, Tata McGraw Hill, 2003.
2. Human Relations in organizations - Robert N. Lussier, 8/e, 2017, Mc-Graw Hill Education
3. Understanding OB - Udai Pareek, Oxford University Press, 4th Edition, 2018.
4. Theories of Personality- Calvin S Hall, 4/e, Wiley India Pvt. Ltd.
5. Seven habits of highly effective people, 2019 - Stephen R Covey, Pocket Books.
6. Training in interpersonal Skills- Stephen Robbins, 6th Edition, 2015, Pearson Education.
7. Development of Management Skills - Whetten & Cameron, 8/e, 2017, PHI.

Course Outcomes**

After completion of the course student will be able to

1. Understand and various concepts of personal growth.
2. Apply and relate the theoretical knowledge of strategies to the practical aspects.
3. Analyze and develop the tools and technique for development of employees.
4. Plan pedagogical and and ragogical teaching methodologies and interpersonal skills

*** Books to be listed as per the format with decreasing level of coverage of syllabus**
**** Each CO to be written with proper action word and should be assessable and quantifiable**

Course Outcomes	**Programme Outcomes (POs)**												**Program Specific Outcomes (PSOs)**		
	1	**2**	**3**	**4**	**5**	**6**	**7**						**1**	**2**	**3**
CO1	3	-	-	-	-	-	-								
CO2	-	3	-	-	-	-	-								
CO3	-	-	2	2	-	-	-								
CO4	-	-	-	-	-	-	-								

22PBA413E	ORGANIZATIONAL LEADERSHIP	Credits: 04
L: T: P - 4_L: 0_T: 0_P		CIE Marks: 50
Hours/Week: 04 Total (52)		SEE Marks: 50

UNIT-I	13 Hrs.
Introduction to Leadership: Definition, Importance of leadership, Roles of a leader, Leadership theory paradigms, levels of analysis of leadership theory **Leadership traits and ethics:** Personality traits and leadership, traits of effective leaders, Leadership attitudes, ethical leadership, Achievement motivation theory.	
UNIT–II	**13 Hrs.**
Leadership behaviour and motivation, and contingency leadership: Leadership behaviour and styles, University of Michigan and Ohio studies, Leadership grid, Leadership and motivation, Content and process theories, Reinforcement theory, Contingency leadership theories and models, Leadership continuum theory, Normative leadership theory, Leadership substitute theory	
UNIT–III	**13 Hrs.**
Team Leadership: The use of teams in organizations, Types of teams, Decision making in teams, Leadership skills for effective team meetings, Ginnet's team effectiveness leadership model, virtual and self-managed teams, the changing role of leadership in self-managed teams **Leader follower relations:** Followers, Evolution of Dyadic theory, Leader member exchange theory, Fellowship, Delegation, Coaching, Managing conflict **Organizational Leadership:** Charismatic and transformational leadership, Stewardship and servant leadership, Leadership of culture and diversity, Creating high performance culture, Strategic leadership	
UNIT–IV	**13 Hrs.**
Leadership development and succession: Development through self-awareness and self-discipline, Development through education, experience, and mentoring, succession. Leadership development programs, Evaluation of leadership development efforts, Leadership **Indian cases on leadership**	

Reference Books *

1. Effective Leadership- Lussier/ Achus, Third edition, Thomson South Western, 2007
2. Leadership-Enhancing the Lessons of experience, Hughes, Ginnet, Curphy, Fifth edition, Tata McGraw Hill, 7th e, 2011.
3. Leadership in Organizations, Gary Yukl, Pearson Education, 8th Edition, 2017.
4. The Leadership Experience, Richard L Daft, Cengage Learning, 6th Edition, 2015.
5. Dynamics of leadership, Craig Watson, Jaico Publication, 2005.
6. Leadership-Research findings, Practice, and skills, Andrew J Durbrin, 7th Edition, 2012, Biztantra.

Course Outcomes**

After completion of the course student will be able to

1. Understand the concepts and practices of organizational leadership.
2. Apply and relate key international organizational leadership theories and practices.
3. Analyze different cases of organizational leadership with respect to corporate world.

