

I-SEMESTER

PBAC101C	MANAGEMENT & ORGANISATIONAL BEHAVIOUR	Credits: 04
L:T:P - 4 _L : 0 _T : 0 _P		CIE Marks:50
Total Hours: 50		SEE Marks:50

Course Objectives

- To understand and analyse Management and Organisational Behaviour theories and models.
- To classify and differentiate between the best methods to solve the problems.
- To compare the appropriate framework for solving the problems at the workplace.
- To apply Management and OB concepts to real-world business scenarios.

Module - 1	09 Hrs.
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Introduction, Meaning, Objectives, Differences between Administration and Management, Levels of Management, Kinds of Managers, Managerial roles, Historical evolution of Management thought, Contemporary issues in Management – sustainability, diversity, equity & inclusion in the workplace.

Module - 2	09 Hrs.
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Planning –Importance, Process, Benefits of Planning, Types of Plans, Planning tools and techniques. **Organising**–Meaning, Types of Organisation structures, Traditional structures, Directions in organisation structures. **Leading** – Meaning, Nature, Traits and Behaviour, Contingency approaches to Leadership, Transformational leadership. **Controlling** – Meaning, Importance, Steps in the Control Process, Types of Control.

Module - 3	07 Hrs.
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Organisational Behaviour–Introduction, Meaning, History of Organisational Behaviour, Organisational effectiveness, Organisational learning process, Stakeholders, OB in a global context.

Module - 4	09 Hrs.
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Introduction, MARS Model of individual behaviour and performance, Types of Individual behaviour, Personality in Organisation, Values in the workplace, Types of values, **Perception**–Meaning, Model of Perceptual process. Emotions in the workplace, Types of emotions, Circumplex Model of Emotion, Attitudes and Behaviour, Work-related stress and its management. **Motivation**–Meaning, Maslow’s Hierarchy of Needs, Four Drive Theory of Motivation.

Module – 5	08 Hrs.
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Teams: Meaning of Teams, Advantages of Teams, Model of Team Effectiveness, Stages of Team Development. **Power & Politics:** Meaning, Sources, Contingencies of Power, Consequences of Power, Politics in organisation. **Conflict and Negotiation in the workplace:** Constructive & Relationship conflict, Conflict Process Model, Structural sources of Conflict Management, Resolving conflict through negotiation and Third-Party Conflict Resolution.

Module – 6	08 Hrs.
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Organisational Culture – Meaning, Elements of Organisational Culture, Importance of Organisational Culture. **Organisational Change** – Meaning, Resistance to change, Approaches to Organisational Culture, Action Research Approach, Appreciative Inquiry Approach, Large Group Intervention Approach, Parallel Learning Structure Approach, and Ethical issues of Organisational Behaviour.

Suggested Learning Resources*

1. Management– John R. Schermerhorn, Jr., 8/e, Wiley India, 2010.
2. Organizational Behavior–Steven L. McShane & Mary Ann Von Glinow, 6/e, McGraw Hill Education, 2015.
3. Management & Organisational Behaviour – Laurie J. Mullins, 7/e, Prentice Hall, 2005.
4. Essentials of Management – Koontz, McGraw Hill, 8/e, 2014.

5. MGMT –Chuck Williams & Manas Ranjan Tripathy, 5/e, Cengage Learning, 2013.
6. Organizational Behaviour – Fred Luthans, 12/e, McGraw Hill International, 2011.
7. Fast tracking to Managerial & CEO Roles- Ajit Singhvi & Sapta Sheel, Primedia E-Launch, 2022 1/e.

Web links and Video Lectures (e-Resources):

- https://onlinecourses.nptel.ac.in/noc22_mg104/preview
- https://onlinecourses.nptel.ac.in/noc22_mg78/preview
- https://learninglink.oup.com/access/king-lawley3e-student-resources#tag_all-chapters
- <https://openstax.org/details/books/organizational-behavior>
- <https://www.classcentral.com/course/introduction-organisational-behaviour-11892>

Skill Development Activities Suggested

- Visit an Organisation and note the various functions played in a day.
- Conduct a professional event in the department and try to understand the various roles played by students in relation to Team and Organisational environment.
- Develop questions, interact with people in the Organisation and try to observe personality.
- Meet any Leader / HoD / Dean and observe the Management of various department and record the changes along with reasons for change.

