

MASTER OF BUSINESS ADMINISTRATION

VISION

To create well-rounded Entrepreneurs and disseminate business knowledge, to produce globally competitive and socially responsible leaders as a recognized centre of business excellence.

MISSION

- To develop ethical leaders in organizations and society, committed towards innovation, changing mindsets and inspiring leadership at all levels.
- To equip students with skill-based, practical business knowledge and to inculcate the real time business experience and to develop the global leaders and eminent entrepreneurs.

PROGRAMME EDUCATIONAL OBJECTIVES (PEO)

PEO1: To reveal the competencies and knowledge in key business functional areas including Accounting, Human resource and Marketing Management.

PEO2: To promote the self employment through entrepreneurship and strategy formulation.

PEO3: To inculcate the knowledge and skills to develop effective and ethical leaders ready to face the challenges of corporate world and to become the responsible citizens of the country.

PROGRAMME OUTCOMES (PO)

After completion of the programme, the graduates will be able to

PO 1: Demonstrate professionalism, self-awareness and leadership and language proficiencies.

PO 2: Formulate conceptual models and develop business strategies for management decisions.

- PO 3:** Develop professional skills required to integrate concepts from various specialized disciplines necessary for management practice.
- PO 4:** Analyse the business ideas and develop business plans to start new business ventures.
- PO 5:** Apply skills to manage multidisciplinary teams and to become an ethically and socially responsible leader.

PROGRAMME SPECIFIC OUTCOMES (PSO)

After completion of the programme, the graduates will be able to

- PSO 1:** Apply the knowledge of functional areas of business management, economics, finance, marketing, human resources, law and research for integrative solution for complex management problems.
- PSO 2:** Recognise the appropriate business management concepts which benefit the stakeholders on whole.
- PSO 3:** Solve the complex problems in their field of specialisation with the practical understanding of the social, legal, economical, political, technological, cultural and ethical impacts of the solution.
- PSO 4:** Evaluate and classify various strategies to enhance the business portfolio management.
- PSO 5:** Recognize the changes and adopt to the changing business world.

REGULATIONS

ELIGIBILITY

Candidates seeking the admission to the first year of the Master of Business Administration full-time degree programme shall be required to possess a Bachelor's Degree of any Recognized University.

DURATION OF THE COURSE

The programme shall extend over a two academic years consisting of four semesters. Each academic year will be divided into two semesters.

MAXIMUM DURATION FOR THE COMPLETION OF THE PG PROGRAMME

The maximum duration for completion of the PG Programme shall not exceed 8 semesters.

SCHEME OF EXAMINATION

Subject Code	Subject	Hours of Instruction	Exam Duration	Maximum Marks			Credit Points
				CA	CE	Total	
First Semester							
Part A							
18PBAM101	Core I: Management and Decision Making	5	3	25	75	100	4
18PBAM102	Core II: Managerial Economics	5	3	25	75	100	4
18PBAM103	Core III: Organizational Behaviour	5	3	25	75	100	4
18PBAM104	Core IV: Accounting for Managers	5	3	25	75	100	4
18PBAM105	Core V: Entrepreneurial Development	5	3	25	75	100	4
18PBAMP101	Core Practical I: Executive Communication	4	3	40	60	100	3
Non Credit							
18PLS101	Career Competency Skills I	1	-	-	-	-	-
	Total	30				600	23
Second Semester							
Part A							
18PBAM201	Core VI: Operations Management	4	3	25	75	100	3
18PBAM202	Core VII: Financial Management	5	3	25	75	100	4
18PBAM203	Core VIII: Human Resource Management	4	3	25	75	100	3
18PBAM204	Core IX: Marketing Management	5	3	25	75	100	4
18PMABAM205	Core X: Operations Research	5	3	25	75	100	4
18PCSBAMP201	Core Practical II: Computer Applications for Managers	4	3	40	60	100	2

Master of Business Administration (Students admitted from 2018-2019 onwards)

Part B							
18PVE201	Value Education : Human Rights	2	3	25	75	100	2
18PBAI201	Internship (100% Internal Evaluation)	-	-	100	-	100	2
Non Credit							
18PLS201	Career Competency Skills II	1	-	-	-	-	-
Total		30				800	24
Third Semester							
Part A							
18PBAM301	Core XI: Strategic Management	5	3	25	75	100	4
18PBAM302	Core XII: Business Research Methods	5	3	25	75	100	3
18PCSBAM303	Core XIII: Information Management	5	3	25	75	100	3
18PBAEF301/ 18PBAEH301 / 18PBAEO301/	Elective I: Finance / Human Resource / Operations	5	3	25	75	100	4
18PBAEF302/ 18PBAEH302/ 18PBAEO302/	Elective II: Finance / Human Resource / Operations	5	3	25	75	100	4
18PBAEF303/ 18PBAEH303/ 18PBAEO303/	Elective III: Finance / Human Resource / Operations	5	3	25	75	100	4
Total		30				600	22
Fourth Semester							
Part A							
18PBAM401	Core XIV: Global Business Management	5	3	25	75	100	3
18PBAEM401 / 18PCSBAES401	Elective I : Marketing / Systems	5	3	25	75	100	4
18PBAEM402 / 18PCSBAES402	Elective II : Marketing / Systems	5	3	25	75	100	4
18PBAEM403 / 18PCSBAES403	Elective III :Marketing / Systems	5	3	25	75	100	4
18PBAPR401	Core XV: Project and Viva Voce	5	-	50	150	200	6
TOTAL		25				600	21
GRAND TOTAL						2600	90

FOR PROGRAMME COMPLETION

Students' shall

- Complete Internship in Second Semester
- Complete all Major papers
- Complete one value education Course in Second Semester
- Complete Career Competency Skills papers as non credit course in I and II semesters
- Complete Project Viva-Voce in fourth Semester

TOTAL CREDIT DISTRIBUTION

COMPONENT	MARKS	CREDITS
Part A		
Core	1800	62
Elective	600	24
Part - B		
Value Education	100	2
Internship	100	2
TOTAL	2600	90

Electives

Subject Code	Subject	Hrs of Instruction	Exam Duration (Hrs)	Maximum Marks			Credit Points
				CA	CE	Total	
Third Semester							
Area: Finance							
18PBAEF301	Elective I: Financial Services	5	3	25	75	100	4
18PBAEF302	Elective II: Security Analysis and Portfolio Management	5	3	25	75	100	4
18PBAEF303	Elective III: Strategic Financial Management	5	3	25	75	100	4
Area: Human Resource							
18PBAEH301	Elective I: Employee Relations Management	5	3	25	75	100	4
18PBAEH302	Elective II: Strategic Human Resource Management	5	3	25	75	100	4
18PBAEH303	Elective III: Training and Development	5	3	25	75	100	4
Area: Operations							
18PBAEO301	Elective I: Advanced Operations Management	5	3	25	75	100	4
18PBAEO302	Elective II: Supply Chain Management	5	3	25	75	100	4
18PBAEO303	Elective III: World Class Manufacturing	5	3	25	75	100	4
Fourth Semester							
Area: Marketing							
18PBAEM401	Elective I: Customer Relationship Management	5	3	25	75	100	4
18PBAEM402	Elective II: Integrated Marketing Communication	5	3	25	75	100	4
18PBAEM403	Elective III: Retail Management	5	3	25	75	100	4
Area: Systems							
18PCSBAES401	Elective I: Enterprise Resource Planning	5	3	25	75	100	4
18PCSBAES402	Elective II: Data Mining and Warehousing	5	3	25	75	100	4
18PCSBAES403	Elective III: Data Base Management System	5	3	25	75	100	4

18PBAM101	CORE I: MANAGEMENT AND DECISION MAKING	SEMESTER- I	
Course Objective: The Course aims <ul style="list-style-type: none"> To initiate the students into the fundamentals of Management and Decision Making. 			
Credits:4		Total Hours: 50	
UNIT	CONTENTS	Hrs	CO
I	The concept of Management: Definition, nature and scope of management -Evolution of management thought - Contributions of F.W. Taylor, Henry Fayol, Elton Mayo, McGregor and Peter Drucker - Functions of Management - Types of business organizations.	10	CO1
II	Planning and Decision Making: Definition and nature of planning - Importance, steps and limitations of planning - Management by Objectives (MBO) - The concept and nature of decision making - Principles of decision making - Process of decision making - Types of decisions - Problems in decision making.	10	CO2
III	Organizing: Meaning and principles of organizing- Process of organizing-Organization structure- Span of Control- Authority and responsibility-Centralization and decentralization- Delegation of authority- Line and staff functions and conflicts - Types of organizations.	10	CO3
IV	Directing: Meaning and importance of directing - Supervision; Communication: meaning, types and process of communication - Barriers of communication-Principles of effective communication; Co-ordination: Need for co-ordination - Principles and techniques of co-ordination.	10	CO4
V	Controlling: Meaning and definition-Areas of control- Steps in control process- Requirements of effective control system- Techniques of control- PERT and CPM - Budgetary control and types of budgets- Essentials of effective budgeting system.	10	CO5
Text Book			
1	<i>Prasad, L.M. 2009. Principles and Practice of Management. [Eighth Edition]. Sultan Chand & Sons, New Delhi.</i>		
Reference Books			
1	<i>Don Hellriegel, Susan E.Jackson and John W.Slocum. 2005. Management, A Competency-based Approach. [Tenth Edition]. Thomson South-Western, New Delhi.</i>		
2	<i>Stephen, P. Robbins and Mary K. Coulter.2008. Management. [Eighth Edition].PHI. New Delhi.</i>		
3	<i>James Arthur Finch Stoner, Daniel R. Gilbert, R. Edward Freeman and Gilbert. 1999. Management.</i>		

4	[Sixth Edition], PHI, New Delhi. <i>Harold Koontz and Heinz Weihrich. 2004. Essentials of Management, A Global Perspective.</i> [Eleventh Edition]. Tata McGraw-Hill, New Delhi.
Web References	
1	www.ft.com/business-education
2	www.cliffnotes.com
3	www.businessbecause.com
4	www.businessmanagementideas.com

COURSE OUTCOMES (CO)

After completion of the course, the students will be able to

CO1	Apply the fundamental management concepts and identify the types of business organisations.
CO2	Plan effectively and take good decisions.
CO3	Evaluate the context for taking managerial actions of organizing, delegating authority and responsibility
CO4	Communicate effectively and coordinate various activities.
CO5	Assess situation, including opportunities and threats using various controlling techniques.

MAPPING

PSO CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	H	M	L	M	M
CO2	M	H	H	M	M
CO3	H	M	L	L	M
CO4	H	M	H	L	L
CO5	M	H	M	M	H

H-High; M-Medium; L-Low

18PBAM102	CORE II: MANAGERIAL ECONOMICS	SEMESTER- I
<p>Note: 90% of the questions shall be theory based and 10% of the questions shall be problem based.</p> <p>Course Objectives</p> <p>The Course aims</p> <ul style="list-style-type: none"> To introduce the students to the basic principles and concepts of both micro economics and macro economics and their relevance to business decisions. 		
Credits:4		Total Hours: 50
UNIT	CONTENTS	Hrs
I	Managerial Economics: Meaning, Nature and Scope of Managerial Economics-Functions of Managerial Economics- Managerial Economics and its relationship with other disciplines - Micro and macro economics.	10
II	Demand Analysis: Meaning, Determinants and types of demand-Law of Demand - Elasticity of Demand - Demand Forecasting - Methods of Demand Forecasting.	10
III	Production Function: Law of supply - Law of Variable Proportion - Iso -cost - Iso -quant's - Returns to Scale -Economies of scale - Elasticity of supply - Cost Analysis: Cost Concepts, Classification and Determinants - Ascertainment of marginal cost - Contribution - P/V ratio - Break - Even Point - Margin of Safety - Cost - Volume- Profit analysis.	10
IV	Market Structure: Perfect Competition - Monopoly - Monopolistic Competition - Oligopoly - Duopoly - Pricing Policy and Practices: Pricing objectives, Pricing methods and pricing under different market conditions.	10
V	National Income: Definition - Concepts of national income - Methods of calculation of national income. Business Cycle: Phases of Business cycle - Causes of business cycle - Inflation - Types - Causes - Effects - Monetary policy and fiscal policy.	10
Text Book		
1	<i>Mote V.L., Samuel Paul and Gupta, G.S. 2011. Managerial Economics. [First Edition]. Tata McGraw Hill Education Private Limited, New Delhi.</i>	
Reference Books		
1	<i>Varshney, R.L. and Maheshwari, K.L.2009. Managerial Economics. [Twelfth Edition]. Sultan Chand & Sons, New Delhi.</i>	
2	<i>Trivedi, M.L. 2002. Managerial Economics Theory and Applications. [Sixth Edition]. Tata McGraw- Hill, New Delhi.</i>	
3	<i>Siddiqui, S.A. and Siddiqui, A.S.2007. Managerial Economics and Financial Analysis. [Fourth Edition]. New Age International Publishers, New Delhi.</i>	

4	Paul G.Keat and Philip K.Y.Young. 2008. Managerial Economics . [Sixth Edition].Pearson Education, New Delhi.
Web References	
1	www.economicsonline.co.uk
2	www.economist.com
3	www.sparknotes.com/economics/

COURSE OUTCOMES (CO)

After completion of the course, the students will be able to

CO1	Identify the principles of micro and macro economics.
CO2	Apply various demand forecasting techniques for demand analysis.
CO3	Use the cost analysis methods to plan the production function
CO4	Design competitive pricing strategies for the different market conditions
CO5	Analyse real world business for the nations/firms economic development

MAPPING

CO \ PSO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	H	M	H	L	M
CO2	M	H	M	M	M
CO3	M	L	L	L	L
CO4	M	M	M	M	H
CO5	M	L	M	M	M

H-High; M-Medium; L-Low

18PBAM103	CORE III: ORGANIZATIONAL BEHAVIOUR	SEMESTER- I	
Course Objectives The Course aims <ul style="list-style-type: none"> • To equip students to understand individual, group and organizational behavior. • To offer a better understanding of elements of organizational culture. 			
Credits:4		Total Hours: 50	
UNIT	CONTENTS	Hrs	CO
I	Organizational Behaviour: Definition - Disciplines contributing to OB - Challenges and opportunities for OB - Basic OB model - Dependent and independent variables. Foundations of individual behavior: Ability - Intellectual and physical - Biographical characteristics. Learning: Theories of learning - Shaping behavior: Methods of shaping and schedules of reinforcement.	10	CO1
II	Attitudes: Components - Major job attitudes - Job satisfaction - Measuring job satisfaction - Impact of satisfied and dissatisfied employees. Personality: Determinants - MBTI - Big Five personality model - Other personality traits relevant to OB. Values: Terminal versus instrumental - Hofstede's framework for assessing cultures.	10	CO2
III	Perception: Factors influencing perception -making judgments about others -attribution theory - shortcuts used in judging others. Motivation: Early theories -Hierarchy of needs , Theory X and Y, Two-factor theory, McClelland's theory of needs, Equity theory and Expectancy theory. Basic emotions and moods - Functions of emotions - Sources of emotions and moods - Emotional intelligence.	10	CO3
IV	Groups - Classification - Stages of group development: Five-stage model - Model for temporary groups. Group properties. Power: Bases of power - Power tactics. Organizational politics - Causes and consequences of political behavior - Impression management. Conflict: Traditional, Human relations and Interactions views - Conflict process.	10	CO4
V	Culture: Culture's functions - Culture as a liability - Creating and sustaining cultures - Ways employees learn culture - Creating a positive organizational culture. Organizational Change: Forces for change - Resistance to change - Overcoming resistance to change - Politics of change - Lewin's Three-step model - Creating a learning organization. Stress - Model of stress - Managing stress.	10	CO5