4. Plan and implement different strategies of organizational leadership.

*** Books to be listed as per the format with decreasing level of coverage of syllabus**
**** Each CO to be written with proper action word and should be assessable and quantifiable**

Course Outcomes	Programme Outcomes (POs)											Program Specific Outcomes (PSOs)		
	1	**2**	**3**	**4**	**5**	**6**	**7**					**1**	**2**	**3**
CO1	2	1	2	2	-	-	-							
CO2	1	2	3	2	-	-	-							
CO3	2	2	3	2	-	-	-							
CO4	1	2	2	2	-	-	-							

Scheme of Evaluation:

(2023-24 Joining Batch)

SL NO	COURSE TITLE	COURSE CODE
1	BUSINESS ANALYTICS LAB	22PBA207L
2	PRESENTATION LAB	22PBA208L
3	INTERNSHIP	22PBA316I
4	PROJECT PHASE I	22PBA314P
5	PROJECT PHASE II	22PBA414P

22PBA207L	BUSINESS ANALYTICS LAB	Credits: 1.5
L:T:P - 0_L : 0_T: 3_P		CIE Marks: 50
Total Hours/Week: 03		SEE Marks: 50

Course Structure

A). Excel for Managers:

1. **Introduction to Excel**-Getting started, Excel Environment, Menus and Dialog boxes.
2. **Basic functions**- Totaling, percentages, averages, maximums and minimums, numeric cells, discounts, if statements, nested if statements, sum if statements, count if statements etc.

B). SPSS (Business Statistical Analysis)

1. **Introduction to SPSS**: Getting started, SPSS Environment, Menus, Dialog boxes for Statistical procedures, saving files.
2. **Descriptive Statistics**: Frequency Distributions, Measures of Central Tendency, and Measures of Dispersion.
3. **Testing of Hypothesis**: t-test- one sample, independent sample, paired sample, ANOVA-one way and two-way.

Software packages used:

1. Microsoft Excel
2. SPSS (Statistical Package for Social Sciences).

Guidelines

- Business Analytics Lab is a passing head in the MBA programme.
- Every student has to complete all experiments/exercises prescribed in the course manual.
- Student shall submit a hard copy of lab journal report to the college. The lab journal should consist all prescribed exercises.
- Business Analytics Lab is evaluated for 100 marks (CIE-50 and SEE-50)
- Performance and journal write up consists 30 marks (Marks for each experiment = 30 marks / number of proposed experiments.

Scheme of Evaluation (CIE & SEE)

Examination	Marks
Continuous Internal Evaluation (CIE)	50
Semester End Examination (SEE)	50
Total Marks	**100**

Continuous Internal Evaluation (CIE): Internal evaluation will be carried out by the Internal Department Committee which comprises of course coordinator and another expert from the department. Performance and journal write up shall be evaluated by the course coordinator on a continuous basis. The internal evaluation will be conducted batch wise. A student shall obtain not less than **50%** of maximum marks prescribed for CIE.

Sl. No	Description	Max. Marks
1	Write-up Exam	20
2	Execution	20
3	Viva- Voce	10
	Total	50
	Total 50 marks is reduced to 20 marks	20*
4	Performance and journal write up	30
	Total	**(20+30) =50**

Semester End Examination (SEE): External Evaluation will be carried by the SEE Examination Committee which comprises of internal examiner (from the department) & External examiner (Academician). The external examination will be conducted batch wise. A student shall obtain not less than 40% of maximum marks prescribed for SEE and 50 % in the aggregate of CIE and SEE marks.

Sl.No	Description	Max. Marks
1	Write Up	20
2	Execution	20
3	Viva-Voce	10
	Total	**50**

*** CIE (50) + SEE (50) = 100 Marks**

Note:

- Lab report will be signed by course coordinator and HOD.
- Internal Marks will be entered by course coordinator
- Consolidated CIE Marks Sheets hard copy will be signed by course coordinator & HOD and same is submitted to COE.