Course Outcomes

After completion of the course student will be able to:

Sl. No.	Description	Blooms Level
CO1	Gain practical experience in the field of Management and Organisational Behaviour.	L1
CO2	Acquire the conceptual knowledge of management, various functions of Management and theories in OB.	L3
CO3	Develop management and behavioural models related to attitude, perception, power, politics and conflict in workplace.	L2
CO4	Analysing the recent trends in Management and OB models.	L4

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1				2	3			
CO2		2	2				2		
CO3				3		3		2	
CO4		2		2			1		2

PBAC102C	FINANCIAL ACCOUNTING & REPORTING	Credits: 04
L:T:P - 3 : 2 : 0		CIE Marks:50
Total Hours: 50		SEE Marks:50

Course Objectives

- To enable the students to understand the conceptual framework of accounting, reporting and financial statements.
- To enable the students in preparation of books of accounts and accounting records leading to final accounts and interpretation there-off.
- To acquaint the students with interpretation of accounting information and analyses of financial statements for decision making.

Module - 1 07 Hrs.

Introduction to Accounting: Meaning and objectives, Need and Types of Accounting, Single Entry System, Double Entry System. Concepts and Conventions of Accounting. Users of Accounting information, Basics of Generally Accepted accounting Principles (GAAP), Indian Accounting Standards, IFRS, (Theory only)

Module - 2 09 Hrs.

Accounting Cycle: Journal, Ledgers, Trial balance, Accounting equation, subsidiary books including cash book with two and three column cashbook only. (Theory and Problems).

Module - 3 09 Hrs.

Final Accounts of companies: Preparation of final accounts of companies in vertical form as per Companies Act of 2013 (Problems of Final Accounts with adjustments), Window dressing. Case Study problem on Final Accounts of Company-Appropriation accounts. (Theory and Problems).

Module - 4 09 Hrs.

Analysis of Financial Statements: Meaning and Purpose of Financial Statement Analysis, Trend Analysis, Comparative Analysis, Financial Ratio Analysis, Preparation of Financial Statements using Financial Ratios, Case Study on Financial Ratio Analysis. Lab compulsory for Financial Statement Analysis using Excel. (Theory and Problems).

Module – 5 06 Hrs.

Bank Reconciliation statement: Rules for recording Receipts and Payments in cash book and bank pass book, reasons for differences in the balances of cash book and bank pass book. Meaning and Preparation of Bank reconciliation statement (Tally may be used for preparation Bank reconciliation statement). (Theory and Problems).

Module – 6 10 Hrs.

Depreciation and Emerging Issues in Accounting: Depreciation: Meaning, characteristics and causes of depreciation, Types of Depreciation. Tax implication of depreciation. (Problems only on straight line and WDV method).

Emerging Areas in Accounting: Human Resource Accounting, Forensic Accounting, Green Accounting, Sustainability Reporting, Automated Accounting Processes, Cloud-based Accounting, Data Analytics & Forecasting Tools, Blockchain, AI in Accounting, Big Data in Accounting (Theory only).

Suggested Learning Resources*

1. Financial Accounting: A Managerial Perspective, Narayanaswamy R, 5/e, PHI, 2014.
2. A Text book of Accounting For Management, Maheswari S. N, Maheswari Sharad K. Maheswari, 2/e, Vikas Publishing house (P) Ltd.
3. Computerized Accounting, Neeraj Goyal, Rohit Sachdeva, Kalyani Publishers, 1e, 2018.

4. Accounting for Management-Text & Cases, S.K.Bhattacharya & John Dearden, Vikas Publishing House Pvt. Ltd., 3e, 2018.
5. Accounting and Finance for Non-finance Managers, Jai Kumar Batra, Sage Publications, 1e, 2018.
6. Financial Accounting, Jain S. P and Narang K L, Kalyani Publishers

Web links and Video Lectures (e-Resources):

- <https://icmai.in/upload/Students/Syllabus2016/Inter/Paper-5New.pdf>
- <https://journals.sagepub.com/home/jaf>
- https://icmai.in/upload/Students/Syllabus-2012/Study_Material_New/Inter-Paper5- Revised.pdf
- <https://books.mec.biz/tmp/books/Y3BMTIHRR2UE7LMTZG3T.pdf>
- <https://drnishikantjha.com/booksCollection/Financial%20Accounting%20-%20BMS%20.pdf>
- <https://www.pdfdrive.com/accountancy-books.html>
- https://onlinecourses.swayam2.ac.in/nou22_cm18/preview
- <https://www.coursera.org/lecture/uva-darden-financial-accounting/what-is-accounting-eXQEc>
- <https://www.youtube.com/watch?v=mq6KNVeTE3A>

Skill Development Activities Suggested

- To collect Annual reports of the companies and analyze the financial statements using different techniques and presenting the same in the class.
- To get exposed to use of accounting software (preferably Tally or ERP).
- To identify the sustainability report of a company and study the contents.