Text Book	
1	<i>Stephen P. Robbins. Timothy-Judge. A and Seema sanghi. 2009. "Organizational Behaviour", [Thirteenth Edition]. Pearson Education. NewDelhi.</i>
Reference Books	
1	<i>John Newstrom. 2006. "Organizational Behavior & Human Behavior at Work" [Twelfth Edition]. McGraw Hill Education.</i>
2	<i>Fred Luthans. 2008. "Organizational Behaviour", [Twelfth Edition]. Mc Graw Hill International Edition, McGraw Hill. Singapore.</i>
3	<i>Aswathappa. K 2012. Organizational Behaviour (Text, Cases and Games), [Tenth Edition]. Himalaya Publishing. New Delhi.</i>
4	<i>Sushama Khanna. 2011. "Understanding organizational behaviour" (Third edition). Oxford University Press, New Delhi.</i>
Web References	
1	www.examupdates.in
2	www.myorganisationalbehaviour.com
3	www.businessbecause.com

COURSE OUTCOMES (CO)

After completion of the course, the students will be able to

CO1	Analyze individual and group behaviour, and understand the implications of organizational behaviour on the process of management.
CO2	Understand the concepts of perception, attitude, personality and values which help in shaping the individual behaviour.
CO3	Identify different motivational theories and evaluate motivational strategies used in a variety of organizational settings.
CO4	Evaluate the appropriateness of various leadership styles and conflict management strategies used in organizations.
CO5	Know the organizational change and culture which has impact on working relationships within organizations.

MAPPING

PSO CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	H	H	M	H	M
CO2	M	M	M	L	M
CO3	M	L	M	M	L
CO4	L	M	M	M	M
CO5	M	M	H	M	H

H-High; M-Medium; L-Low

18PBAM104	CORE IV: ACCOUNTING FOR MANAGERS	SEMESTER- I	
<p>Note: 60% of the questions shall be theory based and 40% of the questions shall be problem based.</p> <p>Course Objectives</p> <p>The Course aims</p> <ul style="list-style-type: none"> To impart knowledge and skill in generating accounting information for facilitating business decisions. 			
Credits:4		Total Hours: 50	
UNIT	CONTENTS	Hrs	CO
I	Financial Accounting - Nature and purpose - Principles and concepts - Limitations of financial accounting - Preparation of Journal, ledger, - Trial balance – Preparation of final accounts.	10	CO1
II	Financial statement analysis - Significance, methods and purpose - Tools of analysis- Fund flow statement- Cash flow statement\ (Problems- AS-3 format) Relationship between fund flow statement and cash flow statement.	10	CO2
III	Ratio Analysis: Meaning, Nature, utility and limitations of ratio analysis - Types of Ratios: Solvency ratio - profitability ratios and - turnover ratios - Balance sheet to ratios and ratios to balance sheet.	10	CO3
IV	Cost accounting - Meaning, scope and advantages - Financial accounting versus cost accounting - Elements of cost: Material, labour and overheads - Classification of cost - Preparation of cost sheet.	10	CO4
V	Budget - Budgeting and budgetary control - Types of Budgets - Preparation of Production, cash, flexible, fixed budgets and master budgets.	10	CO5
Text Book			
1	<i>Maheshwari, S.N. 2011. Cost and Management Accounting.</i> [Thirteenth Edition]. S.Chand and Company, New Delhi		
Reference Books			
1	<i>Bhattachaya, S.K. 2007. Accounting for Management.</i> [Third Edition]. Vikas Publishing House, New Delhi.		
2	<i>Khan, M.Y and Jain, P.K.2009. Management Accounting.</i> [Fifth Edition]. Tata McGraw-Hill, New Delhi.		
3	<i>Pillai, R.S.N and Bagavathi, V.2009. Management Accounting.</i> [Fourth Edition]. S.Chand and Company, New Delhi.		
4	<i>Sahaf, M.A. 2009. Management Accounting, Principles and Practice.</i> [Fourth Edition]. Vikas Publishing House, New Delhi.		

Web References	
1	www.accountinglectures.com
2	www.accountingcoach.com
3	www.quora.com

COURSE OUTCOMES (CO)

After completion of the course, the students will be able to

CO1	Record the business transactions in Journal, Ledger and Trial balance and preparation of final accounts.
CO2	Ability to interpret and analyse financial statements and combine financial analysis with other information to assess the financial performance and capital spending position of a company.
CO3	Demonstrate the financial situation of a firm which helps the make better sense of the accounts and better understand the current fiscal scenario of an entity.
CO4	Communicate the integration of cost accounting concepts into business situations.
CO5	Understand the role of budgets in organisations, its types and the behavioural issues to consider when developing and using budgets for planning and control.

MAPPING

PSO \ CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	H	M	L	M	L
CO2	M	M	M	M	M
CO3	M	M	M	M	M
CO4	M	M	M	M	M
CO5	M	M	M	H	M

H-High; M-Medium; L-Low

18PBAM105	CORE V: ENTREPRENEURIAL DEVELOPMENT	SEMESTER- I	
Course Objectives The Course aims <ul style="list-style-type: none"> To enable students to understand and apply the theories and practice of Entrepreneurship. To encourage students to develop entrepreneurial behavior. 			
Credits:4		Total Hours: 50	
UNIT	CONTENTS	Hrs	CO
I	Concept of Entrepreneur and Entrepreneurship - Major Entrepreneurial Competencies - Qualities of Successful Entrepreneur - Types of Entrepreneur - Knowledge and Skills required for an Entrepreneur.	10	CO1
II	Entrepreneurial Environment - Economic and Non-economic Factors - Entrepreneurial Motivation - Need for EDPs.	10	CO2
III	Sources of Business / Product ideas - Market Research - Pre-feasibility study - Criteria for selection of a Project - Project Report Preparation and Evaluation Criteria.	10	CO3
IV	Institutional Finance - Term Lending Institutions - Commercial Banks - State Finance Corporations - Small Industries Development Bank of India (SIDBI) - Small Industries Service Institute (SISI) - District Industries Center (DIC) - SIDCO - SIPCOT - TIIC and ITCOT - Microfinance and Self Help Groups.	10	CO4
V	Launching and Development of Small Business - Business Plan - Institutional Support to Small Business - MSME - Growth Strategies - Product Launching - Monitoring and Evaluation of Small Business - Industrial Sickness - Causes and Consequences - Preventing Sickness.	10	CO5
Text Book			
1	<i>Gupta, C.B. and Srinivasan, N.P. 2011. Entrepreneurial Development. [First Edition]. S.Chand and Sons, New Delhi.</i>		
Reference Books			
1	<i>Khanka, S.S. 2011. Entrepreneurial Development. [First Edition]. S. Chand and Company, New Delhi.</i>		
2	<i>Jain, P.C.2010. Hand Book for Entrepreneur. [First Edition]. Oxford University Press, New Delhi.</i>		
3	<i>Hisrich. 2011. Entrepreneurship. [First Edition]. Tata McGraw Hill, New Delhi.</i>		

Web References	
1	www.ft.com/business-education
2	www.entrepreneur.com
3	www.lecturenotes.in

COURSE OUTCOMES (CO)

After completion of the course, the students will be able to

CO1	Identify the knowledge, skills and traits required for an entrepreneur.
CO2	Learn the environmental factors that motivate the entrepreneurship.
CO3	Identify the business ideas and prepare the blueprint of a business
CO4	Analyse the availability of various sources of finance.
CO5	Design a business plan.

MAPPING

PSO \ CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M	M	M	M	M
CO2	L	M	H	M	H
CO3	M	M	M	M	M
CO4	H	L	M	H	L
CO5	M	M	M	M	M

H-High; M-Medium; L-Low

18PBAMP101	CORE PRACTICAL I: EXECUTIVE COMMUNICATION (This paper is meant for practical only and no theory examination)	SEMESTER- I	
Course Objectives			
The Course aims			
<ul style="list-style-type: none"> To develop the basic communication skills key to managerial success. 			
Credits:3		Total Hours: 36	
EXERCISE	CONTENTS	Hrs	CO
i	Letter and email writing, error correction in letters and email	36	CO1, CO2, CO3, CO4, CO5
ii	Public speaking - extempore		
iii	Group discussion		
iv	Self-introduction		
v	Telephonic conversation		
vi	Listening comprehension		
vii	Reading comprehension		
For the final examination, the questions shall cover all four skills: reading, writing, listening and speaking.			
Reference Books			
1	<i>Matthukutty M.Monippally.2006.Business Communication Strategies.</i> [First Edition]. Tata McGraw-Hill, New Delhi.		
2	<i>Matthukutty M. Monippally. 2013. Business Communication from Principles to Practice.</i> [First Edition]. McGraw-Hill Education (India), New Delhi.		
3	<i>Lesikar, Flatley, Rentz and Pande, 2009. Basic Business Communication.</i> [Eleventh Edition]. Tata McGraw- Hill, New Delhi.		
4	<i>Shirley Taylor.2011. Communication for Business.</i> [Fourth Edition]. Pearson Education, New Delhi.		

COURSE OUTCOMES (CO)

After completion of the course, the students will be able to

CO1	Get into the habit of writing regularly.
CO2	Express themselves in different genres of writing from creative to critical to factual writing.
CO3	Take part in print and online media communication.
CO4	Read quite widely to acquire a style of writing.
CO5	Identify their areas of strengths and weaknesses in writing.

18PLS101	CAREER COMPETENCY SKILLS - I	SEMESTER - I	
Course Objectives:			
The course aims			
<ul style="list-style-type: none"> To impart knowledge on the Aptitude. To enhance employability skills and to develop career competency. 			
			Total Hours: 15
UNIT	CONTENTS	Hrs	CO
I	Solving Simultaneous Equations Faster - Number System : HCF, LCM - Square roots and Cube roots - Averages	3	CO1
II	Problems on Numbers -Problems on Ages	3	CO2
III	Calendar - Clocks - Pipes and Cisterns	3	CO3
IV	Time and Work - Time and Distance	3	CO4
V	Ratio and Proportion - Partnership - Chain Rule	3	CO5
Text Book:			
1	Aggarwal R.S. 2013. Quantitative Aptitude. [Seventh Revised Edition]. S.Chand & Co., New Delhi.		
Reference Book :			
1	Abhijith Guha, Quantitative Aptitude for Competitive Examinations , 5 th Edition, Tata McGraw Hill, 2015, New Delhi.		

COURSE OUTCOMES (CO)

After completion of the course, the students will be able to

CO1	Carry out mathematical calculations using shortcuts.
CO2	Calculate Problems on Ages with shortcuts.
CO3	Understand the core concepts of Pipes & Cisterns, Calendar & Clocks.
CO4	Obtain knowledge on shortcuts to Time & Work and Time & Distance.
CO5	Calculate Ratio & Proportion, Partnership with shortcuts.

18PBAM201	CORE VI: OPERATIONS MANAGEMENT	SEMESTER- II	
<p>Note: 60% of the questions shall be theory based and 40% of the questions shall be problem based.</p> <p>Course Objectives</p> <p>The Course aims</p> <ul style="list-style-type: none"> • To familiarize the students with operations management concepts. • To provide competence in the use of different tools and techniques used in operations management. 			
Credits:3		Total Hours: 50	
UNIT	CONTENTS	Hrs	CO
I	Operations Management: Introduction - production of good versus delivery of services - scope of operations management - Historical evolution of operations management - Trends in business. Operations and competitiveness - strategic operations management decision areas. Productivity-computing productivity-factors that affect productivity - improving productivity.	10	CO1
II	Product design process - Quality function deployment - Basics of Value analysis/Value engineering - Designing for Manufacture and Assembly - Process Selection: Process types - product - process matrix. Breakeven analysis for equipment selection (with problems) - Work measurement techniques: Time study - Standard time measurement (with problems) - Application of learning curve.	10	CO2
III	Facility layout: Basic production layout formats - Product layout - Process layout - Fixed position layout - combination layout -Cellular layout - FMS - service layouts - Line balancing (with problems). Facility location: Nature of location decision - general procedure - factors affecting location - Evaluating location alternatives: Factor rating method - Centre of gravity method (with problems).	10	CO3
IV	Quality management: evolution - contributions of quality gurus - dimensions of quality - determinants of quality - benefits of good quality - costs of quality. Quality awards and certification. Total quality management - six sigma - seven basic quality tools. Statistical process control: control charts for variables and attributes (with problems). Acceptance sampling: operating characteristics curve.	10	CO4
V	Inventory Management: Functions of inventory - objectives of inventory control - requirements for effective inventory management - classification system - ABC approach (with problems) - Basic economic order quantity model (with problems) - Economic production quantity. Material requirements planning - overview - MRP inputs - processing -	10	CO5

	outputs - other considerations - benefits (with problems) - ERP - the ABCs of ERP - ERP in services - Mistakes in ERP.		
Text Book			
1	<i>William J. Stevenson.2009. Operations Management.</i> [Ninth Edition]. Tata McGraw Hill, New Delhi.		
Reference Books			
1	<i>Richard B. Chase, Nicholas J. Aquilano and Robert Jacobs, F. 2008. Operations Management for Competitive Advantage.</i> [Eleventh Edition]. Tata McGraw-Hill, NewDelhi.		
2	<i>Panneerselvam, R. 2012. Production and Operations management.</i> [Third Edition]. Prentice Hall of India, New Delhi.		
3	<i>Chary, S N. 2013. Production and Operations Management.</i> [Fifth Edition]. Tata McGraw-Hill, New Delhi.		
4	<i>Kaniska Bedi. 2007. Production and Operation Management.</i> [Second Edition].Oxford University Press, New Delhi.		
Web References			
1	www.ft.com/business-education		
2	www.economist.com		
3	www.businessbecause.com		

COURSE OUTCOMES (CO)

After completion of the course, the students will be able to

CO1	Understand the scope of operations management to improve productivity.
CO2	Analyse the product design process and process selection
CO3	Outline the product and process layout and evaluate the location alternatives
CO4	Utilise the various quality management tools to optimize the quality in operations management
CO5	Design inventory management system

MAPPING

PSO CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	H	M	M	H	M
CO2	L	M	L	M	M
CO3	M	M	M	M	M
CO4	M	M	M	M	M
CO5	M	L	M	M	M

H-High; M-Medium; L-Low

18PBAM202	CORE VII: FINANCIAL MANAGEMENT	SEMESTER- II	
<p>Note: 60% of the questions shall be theory based and 40% of the questions shall be problem based.</p> <p>Course Objectives</p> <p>The Course aims</p> <ul style="list-style-type: none"> The objective of this course is to introduce the students to the basic tools and techniques used in modern financial management. 			
Credits:4		Total Hours: 50	
UNIT	CONTENTS	Hrs	CO
I	Foundations of Finance: Finance - Meaning - Definition - Scope - Objectives - Profit maximization versus wealth maximization - Finance function - Emerging role of finance manager - Agency problem - Time value of money.	10	CO1
II	Investment Decisions: Capital Budgeting - Principles and techniques - Nature of capital budgeting- Evaluation Techniques: Payback, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index - Capital rationing - Risk return analysis - Concept and measurement of cost of capital - Specific cost and overall cost of capital.	10	CO2
III	Financing and Dividend Decisions: Sources of funds - Capital structure theories - Cost of capital: Significance - Computation of Weighted Average Cost of Capital (WACC) - Leverage: Operating, Financial and Combined leverage - Capital structure versus Financial structure - Point of Indifference - EBIT - EPS Analysis.	10	CO3
IV	Dividend Decisions: Dividend policy - Forms of dividend policy - Irrelevance concept of dividend - MM approach - Relevance concept of dividend - Walter's and Gordon's approach - Factors affecting dividend policy.	10	CO4
V	Working Capital Management: Working Capital Management - Definition, concept and objectives - working capital policies - factors affecting working capital requirements - forecasting working capital requirements - Cash management, Inventory management and receivables management.	10	CO5
Text Book			
1	Khan, M. and Jain, P. 2011. Financial Management Principles and Practice . [Sixth Edition]. Tata McGraw Hill, New Delhi.		