Course Outcomes**

After completion of the course student will be able to

1. Understand and use the technology for decision making
2. Learn and adopt various tools to convert data into meaningful information
3. Select, Analyze and choose appropriate tools for various business situations.
4. Develop Application Analytical Skills for solving management problems

*** Books to be listed as per the format with decreasing level of coverage of syllabus**
**** Each CO to be written with proper action word and should be assessable and quantifiable**

Course Outcomes	Programme Outcomes (POs)											Program Specific Outcomes (PSOs)		
	1	2	3	4	5	6	7							
CO1	-	1	-	-	-	3	-							
CO2	-	2	-	-	-	3	-							
CO3	-	3	-	-	-	3	-							
CO4	-	3	-	-	-	3	-							

22PBA208L	PRESENTATION LAB	Credits: 1.5
L: T:P - 0_L : 0_T: 3_P		CIE Marks: 50
Total Hours/Week: 03		SEE Marks: 50

Course Structure

Objectives:

It gives an opportunity for student to:

- Develop presentation ability
- Use effective visual aids
- Learn to prepare presentations by collecting, preparing and analyzing data
- Adopt several methods and tools for presentation
- Use positive presentation style behavior
- To remove stage fear and build confidence

Guidelines

- Presentation Lab is a passing head in the MBA programme.
- Every student has to complete all exercises/ presentations prescribed in the course manual.
- Student shall submit a hard copy of presentation lab journal report to the college. The lab journal should consist of all prescribed exercises/ presentations topics.
- Presentation exercises/ topics will be from various subjects/ domains, namely, Financial Management, Managing Human Resource, Research Methodology &Statistics, Strategic Management and Business and Legal Environment. Student shall collect relevant data on the given topic and make a presentation.
- Presentation Lab is evaluated for 100 marks (CIE-50 and SEE-50)
- Performance and journal write up consists 30 marks (Marks for each exercise = 30 marks / no of proposed exercises).

Scheme of Evaluation (CIE & SEE)

Examination	Marks
Continuous Internal Evaluation (CIE)	50
Semester End Examination (SEE)	50
Total Marks	**100**

Continuous Internal Evaluation (CIE): Internal evaluation will be carried out by the Internal Department Committee which comprises of internal examiner and another expert from the department. Performance and journal write up shall be evaluated by the concerned subject faculty who engages the presentation for the particular topic. The internal evaluation will be conducted batch wise. A student shall obtain not less than **50%** of maximum marks prescribed for CIE.

SL. No	Marks split	Max.Marks
1	Write-up Exam	**20**
2	Presentation	**20**
3	Interaction	**10**
	Total	**50**
Total 50 marks is reduced to 20 marks		**20***
4	Performance and journal write up	**30**
	Total	**(20+30)=50**

Semester End Examination (SEE): External Evaluation will be carried by the SEE Examination Committee which comprises of internal examiner (from the department) & External examiner (Academician). The external examination will be conducted batch wise. A student shall obtain not less than 40% of maximum marks prescribed for SEE and 50 % in the aggregate of CIE and SEE marks.

Sl. No	Marks split	Max Marks
1	Write-up	20
2	Presentation	20
3	Viva Voce	10
	Total	**50**

*** CIE (50) + SEE (50) = 100 Marks**

Note:

- Lab report will be signed by course coordinator and HOD.
- Internal Marks will be entered by course coordinator.
- Consolidated CIE Marks Sheets hard copy will be signed by course coordinator & HOD and same is submitted to COE.

Course Outcomes**

After completion of the course student will be able to

5. Understand and use the technology for decision making
6. Learn and adopt various tools to convert data into meaningful information
7. Select, Analyze and choose appropriate tools for various business situations.
8. Develop Application Analytical Skills for solving management problems

**** Each CO to be written with proper action word and should be assessable and quantifiable**

Course Outcomes	Programme Outcomes (POs)												Program Specific Outcomes (PSOs)		
	1	**2**	**3**	**4**	**5**	**6**	**7**								
CO1	3		2	1			3								
CO2					3										
CO3	1	3	2				3								
CO4	2			1		2									

22PBA316I	Internship	Credits: 03
		CIE Marks: 50
		SEE Marks: 50

Guidelines

INTRODUCTION:

Internship is an integral part of the academic curriculum of MBA. It is an initiative to bridge the gap between knowledge and its application through a series of interventions that will enable students of MBA programme to gain insights and exposure to the industry. Internship carries 3 credits and is carried out by the student for 8 weeks after the completion of second semester. The internship evaluation and examination is carried out in the third semester.