Course Outcomes

After completion of the course student will be able to:

Sl. No.	Description	Blooms Level
CO1	Know what and how books of accounts and financial statements are prepared. .	L1
CO2	How to interpret financial statements of companies for decision making.	L1
CO3	Independently undertake financial statement analysis and take decisions.	L4, L6

Mapping of COS and POs

[illegible]

PBAC103C	ECONOMICS FOR DECISION MAKING	Credits: 04
L:T:P - 4 _L : 0 _T : 0 _P		CIE Marks:50
Total Hours: 50		SEE Marks:50

Course Objectives

- To introduce the fundamentals, tools and theories of managerial economics.
- To provide an understanding of the application of Economics in Business
- To learn the basic Micro and Macro-economic concepts.
- To understand Demand, Production, Cost, Profit and Market competitions with reference to firm and industry.

Module - 1

07 Hrs.

Introduction: Managerial Economics: Meaning, Nature, Scope & Significance, Uses of Managerial Economics, Role and Responsibilities of Managerial Economist.
Theory of the Firm: Firm and Industry, Objectives of the firm, alternate objectives of firm.
Managerial theories: Baumol's Model, Marris's model of growth maximization, Williamson's model of managerial discretion.

Module - 2

09 Hrs.

Demand Analysis

Law of Demand, Exceptions to the Law of Demand, Elasticity of Demand, Classification of Price, Income & Cross elasticity, Promotional elasticity of demand. Uses of elasticity of demand for Managerial decision making, Measurement of elasticity of demand. Law of supply, Elasticity of supply.

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

Module - 3

09 Hrs.

Cost Analysis & Production Analysis

Concepts of Production, production function with one variable input - Law of Variable Proportion, Laws of returns to scale, Indifference Curves, ISO-Quants & ISO-Cost line, Economies of scale, Diseconomies of scale. Types of cost, Cost curves, Cost – Output Relationship in the short run and in the long run, Long- Run Average Cost (LAC) curve

Break Even Analysis—Meaning, Assumptions, Determination of BEA, Limitations, Margin of safety, Uses of BEA In Managerial decisions (Theory and simple problems).

Module - 4

09 Hrs.

Market structure and Pricing Practices

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

Monopolistic Competition: Features, Pricing Under monopolistic competition, Product differentiation. **Oligopoly:** Features, Kinked demand Curve, Cartels, Price leadership.

Monopoly: Features, Pricing under monopoly, Price Discrimination.

Descriptive Pricing Approaches: Loss leader pricing, Peak Load pricing, Transfer pricing.

Module – 5

09 Hrs.

Indian Business Environment

Nature, Scope, Structure of Indian Business Environment, Internal and External Environment. Political and Legal Environment, Economic Environment, Socio– Cultural Environment, Global Environment. Private Sector, Growth, Problems and Prospects, SMEs, Significance in Indian economy, challenges and prospects. Fiscal policy and Monetary Policy: Meaning of Fiscal policy, three main types of fiscal policy – neutral policy, expansionary, and contractionary. Monetary policy: Meaning, Objectives of monetary policies: Controlling inflation, Managing employment