Reference Books	
1	<i>Pandey, I.M. 2008. Financial Management. [Tenth Edition]. Vikas Publishing House Private Ltd, New Delhi.</i>
2	<i>Maheswari, S.N.2009. Financial Management Principles and Practice. [Seventh Edition]. Sultan Chand and Sons, New Delhi.</i>
3	<i>Prasanna Chandra. 2008. Fundamentals of Financial Management. [Seventh Edition]. Tata McGraw Hill, New Delhi.</i>
4	<i>Van Horne and Wachowicz, J.R.2009. Fundamentals of Financial Management. [Thirteenth Edition]. PHI Learning Private Ltd., New Delhi.</i>
Web References	
1	www.ft.com/business-education
2	www.economist.com
3	www.businessbecause.com

COURSE OUTCOMES (CO)

After completion of the course, the students will be able to

CO1	Understand the overall role and importance of the finance functions and basic finance management knowledge.
CO2	Estimate the required return on projects of differing risk and its application in evaluating investment decisions and describe the capital budgeting techniques to make investment decisions.
CO3	List the primary sources of capital and incorporate their cost when making dividend decisions and also make a recommendation to accept or reject the project.
CO4	Integrate student knowledge to evaluate the finance and dividend decisions and calculate the cost of debt, equity and capital.
CO5	Understand the working capital, cash, receivables and inventory management for the development of an organisation.

MAPPING

PSO CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	H	L	M	M	M
CO2	M	M	M	H	M
CO3	M	M	M	M	M
CO4	M	M	L	M	M
CO5	M	M	M	M	M

H-High; M-Medium; L-Low

18PBAM203	CORE VIII: HUMAN RESOURCE MANAGEMENT	SEMESTER- II	
Course Objectives			
The Course aims			
<ul style="list-style-type: none"> To initiate the learners into the basics and the nuances of the management of human resources. To familiarize them with the practical applications of management principles in the management of people. 			
Credits:3		Total Hours: 50	
UNIT	CONTENTS	Hrs	CO
I	Human Resource Management at work - The changing environment of human resource management - The changing role of human resource management - The human resource manager's proficiencies - Human resource management's role in creating competitive advantage - Human resource management's strategic roles - Creating the strategic human resource management system- The HR scorecard.	10	CO1
II	The basics of Job Analysis - Methods for Collecting Job Analysis Information - Writing Job Description -Writing Job Specification; Human resource planning: Concept, Importance - Planning and forecasting - Effective recruiting - Internal sources - Outside sources - Recruiting a more diverse workforce.	10	CO2
III	Importance of careful selection - Basic Testing Concepts - Types of Tests - Work samples and simulations - Background investigations and other selection methods - Basic features of Interviews - Factors that undermine an interview's usefulness - Designing and conducting an effective interview - Placement and induction.	10	CO3
IV	Employee training process - Training methods - Management development - Basic concepts in performance management and appraisal - Appraisal methods - Appraising performance: Problems and solutions - The appraisal interview.	10	CO4
V	Managing careers: Roles in career planning and development - Managing promotions and transfers - Retirement - Succession Planning - Compensation - Components - Basic factors in determining pay rates - Establishing pay rates - Pricing managerial and professional jobs - Competency based pay and other compensation trends - Employee Discipline and privacy - Causes of accidents -Preventing accidents - Workplace health hazards: Problems and remedies - Recent trends in HR practices.	10	CO5

Text Book	
1	<i>Gary Dessler.2012.Human Resource Management.</i> [Thirteenth Edition]. Prentice Hall of India Pvt. Limited, New Delhi.
Reference Books	
1	<i>Aswathappa, K. 2013. Human Resource Management.</i> [Seventh Edition].Tata McGraw Hill Publishing Company Limited, New Delhi.
2	<i>Mamoria, C.B and Gankar, S.V.2013. A Textbook of Human Resource Management.</i> [Seventh Edition]. Himalaya Publication House, New Delhi.
3	<i>Biswajeet Pattanayak.2009. Human Resource Management.</i> [Fourth Edition]. Prentice Hall of India Pvt. Ltd., New Delhi.
4	<i>Rao, T.V. 2006. Performance Management and Appraisal system.</i> [First Edition]. Sage Publications, Chennai.
Web References	
1	www.ft.com/business-education
2	www.economist.com
3	www.businessbecause.com

COURSE OUTCOMES (CO)

After completion of the course, the students will be able to

CO1	Identify the role of HRM in creating organization's competitive advantage.
CO2	Formulate job analysis and effective human resource planning
CO3	Design an appropriate technique to recruit employees
CO4	Develop, implement and evaluate employee orientation, training and appraisal programmes.
CO5	Design career planning and manage the necessary benefits to be provided for the employees.

MAPPING

PSO CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	H	L	M	M	H
CO2	M	L	M	M	M
CO3	M	M	M	M	M
CO4	M	M	M	M	M
CO5	M	M	M	M	H

H-High; M-Medium; L-Low

18PBAM204	CORE IX: MARKETING MANAGEMENT	SEMESTER- II	
Course Objectives			
The Course aims			
<ul style="list-style-type: none"> To facilitate learners understand the concepts of marketing management and acquiring the required skills to be an effective marketing manager. 			
Credits:4		Total Hours: 50	
UNIT	CONTENTS	Hrs	CO
I	Marketing: Definition, importance and scope - Core marketing concepts, Company orientation towards marketplace - Marketing and customer value - Creating value, and customer relationship - Analyzing consumer markets - Identifying market segments and targets.	10	CO1
II	Product characteristics and classifications - Product differentiation - Product and brand relationship - Packaging and labeling- New product development - Product life cycle marketing strategies - Brand equity - Measuring brand equity - Devising a branding strategy - Crafting the brand positioning.	10	CO2
III	Pricing: Understanding pricing - Setting the price - Pricing Methods - Adapting the price - Initiating and responding to price changes. Physical distribution: Marketing channels and value networks - Role of marketing channels - Channel design decisions - Channel management decisions - Channel conflict management.	10	CO3
IV	Retailing - Private Labels - Wholesaling - Market logistics - Promotion: Role of marketing communication - Developing effective communication - Deciding the communication mix - Advertising (objective, budget) - Sales promotion (objectives, major decisions) - Events and experiences, Public relations.	10	CO4
V	Direct marketing- Interactive marketing - word-of-mouth - Personal selling: Designing and managing sales force - Principles of personal selling - Trends in marketing practices: Internal marketing - Socially responsible marketing - Marketing implementation and control - Future of marketing.	10	CO5
Text Book			
1	<i>Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithileswar Jha.2012. Marketing Management. [Fourteenth Edition]. Pearson Education, New Delhi.</i>		
Reference Books			
1	<i>Ramaswamy, V.S and Namakumari S, 2009. Marketing Management. [Third Edition]. Macmillan India Ltd, New Delhi.</i>		

2	Rajan Saxena. 2009. Marketing Management . [Fourth Edition]. Tata-McGraw Hill, New Delhi.
Web References	
1	www.ft.com/business-education
2	www.economist.com
3	www.businessbecause.com

COURSE OUTCOMES (CO)

After completion of the course, the students will be able to

CO1	Identify core concepts of marketing and the role of marketing in business and society.
CO2	Plan the product characteristics, packaging and labeling and also craft the brand positioning.
CO3	Analyse the various pricing strategies and channel of distribution.
CO4	Create an integrated marketing communications plan which includes promotional strategies and measures of effectiveness.
CO5	Design and manage sales force ethically.

MAPPING

PSO CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	H	L	M	L	M
CO2	M	M	L	M	H
CO3	M	M	M	H	M
CO4	M	M	M	M	M
CO5	M	M	H	M	M

H-High; M-Medium; L-Low

18PMABAM205	CORE X: OPERATIONS RESEARCH	SEMESTER- II	
<p>Note: 20% of the questions shall be theory based and 80% of the questions shall be problem based.</p> <p>Course Objectives</p> <p>The Course aims</p> <ul style="list-style-type: none"> • To enhance the idea of model building, testing the model and finding the solution for the model. • To develop the decision-making skills in competitive situations. • To increase the creative ability of a decision-maker. 			
Credits:4		Total Hours: 50	
UNIT	CONTENTS	Hrs	CO
I	Operations Research (OR): Introduction - Scope of OR - Phases of OR - Applications of OR in functional areas of management - Models in OR - Methods for solving OR models. Linear Programming Problem (LPP): Mathematical formulation of a LPP - Solving LPP by Graphical method - Solving LPP by Simplex method.	10	CO1
II	Transportation Problems: Mathematical formulation of a transportation problem - Finding initial basic feasible solution by North-west corner rule, Least cost method, Vogel's approximation method - Finding optimum solution by MODI method. Assignment Problems: Mathematical formulation of an assignment problem - Solving assignment problem by Hungarian assignment method - Travelling salesman problem.	10	CO2
III	Game theory: Two-person zero-sum games with saddle point and without saddle point - Dominance rule - Graphical method for (2×n) and (m×2) games. Decision theory: Decision making environment - Decisions under uncertainty -Decisions under risk - Decision tree analysis.	10	CO3
IV	Queuing theory: Queuing system - Characteristics of a queuing system - Various queuing models - Single server model with infinite system capacity - Single server model with finite system capacity. Sequencing problem: Processing 'n' jobs through 2 machines - Processing 'n' jobs through 3 machines - Processing 'n' jobs through 'm' machines.	10	CO4
V	Replacement models: Replacement policy for equipment which deteriorates gradually (money value changes with time and money value does not change with time) - Replacement policy for items that fail suddenly. Network Analysis: Construction of networks- Critical Path Method-(CPM) Programme Evaluation and Review Techniques (PERT).	10	CO5

Text Book	
1	Vohra, N.D. 2009. Quantitative Techniques in Management . [Fourth Edition]. Tata McGraw Hill, New Delhi.
Reference Books	
1	<i>Sharma, J.K.</i> 2013. Operations Research: Theory and Applications . [Fifth Edition]. McMillan India Ltd., New Delhi.
2	<i>Hamdy A Taha.</i> 2010. Operations Research: An Introduction . [Ninth Edition] Prentice Hall of India Pvt. Ltd., New Delhi.
3	<i>Kanti Swarup, Gupta.P.K. and Manmohan.</i> 2012. Operations Research . [Sixteenth Edition]. Sultan Chand and Sons. New Delhi.
4	<i>Gupta, P.K. and Hira, D.S.</i> 2011. Operations Research . [Tenth Edition]. Sultan Chand and Sons. New Delhi.
Web References	
1	www.ft.com/business-education
2	www.economist.com
3	www.businessbecause.com

COURSE OUTCOMES (CO)

After completion of the course, the students will be able to

CO1	Identify and develop operational research models from the verbal description of the real system.
CO2	Understand the mathematical tools that are needed to solve optimisation problems.
CO3	Apply the mathematical software to solve the proposed models
CO4	Develop a report that describes the model and the solving techniques
CO5	Know the decision-making processes in Management.

MAPPING

PSO CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	H	M	M	M	M
CO2	M	M	M	M	M
CO3	H	L	M	M	M
CO4	L	M	M	M	M
CO5	M	L	L	M	L

H-High; M-Medium; L-Low

18PVE201	VALUE EDUCATION: HUMAN RIGHTS	SEMESTER- II	
Course Objectives			
The Course aims			
<ul style="list-style-type: none"> To make the students to understand the concepts of human rights. 			
Credits:2		Total Hours:25	
UNIT	CONTENTS	Hrs	CO
I	Human Rights: Definition - Historical Evolution - Classification of Rights - Universal Declaration of Human Rights - International Covenants on Economic and Social Rights - Constitutional Provision for Human Rights - Fundamental Rights - Directive Principles of the State Policy - Indian Constitution.	5	CO1
II	Civil and Political Rights: Right to Work - Right to Personal Freedom - Right to Freedom of Expression - Right to Property - Right to Education - Right to Equality-Right to Religion - Right to Form Associations and Unions - Right to Movement-Right to Family - Right to Contract - Right to Constitutional Remedies-Right to Vote and Contest in Elections - Right to Hold Public Offices-Right to Petition-Right to Information - Right to Criticise the Government-Right to Democratic Governance.	5	CO2
III	Economic Rights: Right to Work - Right to Adequate Wages - Right to Reasonable Hours of Work - Right to Fair Working Conditions - Right to Self Government in Industry - Customer Rights - Social and Cultural Rights - Right to Life - Right to Clean Environment.	5	CO3
IV	Women's Rights: Right to Inheritance - Right to Marriage - Divorce and Remarry -Right to Adoption - Right to Education - Right to Employment and Career. Advancement - Rights Relating to Dowry - Right for Equality - Right for Safe Working Conditions - Children's Rights - Right to Protection and Care - Right to Education - Issues Related with Infanticide - Street Children - Child Labour-Bonded Labour - Refugees Rights - Minority Rights - Dalit Rights-Tribal Rights-Nomads Rights.	5	CO4
V	Human Rights Violation: International, National, Regional Level Organizations to Protect Human Rights - UNO - National Commission for Human Rights - State Commissions - Non Governmental Organizations and Human Rights - Amnesty Terrorism and Human Rights - Emergency and Human Rights - Judiciary and Human Rights - Media and Human Rights - Police and Human Rights.	5	CO5

Reference Books	
1	<i>Paul Singh. Human Rights and Legal System.</i> Himalaya Publishing House, New Delhi.