OBJECTIVES:

The objectives of conducting Internship of MBA programme are:

- Internship is a passing head in the MBA programme.
- To provide an opportunity for students to apply theoretical concepts in real life situations at the work place;
- To sensitize students to the nuances of corporate culture and familiarize them with the corporate code of behavior;
- To enable students to manage resources, work under deadlines, identify and carry out specific goal-oriented tasks;
- To enable students discover their professional strengths and weaknesses and align them with the changing business environment;

To sharpen domain knowledge and provide cross functional skills.

General Guidelines:

A. Nature of Internship: The student will have to identify an Internship in a business enterprise. Students are expected to work in the organization/obtain professional knowledge and skills, apart from studying the organization structure and functioning of that organization.

B. Duration of Internship: The Internship shall be for a period of 8 weeks immediately after completion of second semester.

C. Guide: Internal guide of the Internship is a faculty member working in department. External guide is from the business organization where the student is carrying out his/her Internship. Internal guide is expected to be in continuous interaction with external guide during the course of the Internship.

D. **Submission of Report:** Students shall submit three hard copy of the report to the college and a soft copy in PDF file (Un-editable monolithic format).

E. Evaluation:

Continuous Internal Evaluation (CIE): Internal evaluation will be carried out by the Internal Department Committee which comprises of internal guide and another expert from the department. A student shall obtain not less than 50% of maximum marks prescribed for CIE.

Semester End Examination (SEE): External Evaluation will be carried by the SEE Examination Committee which comprise of Internal examiner (from the department), & External examiner (Industry expert or Academician). A student shall obtain not less than 40% of maximum marks prescribed for SEE and 50 % of marks in CIE and 50 % in the aggregate of CIE and SEE marks.

*** CIE (50) + SEE (50) = 100 Marks**

Contents of the Internship Report	
1	**Cover page**
2	Certificate from the guide, HOD and Head of the Institution indicating bonafied performance of Internship by the student.
3	Certificate from the Organization
4	Declaration by the student
5	Acknowledgement
6	Executive summary
7	Table of contents
8	List of tables and graphs
9	**Chapter 1:** Introduction about the industry.
1	**Chapter 2:** Organization Profile • Brief History • Profile of the organization • Vision, Mission & Quality policy of the organization • Organization Structure and functions of different departments. • Product / Service profile • Areas of operations • Infrastructure facilities • Competitors information
1	**Chapter 3:** SWOT Analysis
1	**Chapter 4:** Overview of the HR/ Marketing/Finance department: • Elaborative information of the department • Strategy of the department • No. of employees, their roles & responsibilities
1	**Chapter 5:** Learning experience and conclusion.
1	**Bibliography**
1	**Annexure** relevant to the Internship such as weekly reports, figures, graphs, photographs, financial statements etc.

Format of the Internship: Report shall be prepared using the word processor viz., MS Word, Times New Roman font sized 12, on a page layout of A4 size with 1” margin all sides (1.5” on left side due to binding) and 1.5line spacing.

Scheme of Evaluation

Examination	Marks
Continuous Internal Evaluation (CIE)	50 Marks
Semester End Examination (SEE)	50 Marks
Total Marks	**100 Marks**

Continuous Internal Evaluation (CIE): Internal evaluation will be carried out by the Internal Department Committee which comprises of internal guide and another expert from the department. The internal evaluation will be conducted batch wise. A student shall obtain not less than 50% of maximum marks prescribed for CIE.

Sl.No.	Split up of CIE Marks	Marks
1.	Report Evaluation	30
2.	Presentation	20
	Total	**50**

Sl.No.	Report Evaluation	Marks
1.	Introduction about the industry	05
2.	Organization Profile	10
3.	SWOT Analysis	05
4.	Overview of the department	05
5.	Learning Experience and conclusion	05
	Total	**30**

Sl.No.	Split up of Presentation Marks	Marks
1.	Professional skills learnt during the internship	05
2.	Domain skills learnt	05
3.	Preparation of power point slides	05
4.	Overall confidence gained during internship	05
	Total	**20**

Semester End Examination (SEE): External Evaluation will be carried by the SEE Examination Committee comprises of internal examiner (from the department), & External examiner (Industry expert or Academician). The external examination will be conducted batch wise. A student shall obtain not less than 40% of maximum marks prescribed for SEE and 50 % of marks in CIE and 50 % in the aggregate of CIE and SEE marks.