levels, and Maintaining long-term interest rates. (Theory only)		
Module – 6		07 Hrs.
Indian Industrial Policy: New industrial policy 1991, Production Linked Incentive (PLI) scheme for Promoting manufacturing of Telecom & Networking Products in India, New economic initiatives proposed by Indian government for economic growth Private Sector-Growth- like Atma Nirbhar Bharath Abhiyan.		
Suggested Learning Resources*		
7. Managerial Economics by Dr. A.B. Kalkundrikar and Dr.Rajendra M. Inamdar, 2022 8. Managerial Economics by Geethika,Ghosh & Choudhury, McGrawHill 2/e,2011 9. Managerial Economics by Dominick Salvatore, Oxford Publishers, 2e, 2016 10. Managerial Economics by D.M Mithani, HPH publications, 2016 11. Managerial Economics by Samuelson & Marks, Wiley, 5/e,2015		
Web links and Video Lectures (e-Resources):		
<ul style="list-style-type: none"> • https://www.edx.org/learn/managerial-economics • https://www.indiabudget.gov.in/ • https://onlinecourses.swayam2.ac.in/imb19_mg16/preview • https://www.youtube.com/watch?v=ZXDkdJO3V6Y 		
Skill Development Activities Suggested		
<ul style="list-style-type: none"> • Assessment of Demand Elasticity–Price, Income and Cross • Demand Forecasting: Application of qualitative and quantitative methods of demand forecasting to various sectors (Automobile, Service, Pharmaceutical, Information Technology, FMCG, Hospitality etc.) in India. Students are expected to assess the impact of advertisement or sales promotion on the demand of a product • An in-depth study of economic indicators on the growth rate and presentation on the same • Analyze the impact of the Union Budget on different sectors of the Indian economy, fiscal discipline and disinvestment proposals of the GOI and presentation on the same • A study on the effect of monetary policy on banking and NBFCs. A debate can be held on the pros and cons of the monetary policy. • Use of MS Excel in the above mentioned activities should be encouraged. 		
Course Outcomes		
After completion of the course student will be able to:		
Sl. No.	Description	Blooms Level
CO1	The student will understand the application of Economic Principles in Management decision making.	L2
CO2	The student will learn the microeconomic concepts and apply them for effective functioning of a Firm and Industry.	L3
CO3	The Student will be able to understand, assess and forecast the demand.	L5
CO4	The student will apply the concepts of production and cost for optimization of production	L3
CO5	The student will design competitive strategies like pricing, product differentiation etc. and marketing according to the market structure.	L6
CO6	The student will be able to understand the impact of macroeconomic concepts.	L2

Mapping of COS and POs									
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	3		1			3			
CO2	3	2		1			3		
CO3	2				1			1	
CO4	2		3		1				1
CO5	2			1	3		3		
CO6	3			1					2

PBAC104C	BUSINESS STATISTICS	Credits: 04
L:T:P - 3 : 2 : 0		CIE Marks:50
Total Hours: 50		SEE Marks:50

Course Objectives

1. To facilitate the students to compute the various measures of central tendency and dispersion using descriptive statistics.
2. To enhance the skills to visualize and estimate the relationship between variables using correlation and regression analysis.
3. To equip with the skills of decision-making using probability techniques.
4. To empower with the knowledge of trend analysis.
5. To make the students understand the procedure of hypothesis testing using appropriate parametric and non-parametric tests.
6. To familiarize the students with analytical package SPSS.

Module - 1	08 Hrs.
Introduction to Statistics: Meaning and Definition, Importance, Types, Measures of Central Tendency - Arithmetic mean, Geometric mean, Harmonic mean, Median, Quartiles, Deciles, Percentiles, Mode. Measures of Dispersion - Range, Quartile deviation, Mean deviation, Standard deviation, Variance, Coefficient of Variation, Skewness, Moments and Kurtosis (Theory and Problems).	
Module - 2	07 Hrs.
Correlation and Regression: Correlation - Significance, Types, and Methods, Scatter diagram, Karl Pearson correlation, Spearman's Rank correlation, Regression, Significance, Linear Regression Analysis, Types of regression models, Lines of Regression, Standard error of Estimate (Theory and Problems).	
Module - 3	09 Hrs.
Probability Distribution: Concept of probability, Counting rules for determining number of outcomes - Permutation and Combination, Rules of probability- Addition and Multiplication, Baye's Theorem. Concept of Probability Distribution, Theoretical Probability Distributions - Binomial, Poisson, Normal (Problems only on Binomial, Poisson and Normal). (Theory and Problems).	
Module - 4	08 Hrs.
Time Series Analysis: Objectives, Variations in Time Series. Measurement of Trend, Graphic Method, Moving Average Method, Semi-Average Method, Least Square Method. Measurement of Seasonal Variations- Method of Simple Averages, Ratio to Trend Method-Ratio to Moving Average Method, Link Relative Method. (Theory and Problems).	
Module - 5	08 Hrs.
Hypotheses Testing: Definition, Types, Procedure for testing, Errors in hypotheses testing. Parametric and Non-Parametric Tests -t-test, z-test, f-test, Chi-square test, u-test, K-W Test (problems on all tests). Analysis of Variance (theory only)	
Module - 6	10 Hrs.
Computer lab for Statistics: SPSS: Overview of SPSS, Creating, saving and editing files, Importing files from other formats. Transforming Variables - Compute, Multiple responses. Organization and Presentation of Information - Measures of Central Tendency and Variability, Frequency Distributions. Charts and Graphs, Hypotheses testing using means and cross-tabulation, Paired t, Independent Sample t, Chi- square. Correlation, Regression Analysis, Linear, Logistic, Analysis of	