COURSE OUTCOMES (CO)

After completion of the course, the students will be able to

CO1	Understand the core principles of human rights philosophy
CO2	Know the importance and functions of human rights commission
CO3	Apply their rights for democracy, human rights and gender equality
CO4	Know the rights from the Governance, economic and social development through various Acts
CO5	Understand the right to information Act, rights for women, children, Nomads, refugees and various sector of people in our country

18PLS201	CAREER COMPETENCY SKILLS - II	SEMESTER - II	
Course Objectives: The course aims <ul style="list-style-type: none"> To enhance employability skills and to develop career competency. 			
Total Hours: 15			
UNIT	CONTENTS	Hrs	CO
I	Interview Skills - Types of Interview - Groundwork before Interview - Abide by the dress code - Importance of Body language in Interviews - Tell Us about yourself - Do's and Don'ts of an interview - Concluding an Interview - A Mock Interview.	3	CO1
II	Resume Preparation - Difference between a Resume and CV - The main body of Resume - The Career objective in Resume - A Fresher's Resume - Antiquity of Soft Skills - Classification of Soft Skills - Personality Analysis - Interpersonal Skills.	3	CO2
III	Body Language - Emotion displayed by Body Language - Group Discussion - Group Discussion types - Guidelines Do's and Don'ts during a Group Discussion - Concluding the Discussion - The technique of Summing Up.	3	CO3
IV	Speaking Skills - Effective Speaking Guidelines - Reading Skills - Types of Reading Skills - Barriers to Speed Reading - Listening Skills - Stages of Listening - Types of Listening - Barriers to Listening - Beware of Pitfalls - Avoid Errors : Indianisms in English - Most common errors in the world - Similar but not Quite the same - Words that are Singular or Couple.	3	CO4
V	Avoid Pitfalls: of Beware Self-improvement - Facilitating Laboratory: Language Techniques and Concepts E-learning	3	CO5
Text Book:			
1	Barun K. Mitra. 2011. Personality Development and Soft skills . [Second Edition]. Oxford University Press, New Delhi.		
Reference Book:			
1	S.P. Dhanavel. 2015, English and Soft Skills . [Second Edition]. Orient Black Swan Publishers, New Delhi.		

COURSE OUTCOMES (CO)

After completion of the course, the students will be able to

CO1	Understand the types of Interviews, Dress Code and Styles
CO2	Develop Resume content and structures.
CO3	Improve body language skills.
CO4	Know how to represent self through communication.
CO5	Attain the different level of Learning Skills.

18PCSBAMP201	CORE PRACTICAL II: COMPUTER APPLICATIONS FOR MANAGERS	SEMESTER- II	
Course Objectives: The Course aims <ul style="list-style-type: none"> To make expertise in MS office packages to make their back office management effectively. To make clear understanding in static web page design using HTML. 			
Credits:2		Total Hours: 15	
UNIT	CONTENTS	Hrs	CO
I	Microsoft Word 1. Create your own Resume in MS-Word. 2. Create a Newspaper which includes Main Heading - Sub heading - Pictures - Graphs and news in double column format using MS-Word. 3. Using Mail Merge feature of MS-Word send letters to 3 different companies seeking different jobs with different salary. 4. Create a Template of not less than 15 statements (.dot file) in MS-Word.	3	CO1
II	Microsoft Excel 5. Multiple regression analysis Create different type of Charts for your company yearly sales in all the regions.	3	CO2
III	Microsoft PowerPoint 6. Create a presentation for marketing the products of a company. 7. Create a presentation to market a particular product using audio and video.	3	CO3
IV	Microsoft Access 8. Create a database for student personal details using MS-Access. 9. Create a form to entering data in student personal details using MS-Access.	3	CO4
V	Hypertext Markup Language (HTML) 10. Prepare student marks statement using HTML. 11. Design a college website using HTML.	3	CO5
Web References			
1	https://www.guru99.com/net-framework.html		
2	https://www.tutorialspoint.com/java		

COURSE OUTCOMES (CO)

After completion of the course, the students will be able to

CO1	Know about Microsoft word for better business written communications
CO2	Practice the Excel calculations and various types of charts for graphical representations.
CO3	Apply Design templates for effective slide presentation
CO4	Know about the Data Base Management in single user environment
CO5	Know about basic HTML tags and apply it to make static web pages

18PBAM301	CORE XI: STRATEGIC MANAGEMENT	SEMESTER- III	
Course objectives: The Course aims <ul style="list-style-type: none"> To enable the students to understand formulation and execution of strategies at different levels and in different areas. 			
Credits:4		Total Hours: 50	
UNIT	CONTENTS	Hrs	CO
I	Strategy - Identifying a company's strategy - Strategy and quest for competitive advantage - Proactive and reactive nature of strategy. Process of crafting and executing strategy: Strategic vision - Linking vision with values - Strategic intent - Strategy making pyramid - Role of board of directors in the strategy making and executive process.	10	CO1
II	Analysing a company's external environment - Components of a company's macro, industry and competitive environment - Industry's dominant economic features - Five forces model of competition - Identifying industry's driving forces - Identifying rivals' market positions - Key Success Factors. Analysing a company's resources and competitive position - Identifying company resource strengths and competitive capabilities - Identifying company resource weaknesses and competitive deficiencies - Identifying opportunities and threats - Concept of company value chain.	10	CO2
III	Five generic competitive strategies: Low-cost provider, Differentiation, Best-cost provider and Focused strategies (Low-cost and differentiation). Beyond competitive strategy: Strategic alliances and collaborative partnerships, Mergers and acquisitions, Vertical integration - Outsourcing - Offensive strategies - Defensive strategies - First mover advantages and disadvantages.	10	CO3
IV	Tailoring strategy to fit specific industry and company situations: Emerging industries, Turbulent high velocity markets, Maturing industries, Stagnant declining industries, Fragmented industries, Sustaining rapid company growth, Industry leaders, Runner-up firms and Weak crisis ridden businesses. Ten commandments of crafting successful business strategy. Diversification - Strategies for entering new businesses - related versus unrelated diversification - Combination. Evaluation the diversification strategy - BCG Matrix and GE Matrix.	10	CO4
V	Strategy Execution: Principal managerial components of the strategy execution process - Three components of building a capable	10	CO5

	organization – Managing internal operations – Corporate culture and leadership. Strategic evaluation and control: Strategic evaluation-importance, barriers, evaluation criteria, Strategic control-operational control-process –techniques-effective control system–Business ethics and corporate social responsibility.		
Text Book			
1	<i>Arthur A.Thompson Jr, A.J.Strickland III, John E.Gamble and Arun K. Jain. 2009."Crafting and Executing strategy: The quest for competitive advantage, concepts and cases". [Fourteenth Edition]. Tata Mc-Graw hill Publishing Company Ltd, New Delhi.</i>		
Reference Books			
1	<i>Azhar Kazmi. 2008."Business Policy & Strategic Management". [Third Edition]. Tata McGraw-Hill Publishing Company Ltd. New Delhi.</i>		
2	<i>Thomas L. Wheelen, J. David Hunger. 2004. "Concepts of Strategic Management and Business Policy".</i>		
3	<i>Fred R.David. 2008. "Strategic Management: Concepts and cases" [Second Edition]. Pearson Education. New Delhi.</i>		
4	<i>Mathur.U.C. 2005. "Strategic Management". [Fifth Edition]. Mac Millan India Ltd.Chennai.</i>		
5	<i>Charles W.L.Hill & Gareth R.Jones. 1998."Strategic Management Theory: An Integrated approach". [Second Edition]. All India Publisher and Distributors. Chennai</i>		
Web References			
1	www.ft.com/business-education		
2	www.economist.com		
3	www.businessbecause.com		

COURSE OUTCOMES (CO)

After completion of the course, the students will be able to

CO1	Outline the strategy, vision and mission for the organisation
CO2	Evaluate the companies' external and internal environment through SWOT and PESTEL analysis.
CO3	Identify the competitive strategies for the companies/ firms portfolio management
CO4	Create strategy to fit specific industry and company situations
CO5	Execute the strategy formulated with ethics and social responsibility.

MAPPING

PSO CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M	L	M	H	L
CO2	H	M	H	L	M
CO3	M	M	M	H	M
CO4	L	M	M	M	H
CO5	M	M	M	M	M

H-High; M-Medium; L-Low

18PBAM302	CORE XII:RESEARCH METHODS FOR BUSINESS	SEMESTER- III	
<p>Course objectives: The Course aims</p> <ul style="list-style-type: none"> To familiarise the students to the principles of scientific methodology in business enquiry To develop analytical skills of business research; to develop the skills for scientific communications. 			
Credits:3		Total Hours: 50	
UNIT	CONTENTS	Hrs	CO
I	Business Research - Definition and Significance - the research process - Types of Research - Exploratory and causal Research - Theoretical and empirical Research - Cross -Sectional and time - series Research - Research questions / Problems - Research objectives - Research hypotheses - characteristics - Research in an evolutionary perspective - the role of theory in research.	10	CO1
II	Research design - Definition - types of research design - exploratory and causal research design - Descriptive and experimental design - different types of experimental design - Validity of findings - internal and external validity - Variables in Research - Measurement and scaling - Different scales - Construction of instrument - Validity and Reliability of instrument.	10	CO2
III	Types of data - Primary Vs Secondary data - Methods of primary data collection - Survey Vs Observation - Experiments - Construction of questionnaire and instrument - Validation of questionnaire - Sampling plan - Sample size - determinants optimal sample size - sampling techniques - Probability Vs Non-probability sampling methods.	10	CO3
IV	Data Preparation - editing - Coding -Data entry - Validity of data - Qualitative Vs Quantitative data analyses - Bivariate and Multivariate statistical techniques - Factor analysis - Discriminant analysis - cluster analysis - multiple regression and correlation - multidimensional scaling - Application of statistical software for data analysis.	10	CO4
V	Research report - Different types - Contents of report - need of executive summary - chapterization - contents of chapter - report writing - the role of audience - readability - comprehension - tone - final proof - report format - title of the report - ethics in research - ethical behaviour of research - subjectivity and objectivity in research.	10	CO5
Text Book			
1	<i>Donald R. Cooper, Pamela S. Schindler and J K Sharma. 2012."Business Research methods". 11th Edition. Tata Mc Graw Hill. New Delhi.</i>		

Reference Books	
1	Alan Bryman and Emma Bell.2011. “Business Research methods” . 3 rd Edition. Oxford University Press. New Delhi.
2	Uma Sekaran and Roger Bougie.2012. “Research methods for Business” . 5 th Edition. Wiley India. New Delhi.
3	William G Zikmund, Barry J Babin, Jon C.Carr, Atanu Adhikari,Mitch Griffin. 2012 “Business Research methods-A South Asian Perspective” . 8 th Edition. Cengage Learning, New Delhi.
Web References	
1	www.ft.com/business-education
2	www.economist.com
3	www.businessbecause.com

COURSE OUTCOMES (CO)

After completion of the course, the students will be able to

CO1	Outline the research problem and identify the types of research to be applied.
CO2	Evaluate the type of research design and validate the same
CO3	Identify the data for research and construct the questionnaire for data collection
CO4	Determine the suitable methods for data analysis
CO5	Construct the research report considering the ethics in research.

MAPPING

PSO CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	H	M	H	H	M
CO2	M	L	M	H	H
CO3	M	L	H	M	M
CO4	M	M	M	M	M
CO5	M	L	H	L	M

H-High; M-Medium; L-Low

18PCSBAM303	CORE XIII: INFORMATION MANAGEMENT	SEMESTER- III	
Course objectives: The course aims			
<ul style="list-style-type: none"> To make clear understanding of Knowledge Expert Systems in decision making for business solutions. To develop the proficiency in representing the Data in business systems. To Expertise in Managing and securing the Data from operational level to intelligence level. 			
Credits:3		Total Hours: 50	
UNIT	CONTENTS	Hrs	CO
I	Introduction: Data, Information, Intelligence, Information Technology, Information System, evolution, types based on functions and hierarchy, System development methodologies, Functional Information Systems, DSS, EIS, KMS, GIS, International Information System.	10	CO1
II	SYSTEM ANALYSIS AND DESIGN: Case tools - System flow chart, Decision table, Data flow Diagram (DFD), Entity Relationship (ER), Object Oriented Analysis and Design (OOAD), UML diagram.	10	CO2
III	DBMS - HDBMS, NDBMS, RDBMS, OODBMS, Query Processing, SQL, Concurrency Management, Data warehousing and Data Mart.	10	CO3
IV	Security, Testing, Error detection, Controls, IS Vulnerability, Disaster Management, Computer Crimes, Securing the Web, Intranets and Wireless Networks, Software Audit, Ethics in IT, User Interface and reporting.	10	CO4
V	NEW IT INITIATIVES: Role of information management in ERP, e-business, e-governance, Data Mining, Business Intelligence, Pervasive Computing, Cloud computing, CMM.	10	CO5
Text Book			
1	<i>Robert Schultheis and Mary Summer.</i> 2008. Management Information Systems - The Managers View. Tata McGraw Hill.		
2	<i>Kenneth C. Laudon and Jane Price Laudon .</i> 2012. Management Information Systems - Managing the digital firm. Pearson Education, PHI, Asia.		
Reference Books			
1	<i>Dr.S.Prema.</i> 2019. Information Management [1st edition].Teachers Publishing house.		
2	<i>Rahul de.</i> 2012. MIS in Business - Government and Society. Wiley India Pvt Ltd.		

3	<i>Gordon Davis</i> .2008. Management Information System: Conceptual Foundations, Structure and Development [21 st Reprint]. Tata McGraw Hill.
4	<i>Haag, Cummings and Mc Cubbrey</i> . 2013. Management Information Systems for the Information Age [9 th edition]. Tata McGraw Hill.
5	<i>Turban, McLean and Wetherbe</i> . 2008. Information Technology for Management - Transforming Organisations in the Digital Economy [6 th Edition]. John Wiley Publications.
6	<i>Raymond McLeod and Jr. George P. Schell</i> . 2007. Management Information Systems . Pearson Education.
7	<i>James O Brien</i> . 2004. Management Information Systems - Managing Information Technology in the E-business enterprise . Tata McGraw Hill.
Web References	
1	www.ft.com/business-education
2	www.economist.com
3	www.businessbecause.com

COURSE OUTCOMES (CO)

After completion of the course, the students will be able to

CO1	Define and access the expert systems for Decision making in Business Process.
CO2	Analyze and represent the business data in various types of Models.
CO3	Expertise with data base management and OLAP operations for knowledge discovery.
CO4	Apply the knowledge in system security, reporting and visualization.
CO5	Gain knowledge in different types computing and intelligence process in Business.