Sl.No.	Split up of SEE Marks	Marks
1.	Understanding of the industry	10
2.	Understanding the corporate functions and company profile	10
3.	SWOT Analysis justification	10
4.	Learning experience and conclusion	10
5.	Interaction	10
	Total	**50**

*** CIE (50) + SEE (50) = 100 Marks.**

**** Each CO to be written with proper action word and should be assessable and quantifiable**

Course Outcomes	Programme Outcomes (POs)												Program Specific Outcomes (PSOs)		
	1	**2**	**3**	**4**	**5**	**6**	**7**						**1**	**2**	**3**
CO1	3	1				2	1								
CO2	2	2				2	2								
CO3	2	2				3	3								
CO4	3	3				3	3								

22PBA314P & 22PBA414P	Project Phase I & II	**Credits: 10 (4+6)**
		CIE Marks: 50
		SEE Marks: 50

Guidelines

INTRODUCTION:

Project is an integral part of the academic curriculum of MBA Programme and is one of the head of passing. Each student shall carryout the project work independently as per the scheme of teaching and evaluation under the guidance of one of the departmental faculty members. The project work is spread across third and fourth semesters into Phase-I and Phase-II respectively. Project Phase-I (22PBA314P) carries 4 credits and Project Phase-II (22PBA414P) carries 6 credits. The total project work carries 10 credits.

Objectives:

A student can take up an in-depth study and work on them, there by gaining thorough knowledge in the field of the study. Student can choose theoretical/ fundamental/ conceptual/ application oriented/ organizational/ societal related issues as their research problem area and work on them. Student can take up inter domain/ interdisciplinary research problem for the study.

General Guidelines:

- Internship is a passing head in the MBA programme.
- The topic and title of the project work shall be chosen by the student in consultation with the guide during beginning of the third semester.
- Phase-I and Phase-II examinations will be conducted during third and fourth semester respectively.
- On completion of Project Phase-I & II, the report has to be prepared by the student and submitted to the department for evaluation.
- During Phase-I, one spiral bound report (hard copy) shall be submitted to the college.
- During Phase-II, student shall submit three hard copies of the entire project work report (including Phase-I & II) to the college and a soft copy in PDF file (un-editable monolithic format).
- Before submission of the final hard bound and soft copies during fourth semester, student has to submit a softcopy of the project thesis for plagiarism check by paying prescribed fees by the college.
- Fourth semester students having backlog courses are also permitted to submit the project thesis for plagiarism check and attend the SEE.
- The plagiarism check (similarity check) shall be done excluding the certificates, bibliography, index and references etc.
- Thesis sent for similarity check should have all the sections of the thesis from introduction page to conclusion.
- Percentage of similarity check ≤25%
- If the similarity check index is >25%, the modified thesis has to be resubmitted with the prescribed fees for resubmission.
- The third time resubmission shall be considered as the final one failing to which the same thesis shall not be accepted for similarity check.

Evaluation:

Continuous Internal Evaluation (CIE): Internal evaluation will be carried out by the Internal Department Committee which comprises of internal guide and another expert from the department. A student shall obtain not less than 50% of maximum marks prescribed for CIE.

Semester End Examination (SEE): External Evaluation will be carried by the SEE Examination Committee comprises of Internal examiner (from the department), & External examiner (Industry expert or Academician). A student shall obtain not less than 40% of maximum marks prescribed for SEE and 50 % of marks in CIE and 50 % in the aggregate of CIE and SEE marks.

*** CIE (50) + SEE (50) = 100 Marks.**

Schedule

Schedule to be followed during Project Phase-I

Activity	Internal evaluation
1) Organization study/ Introduction of the topic 2) Literature review 3) Problem statement 4) Objectives of the study	Student has to do first presentation covering these aspects.
5) Research design/ methodology i. Sampling design ii. Data collection methods iii. Data analysis tools 6) Scope of the study 7) Limitations of the study	Student has to present on these aspects during second presentation.
8) Questionnaire framing/Data collection	Student has to present and get approval of questionnaire/ data collection during third presentation.