Variance- One Way ANOVA, ANOVA in regression.

Suggested Learning Resources*

1. S C Gupta (2018), Fundamentals of Statistics, 7th edition Himalaya Publications.
2. J K Sharma (2020), Business Statistics 5th edition Vikas Publishing House.
3. S P Gupta (2021), Statistical Methods 46th edition Sultan Chand Publications.
4. C R Kothari (2015), Research Methodology- Methods and Techniques, Viswa Prakasam Publications.
5. William E. Wagner, III (2015), Using IBM SPSS- Statistics for Research Methods and Social Science Statistics 5th edition Sage Publications.

Web links and Video Lectures (e-Resources):

- Students should opt Swayam NPTEL Course on Business Statistics offered by Prof. M.K.Barua Dept. of Management studies IIT Roorkee.
- <https://www.youtube.com/watch?v=VDLyk6z8uCg> Swayam NPTEL Course on Business Statistics by Dr. P. M. Shiva Prasad, Department of Commerce, Teresian College, Mysuru.

Skill Development Activities Suggested

- Role Play Techniques
- Quizzes
- Field Surveys
- Assignments

Course Outcomes

After completion of the course student will be able to:

Sl. No.	Description	Blooms Level
CO1	Understand how to organize, manage, and present the data	L2
CO2	Use and apply a wide variety of specific statistical tools	L3
CO3	Understand the applications of probability in business	L4
CO4	Effectively interpret the results of statistical analysis	L5
CO5	Develop competence of using computer packages to solve the problems	L6

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1				2	3			
CO2		2	2				2		
CO3				3		3		2	
CO4		2		2			1		2
CO5	2	3							

PBAC105C	MARKETING MANAGEMENT	Credits: 04
L:T:P - 4 _L : 0 _T : 0 _P		CIE Marks:50
Total Hours: 50		SEE Marks:50

Course Objectives

- To make students understand the fundamental concepts of marketing and environment in which marketing system operates.
- To gain knowledge on consumer buying behaviour and influencing factors
- To describe major bases for segment marketing, target marketing, and market positioning.
- To develop a Conceptual framework, covering basic elements of the marketing mix.
- To understand fundamental premise underlying market driven strategies and hands on practical approach.

Module - 1	07 Hrs.
Introduction to Marketing: Importance of marketing, Definitions of market and marketing, Types of Needs, Elements of Marketing Concept, Functions of Marketing, evolution of marketing, Marketing V/s Selling, Customer Value and Satisfaction, 4P's of Marketing, Marketing Environment, Techniques used in environment analysis, Characteristics (Micro and Macro), Marketing to the 21st century customer.	
Module - 2	09 Hrs.
Analysing Consumer Behaviour: Meaning and Characteristics, Importance of consumer behaviour, Factors influencing Consumer Behaviour, Consumer characteristics influencing buying behaviour personal factors and cultural factors. Consumer Buying Decision Process, Buying Roles, Buying Motives. The black box model of consumer behaviour. Psychological factors consumer.	
Module - 3	09 Hrs.
Product management and Pricing: Importance and primary objective of product management, product levels, product hierarchy, Classification of products, product mix, product mix strategies, Managing Product Life Cycle. New Product Development, packing as a marketing tool, Role of labeling in packing. Concept of Branding, Brand Equity, branding strategies, selecting logo, brand extension- effects. Introducing to pricing, Significance of pricing, factor influencing pricing (Internal factor and External factor), objectives, Pricing Strategies-Value based, Cost based, Market based, Competitor based, Pricing Procedure.	
Module - 4	09 Hrs.
Distribution and Promotion: Roles and purpose of Marketing Channels, Factors Affecting Channel Choice, Channel Design, Channel Management Decision, Channel Conflict, Designing a physical Distribution System. Promotions- Marketing communications- Integrated Marketing Communications (IMC)-communication objectives, steps in developing effective communication. Advertising: Advertising Objectives, Advertising Budget, Advertising Copy, AIDA model, Traditional Vs Modern Media- Online and Mobile Advertising, social media for Advertising. Push-pull strategies of promotion.	
Module – 5	09 Hrs.
Market segmentation, Targeting and Brand Positioning: Concept of Market Segmentation, Benefits, Requisites of Effective Segmentation, Bases for Segmenting Consumer Markets, Market Segmentation Strategies. Types of Segmentation. Targeting - Bases for identifying target Customer target Marketing strategies, Positioning - Meaning, Tasks involved in Positioning. Monitoring brands performance and positioning. Product Differentiation Strategies.	
Module – 6	07 Hrs.