MAPPING

PSO CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	H	M	H	M	M
CO2	M	H	M	M	M
CO3	M	M	M	L	L
CO4	L	M	M	H	M
CO5	M	L	M	M	M

H-High; M-Medium; L-Low

ELECTIVE - FINANCE

18PBAEF301	ELECTIVE I: FINANCIAL SERVICES	SEMESTER- III	
Course objectives:			
The Course aims			
<ul style="list-style-type: none"> To develop knowledgeable and capable executives to move quickly to key positions in the financial services sector. 			
Credits:4		Total Hours: 50	
UNIT	CONTENTS	Hrs	CO
I	Financial Services - Meaning - Types - Financial Inclusion and Exclusion - Financial Markets: Characteristics - Classification of financial markets: Primary market and secondary market - functions and players.	10	CO1
II	Asset Based Corporate Financial Services: Leasing: Definition - Essentials of Lease Transactions - Types And Advantages of Lease - Leasing Process - Hire Purchase: Hire Purchase Process - Parties to Hire Purchase Contract. Mortgage: Definition and Types. Factoring: Definition and Functions - Types of Factoring.	10	CO2
III	Fee Based Corporate Financial Services: Guarantees: Financial and Performance Guarantees - Advantages and Disadvantages of Guarantees - Letter of Credit: Types and Process - Merchant Banking: Origin - Definition - Functions - Regulation of Merchant Banking Activities - Asset Securitization: Meaning - Parties Involved - Process of Securitization - Benefits of Securitization.	10	CO3
IV	Asset Based Retail Financial Services: Personal Finance - Housing Finance - Educational Loans - Automobile Loans - Discounting/Purchasing of Cheques. Deposit schemes: Savings Bank Account - Current Account - Term Deposit - Cumulative Term Deposit - NRI Accounts - National Savings Schemes - Demat Account. Mutual Funds: Concept - Organization - Mechanism - Types of Mutual Funds - Benefits and Limitations of Mutual funds.	10	CO4
V	Fee Based Retail Financial Services: Personal Tax Counseling - Credit Card - Debit Card - Barter Card - ATM - Ban assurance - Credit Rating: Origin - Definition - Features - Advantages - Functions - Rating Methodology. Insurance: Definition - Principles of Insurance - Types: Life Insurance - Reinsurance - General Insurance - Health Insurance - Motor Insurance - Rural Insurance.	10	CO5
Text Book			
1	<i>Sasidharan, K. and Alex K. Mathews. 2008. Financial Services and System. [First Edition]. Tata McGraw-Hill Company, New Delhi.</i>		

Reference Books	
1	<i>Khan, M.Y. 2009. Financial Services. [Second Edition]. Tata McGraw Hill Publishing Company Limited, New Delhi</i>
2	<i>Guruswamy, S.G. 2009. Financial Services and Systems. [Second Edition]. Tata McGraw Hill Publishing Company Limited, New Delhi.</i>
3	<i>Gorden, E and Natarajan, K. 2007. Financial Services. [Second Edition]. Himalaya Publishing House, New Delhi.</i>
4	<i>Machiraju, H.R. 2010. Merchant Banking Principles and Practice. [Fourth Edition]. New Age International, New Delhi.</i>
5	<i>Bhole, L.M. 2009. Financial Institutions and Markets. [Fifth Edition]. Tata McGraw Hill Publishing Company Limited, New Delhi.</i>
Web References	
1	www.investopedia.com
2	www.ibef.org
3	www.financialservices.gov.in

COURSE OUTCOMES (CO)

After completion of the course, the students will be able to

CO1	Acquire knowledge on the concept of financial markets and Financial Institution
CO2	Learn the various financial services that are rendered to the corporates' relating to their assets
CO3	Outline the function of merchant banking and asset securitization.
CO4	Determine the personal financing and various investment avenues available for individuals.
CO5	Determine the tax rebates and various insurance schemes available.

MAPPING

PSO CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	H	M	L	M	L
CO2	M	M	M	H	M
CO3	L	M	M	M	L
CO4	M	H	M	H	M
CO5	M	H	M	M	M

H-High; M-Medium; L-Low

18PBAEF302	ELECTIVE II: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	SEMESTER- III	
<p>Note: 80% of the questions shall be theory based and 20% of the questions shall be problem based.</p> <p>Course objectives:</p> <p>The Course aims</p> <ul style="list-style-type: none"> To acquaint the students in respect to the investment decisions related to financial assets, the risks and the returns involved. To make aware about the functioning of securities market alongside the theories and concepts involved in portfolio management. 			
Credits:4		Total Hours: 50	
UNIT	CONTENTS	Hrs	CO
I	Introduction to Securities - Investment Vs Speculation, Gambling and Investment, Investment objectives - Investment Process. Listing of Securities - Calculation of Stock Market Indices - The Securities and Exchange Board of India: Objectives, Functions, Organization and the Role of SEBI.	10	CO1
II	Security Analysis - Meaning, Nature and Scope - Security Risk and Return - Systematic Risk - Unsystematic Risk - Significance of alpha, Beta and co-efficient of determination . Valuation of Securities - Bond - Risk, Return and Valuation, Yield to maturity. Stock Return and Valuation: Zero Growth Model, Constant Growth Model, Two Stage Growth Model, the Three-Phase Model.	10	CO2
III	Fundamental Analysis: Economic, Industry and Company Analysis - Intrinsic value of shares. Technical Analysis: Assumptions, History and Tools - Dow Theory. Technical Analysis vs. Fundamental Analysis. The Random-Walk Theory, Efficient Market Theory- Weak Form, Semi-strong Form, Strong Form.	10	CO3
IV	Portfolio Analysis - Meaning - Need - Elements - Stages in Portfolio construction - Portfolio Risk and Return. The Markowitz Model - Markowitz efficient frontier, Corner Portfolio, Sharpe's single index model, Construction of the Optimal Portfolio. Capital Asset Pricing Theory - Capital Market Line, Securities Market line - Arbitrage Pricing Theory.	10	CO4
V	Portfolio Evaluation: Mutual Fund, Sharpe's Performance Index, Treynor's Performance Index, Jensen's Performance Index. Portfolio Revision: Passive Management, Active Management, the Formula Plans, Assumptions of the Formula Plan, Variable Ratio Plan.	10	CO5

Text Book	
1	<i>Punithavathy Pandian. 2010. Security Analysis and Portfolio Management. [Second Edition].</i> Vikas Publishing, New Delhi.
Reference Books	
1	<i>Donald E. Fischer and Ronald J. Jordan. 2000. Security Analysis and Portfolio Management. [Second Edition].</i> Prentice Hall India, New Delhi.
2	<i>Ranganathan, M. and Madhumathi, R. 1995. Investment Analysis and Portfolio Management. [Second Edition].</i> Pearson Education, New Delhi.
3	<i>Avadhani, V.A. 2003. Investment and Securities Market in India. [Sixth Edition].</i> Himalaya Publishing House, New Delhi.
4	<i>Dhanesh Kumar Khatri. 2006. Investment Management and Security Analysis: Text and Cases. [First Edition].</i> Macmillan Publishers India, New Delhi.
5	<i>Sridhar, A. N. 2006. Management Accounting and Financial Analysis. [Sixth Edition].</i> Shroff Publications and Dist. Pvt. Ltd., USA.
Web References	
1	www.careerride.com
2	www.scribd.com
3	www.m.timesjobs.com

COURSE OUTCOMES (CO)

After completion of the course, the students will be able to

CO1	Gain the knowledge about market regulators and various participants in the securities market.
CO2	Explore the various fundamental analysis techniques towards stock investment.
CO3	Learn the basic of technical analysis and various indicators for short term trading.
CO4	Apply the portfolio methods, construction and various models of portfolio analysis.
CO5	Demonstrate the portfolio evaluation and revision.

MAPPING

PSO CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M	L	M	M	L
CO2	M	M	H	H	M
CO3	M	M	M	M	L
CO4	H	M	M	H	M
CO5	M	M	L	M	M

H-High; M-Medium; L-Low

18PBAEF303	ELECTIVE III: STRATEGIC FINANCIAL MANAGEMENT	SEMESTER- III	
Course objectives: The Course aims <ul style="list-style-type: none"> To design, analyse and implement financial strategies aimed at repositioning and revitalizing companies. 			
Credits:4		Total Hours: 50	
UNIT	CONTENTS	Hrs	CO
I	Strategy - Meaning - Stages in strategic planning - Importance and features of strategic planning - difference between strategic planning and long range planning- Corporate Restructuring: Meaning- Need and scope - kinds of Restructuring - Formation and execution of various corporate restructuring strategies.	10	CO1
II	Merger and amalgamation - Reasons for Merger and Amalgamation - underlying objectives - Categories of Merger - Methods of Merger - Emergence of Take overs -objects - kinds of take overs - Valuing Firms And The Different Methods Of Valuation - Demergers - Modes of demerger- spin-off-split off-division	10	CO2
III	Post-Merger Re-Organization: Accomplishment of objectives - Factors in post-merger reorganization - Criteria of success - Post-merger valuation, Measuring post-merger efficiency - Measuring key Indicators.	10	CO3
IV	Corporate Restructuring: Definition - Reasons - Areas of restructuring - Rationale for diversification - Techniques of Corporate Restructuring - Expansion Techniques - Divestment Techniques - Strategies - Financial Reorganization.	10	CO4
V	Industrial Sickness and Revival of Sick Unit: Definitions - Causes of Industrial Sickness - Reasons for Business failure - Revival of sick unit-Diagnostic study - Role of Board for Industrial and Financial Reconstruction (BIFR) - Powers of BIFR -- Relief - Concessions to sick .	10	CO5
Text Book			
1	<i>Prasad, G. Godbole.</i> 2011. Mergers, Acquisition and Corporate restructuring. [First Edition]. Vikas Publishing House Pvt. Ltd., New Delhi.		
Reference Books			
1	<i>Rajinder, S. Aurora, Kavita Shetty and Sharad R. Kale.</i> 2011. Mergers and Acquisitions. [First Edition]. Oxford Publishing House, New Delhi.		

2	<i>Aswath Damodaran.</i> 2011. Corporate Finance Theory and Practice. [Second Edition]. John Wiley and Sons Inc Sea Pvt. Ltd.
3	<i>James C. Van Horne.</i> 2012. Financial Management and Policy. [Twelfth Edition]. Prentice Hall of India (P) Ltd., New Delhi.
4	<i>Khan, M.Y.</i> 2011. Financial Services. [Sixth Edition]. Tata McGraw Hill Publishing Company Limited, New Delhi.
5	<i>Pradip M. Khandwalla.</i> 1998. Fourth Eye Excellence Through Creativity. [Second Edition] Ah Wheeler and Co. Ltd., New Delhi.
6	<i>Fred J. Weston, Mark L. Mitchell and Harold Mulherin, J.</i> 2012. [Fourth Edition]. Takeovers Restructuring and Corporate Governance. Pearson Education Limited, New Delhi.
7	<i>Richard A. Brealey, Stewart C. Myers, Franklin Allen and Pitabas Mohanty.</i> 2007. Principles of Corporate Finance. [Eight Edition]. Tata McGraw Hill Publishing Company Limited, New Delhi.
Web References	
1	www.managementmania.com
2	www.kav.edu.com
3	www.investopedia.com

COURSE OUTCOMES (CO)

After completion of the course, the students will be able to

CO1	Identify the importance of strategic planning and kinds of restructuring
CO2	Communicate the reasons for merger, amalgamation, takeover and demerger
CO3	Evaluate the efficiency of post merger reorganization
CO4	Plan the areas of restructuring with the techniques of corporate restructuring
CO5	Analyse the causes of industrial sickness and design the revival activities for the sick unit.

MAPPING

PSO CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M	M	L	M	M
CO2	M	H	M	H	M
CO3	H	M	M	H	L
CO4	M	M	M	L	M
CO5	M	M	M	M	M

H-High; M-Medium; L-Low

ELECTIVE - (HUMAN RESOURCE)

18PBAEH301	ELECTIVE I: EMPLOYEE RELATIONS MANAGEMENT	SEMESTER- III	
Course objectives: The Course aims			
<ul style="list-style-type: none"> To expose the students to the concepts and practices of industrial relations and to impart a basic knowledge of Industrial Law. 			
Credits:4			Total Hours: 50
UNIT	CONTENTS	Hrs	CO
I	Introduction to Industrial Relations: Concept of Industrial Relations - Nature of Industrial Relations - Objectives of IR - Approaches to the study of IR -The Industrial Disputes Act, 1947 - Objectives - Definitions - Authorities under the act - Conciliation Machinery - Adjudication - Strikes and Lockouts - Retrenchment and Closure - Unfair labour practices.	10	CO1
II	Collective Bargaining and Trade Unions: Meaning and Principles and Essential conditions of Collective Bargaining - Employers' Association in India - Meaning of Trade Union - Trade Union Movement in India - The reason for the failure of Trade Unions in India - The Indian Trade Union Act, 1926 - Registration of Trade Unions -Rights and liabilities of registered trade unions - Regulations.	10	CO2
III	Factories Act, 1948: Definitions, Inspection of Factories, Health of Workers, Safety, Provisions relating to Hazardous Processes, Welfare, Working hours of Adult - Employment of Women and Young Persons - Annual Leave.	10	CO3
IV	Social Security Legislation: Payment of wages Act 1936: Application of the Act - Definitions - Rules for payment of wages - Deduction from Wages; The Employees Provident Fund and Miscellaneous Act 1952 - PF Schemes - Employees Pension Scheme - Employees Deposit Linked Insurance Scheme - The Payment of Gratuity Act, 1972: Payment of Gratuity - Forfeiture of Gratuity - Determination of Gratuity - Appeals - Recovery; Payment of Bonus Act, 1965: Eligibility and disqualifications for Bonus - Minimum and maximum bonus payable - Disputes and claims. Employee State Insurance Act, 1948: Benefits available to the Employees - Obligation of the Employees.	10	CO4
V	The Contract Labour (Regulation and Abolition) Act: Objectives of the Act - Definitions - Registration and Licensing of Contractors - Prohibition of Contract Labour - The Industrial Establishments (Standing Orders) Act, 1946: Meaning - Standing Orders - Certification	10	CO5

	of Standing Orders – Conditions for Certification of Standing Orders – Appeals – Duration and Modification of Standing Orders – Payment of Subsistence Allowance.		
Text Book			
1	<i>Mamoria, C.B., Mamoria. and Gankar.</i> 2013. Dynamics of Industrial Relations. [Fifteenth Edition]. Himalayan Publication House, Mumbai.		
2	<i>Kapoor, N.D.</i> 2013. Elements of Industrial Law. [Eleventh Edition]. Sultan Chand and Sons, New Delhi.		
Reference Books			
1	<i>Srivastava, S.C.</i> 2012. Industrial Relations and Labour Laws. [Sixth Edition]. Vikas Publishing House Pvt. Ltd., Uttar Pradesh.		
2	<i>Singh, B.D.</i> 2008. Industrial Relations and Labour Laws. [First Edition]. Excel Books, New Delhi.		
3	<i>Kumar, H.L.</i> 2010. Labour Laws Everybody Should Know. [Fifth Edition]. Universal Law Publishing Company Pvt. Ltd, New Delhi.		
4	<i>Rao, C.R.</i> 2000. Practice Guide to Labour Laws. [Third Edition]. Puliani and Puliani, Bangalore.		
5	Relevant Bare Acts.		
Web References			
1	www.en.m.wikipedia.org		
2	www.smallbusiness.chron.com		
3	www.businessbecause.com		
4	www.potential.com		

COURSE OUTCOMES (CO)

After completion of the course, the students will be able to

CO1	Outline the basic concepts of Industrial relations and Identify the causes of industrial disputes and study the impact and government machineries for solving dispute.
CO2	Study the growth and importance of trade union and collective bargaining process.
CO3	Identify about the welfare facilities to be provided by an organization and various schemes for welfare available in government.
CO4	Identify the various social security legislations available for the welfare of the working community.
CO5	Utilise the knowledge of contract labour act in employee relations management.