Schedule to be followed during Project Phase-II

	Activity	Internal Evaluation
1.	Data processing: Data collected to be edited, coded, tabulated and presented to the guide.	Student has to do first presentation covering these aspects.
2.	Data Analysis and interpretation: Analysis and interpretation of results, findings and observations. Students must use appropriate tools and techniques for analyzing the data.	Student has to present on these aspects during second presentation.
3.	Suggestions/recommendations and conclusion. Finalization of report.	Student has to present and get approval of final report during third presentation.
4.	Submission of report	Final report should be submitted as per the stipulated time given by the college.

Scheme of Evaluation CIE and SEE – Project Phase - I

Continuous Internal Evaluation (CIE): Internal evaluation will be carried out by the Internal Department Committee which comprises of internal guide and another expert from the department. A student shall obtain not less than 50% of maximum marks prescribed for CIE.

Sl. No	Aspects	Marks
1	Project Progress Presentation I	10
2	Project Progress Presentation II	10
3	Project Progress Presentation III	10
4	Presentation and viva voce	20
	Total	**50**

Sl.No.	Split up of marks for Presentation and Viva voce	Marks
1	Identifying significant research problems	05
2	Quality of literature review	05
3	Identification of appropriate research design and tools	05
4	Interaction and justification	05
	Total	**20**

Semester End Examination (SEE): External Evaluation will be carried by the SEE Examination Committee comprises of Internal examiner (from the department), & External examiner (Industry expert or Academician). A student shall obtain not less than 40% of maximum marks prescribed for SEE and 50 % of marks in CIE and 50 % in the aggregate of CIE and SEE marks.

Sl No	Split up of marks	Maximum Marks
1	Problem identification and objectives of the study	10
2	Literature review/scope of the study	10
3	Research design /methodology	10
4	Limitations of the study/questionnaire	10
5	Interaction and justification	10
	Total	**50**

***CIE (50) + SEE (50) = 100 Marks**

Scheme of Evaluation CIE and SEE – Project Phase - II

Continuous Internal Evaluation (CIE): Internal evaluation will be carried out by the Internal Department Committee which comprises of internal guide and another expert from the department. A student shall obtain not less than **50%** of maximum marks prescribed for CIE.

Sl. No	Split up of Marks	Marks
1	Project Progress Presentation I	10
2	Project Progress Presentation II	10

3	Project Progress Presentation III	10
4	Report Evaluation	20
	Total	**50**

Sl.No.	Report Evaluation	Marks
1.	Organization and presentation of work	10
2.	Emphasizing the contribution and results	10
	Total	**20**

Semester End Examination (SEE): External Evaluation will be carried by the SEE Examination Committee comprises of, Internal examiner / Guide (from the department), & External examiner (Industry expert or Academician). A student shall obtain not less than **40%** of maximum marks prescribed for SEE and 50 % of marks in CIE and 50 % in the aggregate of CIE and SEE marks.

Sl No	Split up of Marks	Marks
1	Report Evaluation	30
2	Viva- Voce	20
	Total	**50**

Report Evaluation:
The report shall be sent through Email for evaluation to Two examiners – One Internal Examiner (Guide) and One External Examiner. The evaluation of the project report / Dissertation shall be made independently by each examiner for 30 marks. The average of the marks awarded by the two examiners shall be the final evaluation marks for the project report / Dissertation and rounded to next higher digit.

Sl No	Split up of Marks	Maximum Marks
1	Introduction	05
2	Literature review	05
3	Research Methodology	05
4	Data analysis and interpretation	10
5	Findings, suggestions and conclusion	05
	Total	**30**

Viva- Voce:
Viva-voce examination for 20 Marks shall be jointly conducted by the external examiner and internal examiner (Guide).

Sl No	Split up of Marks for Viva-Voce	Maximum Marks
1	Organisation and Presentation of the work	05
2	Enterprising the contribution and results	05
3	Interaction	10
	Total	**20**

***CIE (50) + SEE (50) = 100 Marks.**

The final marks of project evaluation (Report evaluation + viva voce) shall be considered for 50 marks and handed over to examination section

Sl No	Contents of the Project Report
1	Cover page
2	Certificate from the guide, HOD and Head of the Institution
3	Declaration by the student
4	Acknowledgement
5	Executive summary
6	Table of contents
7	Chapter 1: Introduction
8	Chapter 2: Literature review
9	Chapter 3: Research Methodology
10	Chapter 4: Data analysis and interpretation
11	Chapter 5: Findings, suggestions and conclusion
12	References and bibliography
13	Annexure relevant to the Project such as questionnaire, financial statements etc.