MAPPING

PSO CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M	H	H	M	M
CO2	M	M	M	L	M
CO3	M	M	M	M	M
CO4	M	M	M	M	M
CO5	H	M	H	M	M

H-High; M-Medium; L-Low

18PBAEH302	ELECTIVE II: STRATEGIC HUMAN RESOURCE MANAGEMENT	SEMESTER- III	
Course objectives: The Course aims			
<ul style="list-style-type: none"> The objective of the course is to develop the perspective of strategic human resource management in the minds of the students and also to distinguish the strategic approach to HRM from the traditional approach. 			
Credits:4		Total Hours: 50	
UNIT	CONTENTS	Hrs	CO
I	Introduction to Strategic HRM: concept and process - Strategic HRM definition - Aims of strategic HRM- Approaches to strategic HRM - Limitations. HR strategies: HR strategies definition - Types of HR strategies - Criteria for an effective HR strategy - Formulating and implementing HR strategies.	10	CO1
II	Fundamental process considerations - Characteristics of the process - Developing HR strategies -Setting out the strategy - Conducting a strategic review - Roles in strategic HRM: The strategic role of top management - Role of the HR director - Role of HR specialists.	10	CO2
III	Strategies for improving organizational effectiveness - Strategies for organizational development Strategies for culture management - knowledge management - Commitment strategy; Strategies for developing a climate of trust - Quality management strategies - Continuous improvement strategies.	10	CO3
IV	Resourcing strategy: Definition- objective of resourcing strategy - The strategic HRM approach to resourcing - integrating business and resourcing strategies - Bundling resourcing strategies and activities - The components of employee resourcing strategy - Human resource planning - Resourcing plans; Retention strategy - Flexibility strategy - Talent management strategy.	10	CO4
V	Learning and development strategy: Strategies for creating a learning Organizational culture - Strategies for managing Performance: Definition-The process of performance management. Reward strategy: Definition - Effective reward strategies. Employee relations strategy: Definition - Formulating employee relations strategies	10	CO5
Text Book			
1	<i>Michael Armstrong. 2011. Strategic Human Resource Management. [Fourth Edition]. Kogan Page India (P) Ltd., New Delhi.</i>		

Reference Books	
1	<i>Ashok Chanda and Jie Shen.</i> 2009. HRM - Strategic Integration and Organisational Performance. [First Edition]. Sage Publications, New Delhi.
2	<i>Jeffery Mellow, A.</i> 2011. Strategic Human Resource Management. [First Edition]. Cengagelearning India (P) Ltd., New Delhi.
3	<i>Prasad, K.</i> 2008. Strategic Human Resource Management - Text and Cases. [First Edition]. Macmillan India Ltd., New Delhi.
Web References	
1	www.ft.com/business-education
2	www.economist.com
3	www.businessbecause.com

COURSE OUTCOMES (CO)

After completion of the course, the students will be able to

CO1	Outline the aims of strategic human resource management
CO2	Identify the strategic role of HR director and HR specialist
CO3	Formulate the strategies for organisational development
CO4	Compute resourcing strategies for human resource planning and retention
CO5	Design learning and development strategies for the employees performance management

MAPPING

PSO CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M	M	M	M	M
CO2	H	M	M	M	L
CO3	M	M	M	H	M
CO4	M	M	H	H	M
CO5	M	M	L	M	M

H-High; M-Medium; L-Low

18PBAEH303	ELECTIVE III: TRAINING AND DEVELOPMENT	SEMESTER- III	
<p>Course objectives: The Course aims</p> <ul style="list-style-type: none"> To enable the students to learn the role and function of training and development in organization, learning theories, and principles and their implications for the effectiveness of training programme. 			
Credits:4		Total Hours: 50	
UNIT	CONTENTS	Hrs	CO
I	Introduction to Training: Definition, Meaning and Need for Training - The concept of HRD - Importance of Training - Objectives of Training - Overview of Training Functions - Scope and Limitations of training - Training practices in Indian Industry.	10	CO1
II	Training Methods: On the job training - Apprentice Training - Job rotation and Job Instruction Training; Off the Job Training - Lecture Method - Vestibule Training - Demonstrations - Use of audio visual aids - Role Play - Case Study.	10	CO2
III	Management Development: Definition, objectives and significance of management development - Difference between training and development - Competency Assessment and Competency based Development Programmes - Methods of management development - Limitations of management development programmes.	10	CO3
IV	Management of Training: Training Policy and Plan - Assessment of training needs - Methods and process of needs assessment - Training Design - Factors affecting Training Design - Budgeting for Training - Selection of Trainers.	10	CO4
V	Evaluation of Training: Definition and need - Models of Evaluation - Stages of Evaluation - Methods of evaluation - reaction, learning, behavior and results - Cost Benefit Analysis - Strategies to improve the effectiveness of evaluation - Modern Learning and Development Methods.	10	CO5
Text Book			
1	<i>Rao, P.L. 2008. Training and Development. [First Edition]. Excel Books, New Delhi.</i>		
Reference Books			
1	<i>Roger Buckley and Jim Caple. 2009. The Theory and Practice of Training. [Sixth Edition]. Kogan Page.</i>		
2	<i>Tapomoy Deb. 2012. Training and Development: Concepts & Applications [Fifth Edition]. Ane Books India, New Delhi.</i>		

3	<i>Margaret Anne Reid and Harry Barrington. 2007. Training Interventions: Managing Employee Development. [First Edition]. Jaico Publishing House, New Delhi.</i>
4	<i>Janakiram, B. 2010. Training and Development. [First Edition]. Wiley India, New Delhi.</i>
5	<i>Nakkiram, S. and Karthikeyan, M. 2007. Training Techniques for Management Development. [First Edition]. Deep and Deep Publications, New Delhi.</i>
Web References	
1	www.ft.com/business-education
2	www.economist.com
3	www.businessbecause.com

COURSE OUTCOMES (CO)

After completion of the course, the students will be able to

CO1	Identify the basics of training and its needs
CO2	Select the methods of training according to the nature of job.
CO3	Identify the ways of management development
CO4	Evaluate the training needs, designing and implementing of training and budgeting
CO5	Formulate the training strategies for the improving the performance.

MAPPING

PSO CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M	H	L	H	M
CO2	M	M	M	M	M
CO3	H	M	M	M	M
CO4	M	M	M	H	M
CO5	M	L	M	M	M

H-High; M-Medium; L-Low

ELECTIVE - (OPERATIONS)

18PBAEO301	ELECTIVE I: ADVANCED OPERATIONS MANAGEMENT	SEMESTER- III	
Course objectives: The Course aims			
<ul style="list-style-type: none"> To enhance the horizon of the operations management. To understand the state of arts developments and to apply in actual service. 			
Credits:4		Total Hours: 50	
UNIT	CONTENTS	Hrs	CO
I	Current challenges in Operations management, Product development considerations - Value engineering, Concurrent engineering, Robust design, Modular design - Selection and Justification of Advanced Manufacturing Technology.	10	CO1
II	Reliability Engineering - Reliability analysis - Reliability failure - Reliability management - Bath Tub curve.	10	CO2
III	Strategic capacity planning for products and services - Scheduling for batch processing - The design and scheduling of flow processing system - Production planning and control - Routing, sequencing, loading, scheduling - Master scheduling.	10	CO3
IV	Operating value chains - Information technology and value chain Material management and supply chain - Special inventory models, Selective inventory control, Operations decision making tools - Acceptance sampling.	10	CO4
V	Recent trends in operations management - Lean manufacturing, Resource requirement planning, Synchronous manufacturing and theory of constraints - Agile Manufacturing.	10	CO5
Text Book			
1	<i>Mohanty, R.P. and Deshmukh, S.G. Advanced Operations Management.</i> [First Edition]. Pearson Education Ltd, New Delhi.		
Reference Books			
1	<i>Lee J. Krajewski and Larry P. Ritzman. 2006. Operations management, Processes and Value Chains.</i> [Fifth Edition]. Indian adaptation. Pearson Education Ltd., New Delhi.		
2	<i>Richard Chase and Nicolas Aquilano. 2005. Operations Management for Competitive Advantage.</i> [Tenth Edition]. Tata McGraw Hill, New Delhi.		
3	<i>Ray wild. 2006. Operations Management.</i> [Sixth Edition]. Thomson Publications, Singapore.		

4	<i>William Stevenson. 2008. Operations management. [Eight Edition]. Tata McGraw Hill, New Delhi.</i>
Web References	
1	www.ft.com/business-education
2	www.economist.com
3	www.businessbecause.com

COURSE OUTCOMES (CO)

After completion of the course, the students will be able to

CO1	Adopt the advanced manufacturing technology to optimize the plan
CO2	Evaluate the operations reliability
CO3	Plan and control strategic capacity of production
CO4	Design special inventory models
CO5	Outline the recent trends in operations management.

MAPPING

PSO CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	H	M	M	M	M
CO2	M	M	M	H	M
CO3	M	L	M	H	L
CO4	M	M	M	M	M
CO5	L	M	M	L	H

H-High; M-Medium; L-Low

18PBAEO302	ELECTIVE II: SUPPLY CHAIN MANAGEMENT	SEMESTER- III	
Course objectives: The Course aims <ul style="list-style-type: none"> To enlighten the students about the essential concepts of Supply Chain Management. 			
Credits:4		Total Hours: 50	
UNIT	CONTENTS	Hrs	CO
I	Understanding the Supply Chain - Decision phases and process view of a supply chain - Supply chain performance: Achieving strategic fit and scope - Supply chain drivers and obstacles - Role of information systems - Types of Supply chains.	10	CO1
II	Designing the supply chain network - Designing the distribution network in a supply chain - Network design in an uncertain environment. Demand forecasting and aggregate planning in the supply chain - Managing predictable variability. Performance measurement in SCM.	10	CO2
III	Planning and managing inventories in a supply chain - Managing economies of scale in the supply chain - Managing uncertainty - Determining optimum level. Flow of materials, importance of time - JIT - Lean supply chain management.	10	CO3
IV	Sourcing decisions in the supply chain - Transportation in the supply chain - Pricing and revenue management. Logistics management - Challenges faced - Outsourcing, Warehouse operations.	10	CO4
V	Coordination in the supply chain - Information Technology and the supply chain - E-business and the supply chain. E-procurement, E-collaboration, integration of ERP, BPR. Value stream mapping - Lean supplier development - Emerging trends in SCM.	10	CO5
Text Book			
1	<i>Sunil Chopra and Peter Meindl. 2010. Supply Chain Management - Strategy, Planning and Operation. [Fourth Edition]. Person Education.</i>		
Reference Books			
1	<i>David Simchi - Levi and Edith Simchi - Levi. 2008. Designing and Managing the Supply Chain. [Third Edition]. Tata McGraw-Hill, New Delhi.</i>		

2	<i>David N. Burt and Donald W. Dobler. 2008. World Class Supply Chain Management. [Seventh Edition]. Tata McGraw-Hill, New Delhi.</i>
3	<i>Sahayand, B.S. and Gupta, A.K. 2004. Supply Chain Management for Global Competitiveness. [Second Edition]. Macmillan India, New Delhi.</i>
4	<i>Sarika Kulkarni and Ashok Sharma. 2008. Supply Chain Management. [Sixth Edition]. McGraw-Hill, New Delhi.</i>
5	<i>Matrin Christopher. 2007. Logistics and Supply Chain Management. [Second Edition]. Pearson Education. Singapore.</i>
6	<i>Monczka, R.M. Trent and Handfield, R.M. 2010. Purchasing and Supply Chain Management. [Fourth Edition]. South-Western Cengage Learning.</i>
Web References	
1	www.ft.com/business-education
2	www.economist.com
3	www.businessbecause.com

COURSE OUTCOMES (CO)

After completion of the course, the students will be able to

CO1	Outline the role of information systems in supply chain performance
CO2	Design the distribution network through demand forecasting
CO3	Plan and manage inventories in supply chain.
CO4	Create logistics to overcome the current challenges
CO5	Identify the emerging trends in supply chain management.

MAPPING

PSO CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M	M	M	M	L
CO2	H	L	M	L	M
CO3	M	M	M	H	M
CO4	M	M	M	M	H
CO5	M	M	L	M	H

H-High; M-Medium; L-Low

18PBAEO303	ELECTIVE III: WORLD CLASS MANUFACTURING	SEMESTER- III	
Course objectives: The Course aims <ul style="list-style-type: none"> • To understand the concept of Excellence in manufacturing. • To learn how to achieve stability and sustain Excellence in manufacturing practices. 			
Credits:4		Total Hours: 50	
UNIT	CONTENTS	Hrs	CO
I	Historical perspective: World class Excellent organizations – American and Japanese Companies Deming Awards, Malcom Baldrige National Quality Award – Globalization – Global Companies – Models for manufacturing excellence – Business Excellence.	10	CO1
II	Benchmarks, Bottlenecks and Best Practices: Concepts of benchmarking, bottleneck and best practices, Best performers – Gaining competitive edge through world class manufacturing – Value added manufacturing – Eliminating waste – Toyota Production System.	10	CO2
III	System and tools for world class manufacturing: Improving Product and Process Design – Lean Production – Statistical quality control (SQC) , Flexible Manufacturing System (FMS), Rapid Prototyping , Poka Yoke , 5S, 3M, Use of IT (Information Technology), Just-in-time (JIT), Product Mix, Optimizing, Procurement and Stores practices, Total Productive maintenance, Visual Control.	10	CO3
IV	Human Resource Management in world class manufacturing: Adding value to the organization – Organizational learning – Techniques of removing Root cause of problems – People as problem solvers – New organizational structures – Associates – Facilitators – Teamsmanship – Motivation and reward in the age of continuous improvement.	10	CO4
V	Typical characteristics of world class manufacturing companies: Performance indicators – what is world class Performance – Six Sigma philosophy. Indian Scenario: Leading Indian companies towards world class manufacturing – Task Ahead.	10	CO5
Text Book			
1	<i>Sahay, B.S. Saxena, K.B.C. and Ashish Kumar. 1998. World Class Manufacturing, Strategic Perspective. [First Edition]. McMillan India, New Delhi.</i>		

Reference Books	
1	<i>Ron Moore. 2002. Making Common Sense Common Practice, Models for Manufacturing excellence.</i> [First Edition]. Butter Worth Heinmann, USA.
2	<i>Jeffrey K.Liker. 2001. The Toyota Way.</i> [First Edition]. Tata McGraw Hill, New Delhi.
3	<i>Chase, Jacobs and Aquilano. 1998. Operations Management for Competitive Advantage.</i> [Eleventh Edition]. Tata McGraw Hill, New Delhi.
4	<i>Moore, R. 2004. Making Common Sense Common Practice.</i> [Third Edition]. Tata McGraw Hill, New Delhi.
5	<i>Narayanan, V.K. 2002. Managing Technology and Innovation for Competitive Advantage.</i> [First Edition]. Prentice Hall India, New Delhi.
Web References	
1	www.ft.com/business-education
2	www.economist.com
3	www.businessbecause.com

COURSE OUTCOMES (CO)

After completion of the course, the students will be able to

CO1	Identify the various country's historical perspective of manufacturing
CO2	Assess the best practices in the industry to benchmark
CO3	Outline the system and tools for world class manufacturing
CO4	Explain the role of human resource management in world class manufacturing
CO5	Analyse the leading Indian companies' performance towards world class manufacturing

MAPPING

PSO CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M	M	L	M	H
CO2	L	H	M	H	L
CO3	M	M	M	M	M
CO4	M	M	M	M	M
CO5	M	L	M	M	M

H-High; M-Medium; L-Low

18PBAM401	CORE XIV: GLOBAL BUSINESS MANAGEMENT	SEMESTER- IV	
Course objectives: The Course aims <ul style="list-style-type: none"> To impart knowledge and skill of analysis on operational processes of business between two or more nations. 			
Credits:3		Total Hours: 50	
UNIT	CONTENTS	Hrs	CO
I	Global Business: Meaning. Globalization - Forces, Meaning, stages in Globalization - International Orientations - Theories of International Trade: Adam Smith, Ricardo and Ohlin and Heckscher. Global Business Environment: Political, Socio-Cultural, Legal, Economic, Demographic, Technological environments.	10	CO1
II	Tariff and Non-tariff Barriers - Levels of integration - Arguments for and against regional integration - Trade Blocks: European Union (EU) and The South Asian Association for Regional Cooperation (SAARC) - International market entry strategies - Market selection - Barriers - Managing Multinational Corporations (MNCs).	10	CO2
III	International product decisions: International Product Life Cycle, International Branding and Packaging Decisions - International pricing decisions: Transfer pricing - Dumping - Counter trade - INCO Terms - Export promotion (with regard to India) - Organizational structure - Export financing - Export incentives.	10	CO3
IV	Export procedure and documentation, Import Procedures - International institutions: International Monetary Fund (IMF), World Bank group (International Bank for Reconstruction and Development (IBRD) and the International Development Association (IDA) - International Finance Corporation (IFC), Multilateral Investment Guarantee Agency (MIGA) and the International Centre for the Settlement of Investment Disputes (ICSID).	10	CO4
V	General Agreement on Tariff and Trade (GATT) - World Trade Organization (WTO) - Dispute settlement mechanism under WTO - India's Balance of Trade and Balance of Payment. India's trade: Direction, Composition and Trend - Foreign Direct Investment (FDI) and Foreign Portfolio Investment (FPI) investment into India.	10	CO5
Text Book			
1	<i>Francis Cherunilam. 2009. International Business: Text and Cases. [Fifth Edition]. PHI Publishing House, New Delhi.</i>		

Reference Books	
1	<i>Arvind V. Phatak., Rabi S. Bhagatand and Roger J. Kashlak. 2010. International Management: Managing in a diverse and dynamic global environment. [Second Edition] Tata McGraw Hill, New Delhi.</i>
2	<i>Charles W L Hill and Arun K Jain. 2014. International Business: Competing in the Global Market Place. [Tenth Edition]. Tata McGraw Hill, New Delhi.</i>
3	<i>Bhalla, V.K. and Shiva Ramu, S. 2010. International Business: Environment and Management. [Thirteenth Edition]. Anmol Publications Pvt. Ltd., New Delhi.</i>
4	<i>John D. Daniels., Lee H. Radebaugh and Daniel P. Sullivan. 2012. International Business: Environment and Operations. [Fourteenth Edition]. Pearson Education, New Delhi.</i>
Web References	
1	www.ft.com/business-education
2	www.economist.com
3	www.businessbecause.com

COURSE OUTCOMES (CO)

After completion of the course, the students will be able to

CO1	Recognize the Nature, Characteristic features and forms of International Business and its determining environmental factors.
CO2	Outline the concepts of Imports, Exports, Tariff Barriers and Non-Tariff Barriers.
CO3	Assess the International product decisions and pricing decisions
CO4	Analyze foreign exchange market, role of export credit Guarantee Corporation and steps in export procedures.
CO5	Identify various organisations that promote international trade.

MAPPING

PSO CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M	M	H	M	M
CO2	M	H	L	M	L
CO3	M	M	M	H	M
CO4	H	L	M	M	M
CO5	M	M	L	M	M

H-High; M-Medium; L-Low

ELECTIVE - MARKETING

18PBAEM401	ELECTIVE I: CUSTOMER RELATIONSHIP MANAGEMENT	SEMESTER- IV	
<p>Course objectives: The Course aims</p> <ul style="list-style-type: none"> To provide students with an understanding of CRM and its applications in marketing and sales. 			
Credits:4		Total Hours: 50	
UNIT	CONTENTS	Hrs	CO
I	CRM theory and development: Definition of CRM and applications - Purpose, benefits, tangible components and business constructs. Origin - Organisations' experiences - Challenges and barriers. Relationship marketing and CRM - Fit between CRM and overall marketing strategy. Organisation and CRM - Human factor and organisation environment.	10	CO1
II	Sales strategy and CRM: Sales challenge - Sales process and participation in CRM - Sales organisation - Sales customer relationship cycle. CRM technology and sales - Customers and information - Sales force communication and automation technology - CRM systems and sales force automation applications - product information.	10	CO2
III	Marketing strategy and CRM: Key constructs in customer-company profit chain - Service quality - Customer satisfaction - Loyalty - Retention - Relationship between satisfaction, loyalty and profitability - Loyalty programs - CRM strategy cycle. Customer communication - Marketing automation.	10	CO3
IV	CRM and data management: Managing customer interaction - Customer data integration - Householding concepts. Technology evolution - Marketing technology development path - Emerging influencers. Database and customer data development - Capture, allocation and mining.	10	CO4
V	CRM program measurement and tools: Areas requiring measurement - Service quality, customer satisfaction, retention and loyalty - CRM customer cycle measures - customer value and equity - marketing research and customer knowledge. Privacy and ethics considerations - what consumers and organisations can do. The future of CRM - strategy and technology.	10	CO5

Text Book	
1	<i>Roger J. Baran, Robert Galka, Daniel P. Strunk. 2008. Customer Relationship Management. [First Edition]. Cengage Learning.</i>
Reference Books	
1	<i>Francis Buttle, 2009, Customer Relationship Management. [Second Edition]. Elsevier, a division of Reed Elsevier India Pvt., Ltd.</i>
2	<i>Kristin Anderson and Carol Kerr. 2009. Customer Relationship Management. [Third Edition]. McGraw Hill, New Delhi.</i>
3	<i>Jill Dyche. 2009. The CRM Hand Book. [Fifth Edition]. Pearson Education, New Delhi.</i>
4	<i>Paul Greenberg. 2008. Customer Relationship Management. [Third Edition]. Tata McGraw Hill, New Delhi.</i>
Web References	
1	www.ft.com/business-education
2	www.economist.com
3	www.businessbecause.com

COURSE OUTCOMES (CO)

After completion of the course, the students will be able to

CO1	Identify the needs and importance of the CRM concept.
CO2	Compute sales force automation for the modern business
CO3	Construct the measures to improve customer satisfaction.
CO4	Compile the customer database with the help of technology
CO5	Prepare the strategies to retain customers and improve customer value.

MAPPING

PSO CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M	M	M	M	M
CO2	M	M	H	L	M
CO3	M	H	M	M	M
CO4	L	M	H	M	M
CO5	M	M	M	H	M

H-High; M-Medium; L-Low

18PBAEM402	ELECTIVE II: INTEGRATED MARKETING COMMUNICATION	SEMESTER- IV	
Course objectives: The Course aims			
<ul style="list-style-type: none"> To enlighten the students on promotional aspects of marketing, advertising, brand promotion and brand leadership strategies. 			
Credits:4		Total Hours: 50	
UNIT	CONTENTS	Hrs	CO
I	Advertising: Definition - Roles - Functions - Key players - Types - Effective advertisement - Evolution - Integrated Marketing Communication (IMC) - Current issues and globalization of advertising - Functioning of ad agencies - Advertising appeals - Facets model of advertising.	10	CO1
II	Strategic research: Types of research - Uses of advertising research - Research methods used in advertising planning - Research challenges - Advertising budget - Account planning - Planning and managing creative strategy - Copywriting for print and television.	10	CO2
III	Media planning and buying: Media objectives - Media strategies. Media buying - Media planning changes and challenges - Print and out-of-home [OOH] media: The media industry - Reach - Frequency - Impressions - Print media: Advantages and disadvantages of newspapers, Magazines and packaging.	10	CO3
IV	Out-of-home [OOH] advertising: Types, advantages and disadvantages. Broadcast media: Advantages and disadvantages of radio, Television, Film and Video - Advantages and disadvantages of interactive (social media) and alternative media - Direct marketing: Advantages - disadvantages, and tools.	10	CO4
V	Sales promotion - Events and sponsorship - Public relations - Evaluation of ad effectiveness: Stages of copy testing - Media evaluation - Campaign evaluation. Advertising ethics - Determining what is ethical.	10	CO5
Text Book			
1	<i>Williams D. Wells, John Burnett and Sandra Moriarty. 2011. Advertising: Principles and Practice. [Seventh Edition]. Pearson education, New Delhi.</i>		
Reference Books			
1	<i>Kenneth E. Clow et al. 2008. Integrated Advertising, Promotion, and Marketing Communications. [Third Edition]. Pearson Education, New Delhi.</i>		
2	<i>David Aaker. 2011. Brand Relevance: Making competitors irrelevant. [First Edition]. Jossey-Bass Inc Publishing.</i>		

3	David Aaker. 2009. Brand Leadership . [Second Edition]. Free press.
4	Thomas C.O'Guinn, Chris T.Allen and Richard J.Semenik. 2010. Advertising and Integrated Brand Promotion . [Sixth Edition]. Thomson South – Western.
Web References	
1	www.ft.com/business-education
2	www.economist.com
3	www.businessbecause.com

COURSE OUTCOMES (CO)

After completion of the course, the students will be able to

CO1	Outline the basic concepts of advertisement and ad agency and evolution of Integrated marketing communication.
CO2	Identify the uses of strategic research in planning the advertisement
CO3	Formulate media planning and buying
CO4	Assess the pros and cons of OOH ad and broadcast media ad
CO5	Evaluate the effectiveness of ad campaign.

MAPPING

PSO CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M	M	M	M	M
CO2	M	M	M	H	M
CO3	M	M	M	M	M
CO4	M	M	H	M	L
CO5	L	M	M	H	M

H-High; M-Medium; L-Low

18PBAEM403	ELECTIVE III: RETAIL MANAGEMENT	SEMESTER - IV	
Course objectives: The Course aims <ul style="list-style-type: none"> • To understand the concepts of effective retail business • To understand the basic retailing process and it's determining factors. 			
Credits:4			Total Hours: 50
UNIT	CONTENTS	Hrs	CO
I	Introduction : An overview of Global Retailing - Challenges and opportunities - Retail trends in India - Socio economic and technological Influences on retail management - Government of India policy implications on retails.	10	CO1
II	Retail formats: Organized and unorganized formats - Different organized retail formats - Characteristics of each format - Emerging trends in retail formats - MNC's role in organized retail formats.	10	CO2
III	Retail decisions: Choice of retail locations - internal and external atmospherics - Positioning of retail shops - Building retail store Image - Retail service quality management - Retail Supply Chain Management - Retail Pricing Decisions. Merchandising and category management - buying.	10	CO3
IV	Retail shop Management: Visual Merchandise Management - Space Management - Retail Inventory Management - Retail accounting and audits - Retail store brands - Retail advertising and promotions - Retail Management Information Systems - Challenges in Retailing in India.	10	CO4
V	Online retailing: Emerging trends in e-tailing - opportunities and challenges of online retailing - customers' buying behaviour and attitude - Role of e-tailing in economic development - Ethics in online retailing.	10	CO5
Text Book			
1	<i>Michael Havy ,Baston, Aweitz and Ajay Pandi. 2007. Retail Management. [Sixth Edition]. Tata McGraw-Hill, New Delhi.</i>		
Reference Books			
1	<i>Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava. 2007. Retail Management. Oxford University Press.</i>		
2	<i>Swapna Pradhan.2009. Retail Management-Text and Cases. [Third Edition]. Tata McGraw Hill, New Delhi.</i>		
3	<i>Patrick M. Dunne and Robert F Lusch. 2008. Retailing. [Fourth Edition]. Thomson Learning.</i>		

4	Ramkrishnan and Y.R.Srinivasan.2008. Indian Retailing Text and Cases. Oxford University Press.
Web References	
1	www.ft.com/business-education
2	www.economist.com
3	www.businessbecause.com

COURSE OUTCOMES (CO)

After completion of the course, the students will be able to

CO1	Outline the retail chains and rate the retail trends in India
CO2	Demonstrate the various retail formats, characteristics and trends
CO3	Select the retail locations, positioning of shops and formulate retail supply chain
CO4	Formulate the space management and inventory management in retailing
CO5	Analyse the trends in online retailing.