Format of the Project Report:

Report shall be prepared using the word processor viz., MS Word, Times New Roman font sized 12, on a page layout of A4 size with 1” margin all sides (1.5” on left side due to binding) and 1.5line spacing.

**** Each CO to be written with proper action word and should be assessable and quantifiable**

Course Outcomes	Programme Outcomes (POs)										
	1	2	3	4	5	6	7				
CO1						1	1				
CO2						1	1				
CO3						2	2				
CO4						3	3				

22PBA209M	**Societal Project Audit Course** (Mandatory Course without any Credits)	**Credits: 00** CIE Marks: 50

Course Structure
Introduction: Societal project shall be Audit course, the students should identify and study problems faced by the society. The students must submit a report to the respective guides. This shall be an audit course on the lines of ability enhancement courses and shall be undertaken after the first semester and before commencement of the second semester. Societal Project (one week) is mandatory for all the students and this has to be carried out after the first semester during vacation and the report should be submitted by the students and should be assessed internally during the second semester and it is a non credit but mandatory course (Audit Course). Short term projects at villages, slums or urban areas can be under social project. The project will be more fruitful, if students work in teams. The teams can select one or more fields to do their best in the fields such as: (i) Swachch Bharat: Swachh Bharat Mission, Swachh Bharat Abhiyan, or Clean India Mission is a country-wide campaign to eliminate open defecation and improve solid waste management. (ii) Accessible India: Accessible India Campaign or Sugamya Bharat Abhiyan is a program to serve the differently-able community of the country. (iii) Digital India: A campaign to ensure the Government's services are made available to citizens electronically by improved online infrastructure and by increasing Internet connectivity or making the country digitally empowered in the field of technology. (iv) Beti-Bachao and Beti-Padhao: A campaign of the Government of India that aims to generate awareness and improve the efficiency of welfare services intended for girls in India. (v) Environment and Energy Conservation and Education, legal aid, consumer protection and allied field including Indian Red Cross Society, National Cadet Corps, Bharat Scouts and Guides.
Objectives
1. To help students to realize the stark realities of the society. 2. To bring about an attitudinal change in the students and help them to develop societal consciousness, sensibility, responsibility and accountability 3. To make students socially responsible citizens who are sensitive to the needs of the disadvantaged sections. 4. To help students to initiate developmental activities in the community in coordination with public and government authorities
Guidelines
• Societal project is Audit Course without any Credits. • Societal project can be carried out by an individual or a team of 2 to 5 members. • Societal project shall be for a period of one week immediately after completion of first semester. • Guide for the societal project is a faculty member working in department and is expected to be in continuous interaction with the student. • Student shall submit a hard copy of Societal project to the college.

- Evaluation: CIE evaluation Committee consists of two internal examiners. There will not be Semester End Examination for the Societal project.

Scheme of Evaluation: Internal Evaluation – 100 Marks

Sl.No.	Split up of CIE Marks	Marks
1.	Report Evaluation	50
2.	Presentation	50
	Total	**100**

Sl.No.	Split up of Report Evaluation Marks	Marks
1.	Introduction	10
2.	Need for the study / Objectives	10
3.	Methodology	10
4.	Contribution	10
5.	Conclusion	10
	Total	**50**

Sl.No.	Split up of Presentation Marks	Marks
1.	Relevance of the theme or problem selected	10
2.	Involvement in the project chosen	10
3.	Presentation skills	10
4.	Overall contribution during project	10
5.	Learning	10
	Total	**50**

Sl. No.	Contents of the Report
1.	Introduction
2.	Need for the study / Objectives
3.	Methodology
4.	Contribution
5.	Conclusion

Format of the Report:

Report shall be prepared using the word processor viz., MS Word, Times New Roman font sized 12, on a page layout of A4 size with 1” margin all sides (1.5” on left side due to binding) and 1.5 line spacing.