MAPPING

PSO CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M	M	M	M	H
CO2	H	H	M	M	M
CO3	M	M	M	H	M
CO4	L	M	L	H	M
CO5	M	L	M	M	M

H-High; M-Medium; L-Low

ELECTIVE - (SYSTEMS)

18PCSBAES401	ELECTIVE I: ENTERPRISE RESOURCE PLANNING	SEMESTER - IV	
Course objectives: The Course aims			
<ul style="list-style-type: none"> To provide overall knowledge regarding the concepts and structure of Enterprise Resource Planning (ERP) systems and imparts necessary managerial skills for Enterprise Resource Planning (ERP) implementation in a business enterprise. 			
Credits:4		Total Hours: 50	
UNIT	CONTENTS	Hrs	CO
I	Enterprise Resource Planning (ERP): Enterprise perspective: An Overview, Features of Enterprise Resource Planning (ERP), MIS (Management Information System) Integration, Enterprise Resource Planning (ERP) drivers, Trends in Enterprise Resource Planning (ERP), Enterprise Resource Planning (ERP) in India.	10	CO1
II	ERP: System Perspective: Management Information System, Operations Support System, DSS, Transaction Processing System, Network Structure of Enterprise Resource Planning (ERP) System, Enterprise Resource Planning (ERP) Work flow, Process modeling for Enterprise Resource Planning (ERP) Systems, Communication in Enterprise Resource Planning (ERP) Systems, OLTP, (On Line Transaction Processing), OLAP (On Line Analytical Processing), Enterprise Integration Application Tools for Enterprise Resource Planning (ERP).	10	CO2
III	ERP: Resource management perspective: Business Modules in Enterprise Resource Planning (ERP) Packages, Finance, Production, Human Resource, Plant Maintenance, Materials Management, Quality Management, Sales and Distribution, Resource Management, Business Process Reengineering, Relationship between Enterprise Resource Planning (ERP) and Business Process Reengineering (BPR), Enterprise Resource Planning (ERP) Implementation Life Cycle, Implementation methodology, Enterprise Resource Planning (ERP) Project Management and Monitoring.	10	CO3
IV	Enterprise Resource Planning (ERP): Key issues: Enterprise Resource Planning (ERP) and E-Commerce, Enterprise Resource Planning (ERP) Culture, Enterprise Resource Planning (ERP) and Customer Relationship Management (CRM), Enterprise Resource Planning (ERP) and Supply Chain Management (SCM), Enterprise Resource Planning (ERP) Selection Issues, Enterprise Resource Planning (ERP) in Public Sector Enterprises, Pre and Post Implementation Issues, Enterprise Resource Planning (ERP) Vendors, Key Enterprise Resource Planning	10	CO4

	(ERP) Consultants in India, Future Directions in Enterprise Resource Planning (ERP).		
V	Next Generation Enterprise: Emerging trends, information mapping, role of centralised/distributed databases Linkages of the enterprise customer - enterprise, vendor enterprise, link within the enterprise and links with environment client/server architecture.	10	CO5
Text Book			
1	<i>Alexis Leon. 2000. ERP Demystified.</i> [First edition]. Tata McGraw Hill, New Delhi.		
2	<i>Garg, V.K. and Venket Krishna. N.K. 1997. ERP Concepts and Practices.</i> [First Edition]. PHI Publications, New Delhi.		
Reference Books			
1	<i>Langenalter, A. Gary. 2000. Enterprise Resources Planning and Beyond.</i> [First Edition]. St.Lucie Press, USA.		
2	<i>Imhoff C. Loftis Lisa and Geiger G. Jonathan. 2001. Building the Customer Centric Enterprise.</i> [First Edition]. John Wiley & Sons, USA.		
3	<i>Shankar Ravi and Jaiswal. S. 1999. Enterprise Resource Planning.</i> [First Edition]. Galgotia Publications, New Delhi.		
4	<i>Diwan Parag and Sunil Sharma. 1999. Enterprise Resource Planning: A Manager's Guide.</i> [First Edition]. Excel Books, New Delhi		
Web References			
1	www.ft.com/business-education		
2	www.economist.com		
3	www.businessbecause.com		

COURSE OUTCOMES (CO)

After completion of the course, the students will be able to

CO1	Outline the enterprise resource planning and its trend in India.
CO2	Formulate the system perspectives of enterprise resource planning
CO3	Formulate the resource management perspectives of enterprise resource planning
CO4	Assess the key issues related to enterprise resource planning
CO5	Demonstrate the next generation enterprise, emerging trends and information mapping.

MAPPING

PSO CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	H	M	L	L	H
CO2	M	M	M	M	M
CO3	M	M	M	M	M
CO4	H	M	M	H	M
CO5	M	L	M	M	H

H-High; M-Medium; L-Low

18PCSBAES402	ELECTIVE II: DATA MINING AND WAREHOUSING	SEMESTER - IV	
Course objectives: The Course aims <ul style="list-style-type: none"> To develop the necessary skills to identify and apply current data warehousing applications. 			
Credits:4		Total Hours: 50	
UNIT	CONTENTS	Hrs	CO
I	Introduction - Data mining - Data mining functionalities - Kinds of patterns can be mined - Classification - Major issues. Data warehouse - A multidimensional data model - Data warehouse architecture - Data warehouse implementation - From data warehouse to data mining.	10	CO1
II	Data pre-processing - Data cleaning - Data Integration and Transformation - Data Reduction - Discretization and concept hierarchy generation - Data mining primitives - Data mining Task.	10	CO2
III	Association Rule Mining - Mining single dimensional Boolean association rules from transactional databases - Classification and prediction - Issues regarding classification and prediction - Bayesian classification - Classification by Back propagation - Classification based on concepts from association rule mining.	10	CO3
IV	Cluster Analysis - A categorization of Major clustering methods - Partitioning methods- Hierarchical methods - Grid based methods - Model based clustering methods - Density - based methods.	10	CO4
V	Applications and Trends in Data Mining - Data mining system products and Research prototypes - Additional themes on Data mining - Social Impacts of Data Mining - Trends in Data mining - Mining Spatial Databases - Mining Time-series and sequence data - Mining the World wide web.	10	CO5
Text Book			
1	<i>Jiwei Han and Michelen Kamber. 2000. Data Mining Concepts and Techniques. [Second Edition]. Morgan Kaufmann Publishers an Imprint of Elsevier, USA. (Chapters 1,2,3,4,1,6.1,6.2,7,8,9,2,9.4,9.6,10).</i>		
Reference Books			
1	<i>Arun K.Pujari. 2001. Data Mining Techniques. [Third Edition]. Universities Press (India) Limited, Hyderabad.</i>		
2	<i>George M. Marakas. 2002. Modern Data warehousing, Mining and Visualization, core concepts. [First Edition]. Prentice Hall, New Delhi.</i>		

3	<i>Pang-Ning Tan, Michael Steinbac and, Vipin Kumar. 2008. Introduction to Data Mining. [Fourth Edition]. Pearson Education, New Delhi.</i>
4	<i>Soman K. P, Shyam Diwakar and V. Ajay. 2008. Data Mining. [First Edition]. Prentice Hall, New Delhi.</i>
Web References	
1	www.ft.com/business-education
2	www.economist.com
3	www.businessbecause.com

COURSE OUTCOMES (CO)

After completion of the course, the students will be able to

CO1	Demonstrate the data mining and data warehouse.
CO2	Apply data cleaning, data Integration and transformation
CO3	Formulate the rules for data mining
CO4	Assess the methods of data mining and warehousing
CO5	Apply the data mining techniques and learn its impact.

MAPPING

PSO CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M	L	M	M	M
CO2	H	M	M	M	M
CO3	M	M	L	H	M
CO4	M	M	M	M	M
CO5	H	M	M	M	M

H-High; M-Medium; L-Low

18PCSBAES403	ELECTIVE III: DATABASE MANAGEMENT SYSTEM	SEMESTER - IV	
<p>Course objectives: The Course aims</p> <ul style="list-style-type: none"> To become expertise in management and implementation issues pertinent to databases in public and private organizations database development process and technology. 			
Credits:4		Total Hours: 50	
UNIT	CONTENTS	Hrs	CO
I	Database systems: Data vs. Information - Introducing the Database and the Database Management System (DBMS) - Why database design is important - Files and File Systems - Database Systems: Database System Environment - Database Management System (DBMS) Functions - Data Models: Basic building blocks - Business Rules - Evolution of Data Models - Degrees of Data Abstraction.	10	CO1
II	The relational database model: The logical view - Keys - Integrity rules - relational set operators - relationship within the relational database - Codd's Relational Database Rules - Entity Relationship (ER) Model - Normalization of Database Tables: Need for Normalization - The Normalization Process - High Level Normal Forms.	10	CO2
III	Structured Query Language (SQL): Introduction - Data Definition Commands - Data Manipulation Commands - Select Queries - Advanced Data Definition commands - Advanced select Queries - Joining database tables - Advanced Structured query language (SQL): Structured query language (SQL) join operators - Sub-queries and Correlated Queries - Structured query language (SQL) Functions - Procedural Structured query language (SQL) - Database Design: The Systems Development Life Cycle (SDLC) - The Database Life Cycle (DBLC).	10	CO3
IV	Transaction management: What is a Transaction - Concurrency Control: Locking Methods - Time Stamping Methods - Database Recovery Management - Distributed Database Management System: Evolution - Advantages and Disadvantages - Distributed Processing and Distributed Databases - Characteristics - Levels of Data and Process Distribution - Distribution Transparency - Transaction Transparency - Distributed Database Design.	10	CO4
V	Emerging database technologies and applications: Introduction - Mobile Database: Mobile Computing Architecture - Characteristics of Mobile Environments - Data Management Issues - Multimedia Database: Data management Issues - Multimedia Database	10	CO5

	Applications.		
Text Book			
1	<i>Peter Rob and Carlos Coronel. 2001. Database Systems Design, Implementation, and Management. [Seventh Edition]. Thomson Publication, Uttar Pradesh. (UNIT I, II, III, & IV).</i>		
2	<i>Ramez Elmasri and Shamkant B.Navath. 1999. Fundamentals of Database Systems. [Fifth Edition]. Pearson Publication, New Delhi (UNIT V).</i>		
Reference Books			
1	<i>Raghu Ramakrishnan and Johannes Gehrke. 1998. Database Management Systems. [Third Edition]. McGraw-Hill Higher Education, New Delhi.</i>		
2	<i>Silberschatz, Korth and Sundarshan. 1998. Database System Concepts. [Fourth Edition]. McGraw- Hill Higher Education, New Delhi.</i>		
3	<i>Elmasti Navathe. 1989. Fundamentals of Database Systems. [Third Edition]. Pearson Education Asia, New Delhi.</i>		
Web References			
1	www.ft.com/business-education		
2	www.economist.com		
3	www.businessbecause.com		

COURSE OUTCOMES (CO)

After completion of the course, the students will be able to

CO1	Compile the database designing and frame the data model
CO2	Attain knowledge on relational database models
CO3	Demonstrate advanced structured query language and Systems development life cycle.
CO4	Assess the Transaction management
CO5	Create new database technologies and applications.

MAPPING

PSO CO	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	M	M	M	L	M
CO2	M	M	M	M	L
CO3	M	H	M	M	L
CO4	M	M	H	H	M
CO5	H	L	M	M	M

H-High; M-Medium; L-Low

GUIDELINES

1. SUBMISSION OF RECORD NOTE BOOKS AND PROJECT DISSERTATION

Candidates appearing for Practical Examinations and Project Viva-voce shall submit Bonafide Record Note Books/ Dissertation prescribed for Practical/ Project Viva-voce Examinations, otherwise the candidates will not be permitted to appear for the Practical/ Project Viva-voce Examinations.

2. PASSING MINIMUM AND INTERNAL MARK DISTRIBUTION (Theory, Practical and Project)

(i) THEORY

The candidate shall be declared to have passed the Examination, if the candidate secure not less than 50 marks put together out of 100 in the Comprehensive Examination in each Theory paper with a passing minimum of 38 marks in External out of 75.

Internal Marks Distribution [CA- Total Marks: 25]

Attendance	: 5 Marks
Assignment	: 5 Marks
Seminar	: 5 Marks
Internal Examinations	: 10 Marks
Total	: 25 Marks

Comprehensive Viva-voce

An oral test by a team of faculty members for about 30 minutes will be conducted before the model examinations. Questions will cover all the courses of the respective semester.

(ii) PRACTICAL

The candidate shall be declared to have passed the Examination, if the candidate secure not less than 50 marks put together out of 100 in the Comprehensive Examination in each Practical paper with a passing minimum of 30 marks in External out of 60.

Internal Marks Distribution [CA- Total Marks: 40]

Experiment	: 10 Marks (10-12 Experiments)
Attendance	: 5 Marks
Record	: 5 Marks
Internal Examinations	: 20 Marks
Total	: 40 Marks

CAREER COMPETENCY SKILLS

o On Line Objective Examination (Multiple Choice questions) – Semester I

- 100 questions-100 minutes
- Twenty questions from each UNIT.
- On line examination will be conducted at the end of I Semester.

○ **Viva Voce – Semester II**

- The student has to come in proper dress code and he/she should bring 2 copies of resume for the Viva Voce
- The student may be asked to
 - Give Self introduction
 - Submit the resume to the examiner(s) and answer the questions based on it.
 - Speak on any given topic for at least two minutes.
 - Give a presentation for 10 minutes on a topic of their choice.
 - Sit with other students in a group for a discussion.

INTERNSHIP

Every student shall undergo internship for a minimum period of 3 weeks after completing the second semester and before the start of the third semester.

The internship report (about 30 pages) shall contain descriptions about the following (list is only indicative and not exhaustive)

- Industry
- Company
- Ownership Pattern
- Finance & Accounting Department
- Marketing Department
- Production Department
- Human Resources Department

A team of faculty members will evaluate students based on the report and a power point presentation.

PROJECT WORK

The students shall undertake a research project in groups of three (maximum) in a functional area of their choice. The project work will be evaluated for 200 marks (50 internal + 150 external). The student is expected to study a management problem, challenge or issue relevant to an organization or an industry or a market.

The project work involves the following tasks:

- Profiling the industry and the company
- Doing a literature survey of the chosen topic
- Setting research objectives and hypotheses
- Designing the research methodology
- Collecting and tabulating data
- Analyzing and interpreting data
- Summarizing the findings

- Drawing conclusions
- Making useful suggestions
- Preparing the final report

There shall be three project reviews.

The following details have to be submitted (*hard copy in the prescribed format*) before the presentations:

I review – Company profile, industry profile, literature survey, objectives, and research methodology (including questionnaires, if any).

II review – Data tables and charts along with inferences.

III review – Statistical analysis, findings, suggestions and a rough draft.

Viva-voce shall be conducted for individual students to evaluate their performance.

Mark Distribution Pattern

Comprehensive Examination (CE) :150 Marks

Continuous Assessment (CA) : 50 Marks

The candidate shall be declared to have passed the Examination, if the candidate secure not less than 100 marks put together out of 200 in the Comprehensive Examination in each Project with a passing minimum of 75 marks in External out of 150.

Internal Mark Distribution [CA - Total Marks: 50 Marks]

Research work done	: 20 Marks
Attendance	: 5 Marks
Observation Note	: 10 Marks
Review	: 15 Marks (Three reviews)
Total	: 50 Marks

Question Paper Pattern

THEORY

Question Paper Pattern and Mark Distribution (For 75 marks)

1. PART - A (5 x 2 = 10 Marks)

Answer ALL questions

One question from each UNIT

2. PART - B (5 x 10 = 50 Marks)

Answer ALL questions

One question from each UNIT with Internal Choice

3. PART - C (1 x 15 = 15 Marks)

One Case Study (Compulsory)