Emerging Trends in Marketing: Marketing Planning. Concepts of B2B marketing, Service Marketing, Digital and social media Marketing, Green Marketing, Event Marketing, Marketing Audit, Sponsorship, Cause Related Marketing, Marketing for Non-Profit Organizations, Relationship marketing, Marketing Strategies for Leaders, Challengers, Followers and Startups. Social Responsibility of marketing, Neuro Marketing, Sensory Marketing, societal marketing concept, premiumization.

Suggested Learning Resources*

1. Marketing Management- Indian Context, Global Perspective by Ramaswamy & Namakumari by SAGE publication, 6th Edition.
2. Marketing Management: A South Asian Perspective by Kotler, Keller, Koshy & Jha by Pearson publication, Latest Edition.
3. New Product Management by Merle Crawford and Anthony Di Benedetto by McGraw-Hill, Latest Edition.
4. Advertisement Brands & Consumer Behaviour by Ramesh Kumar by Sage Publications, 2020.
5. Marketing in India: Text and Cases by Neelamegham S by Vikas publication, Latest edition.
6. Marketing by Lamb, Hair, Mc Danniel by Cengage Learning, Latest edition.
7. Fundamentals of Marketing Management, Etzel M J B J Walker & William J Stanton by Tata Macgraw Hill, Latest edition.

Web links and Video Lectures (e-Resources):

- <https://youtu.be/5fdx5Laavkc>
- <https://youtu.be/Ule8n6GgE1g>
- <https://youtu.be/ob5KWs3l3aY?t=131>
- <https://youtu.be/U1VWUHLhmdk>
- <https://youtu.be/iWuYUhSHXHg>
- https://youtu.be/IErR_YYfP3Y
- <https://youtu.be/mL7V7MASrDIQ>

Skill Development Activities Suggested

- Sensitise the students to the market dynamics by visiting super markets and regulatory markets like APMC, etc.
- Students to study the buying pattern based on demographics of consumers.
- Students to draft advertising copy.
- Students to take any FMCG product and study the PCL of that product.

Course Outcomes

After completion of the course student will be able to:

Sl. No.	Description	Blooms Level
CO1	Comprehend the concepts of Marketing Management.	L1
CO2	Gain knowledge on consumer behaviour and buying process	L3
CO3	Understand concept of Product and Brand Management, Branding and Pricing strategies	L2
CO4	Identify marketing channels and the concept of product distribution, techniques of sales promotion	L4
CO5	Simply ideas into a viable marketing plan for various modes of marketing	L4

Mapping of COS and POs									
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
C01	1				2	3			
C02	1		2				2		
C03				3				2	
C04		2		2					3
C05		2			2				

PBAC106C	MANAGERIAL COMMUNICATION	Credits: 04
L:T:P - 4 _L : 0 _T : 0 _P		CIE Marks:50
Total Hours: 50		SEE Marks:50

Course Objectives

- To enable the students to become aware of their communication skills and sensitize them to their potential to become successful managers.
- To enable learners with the mechanics of writing and also help them to draft business letters in English precisely and effectively.
- To introduce the students to some of the practices in managerial communication those are in vogue.
- To prepare students to develop the art of business communication with emphasis on analyzing business situations.
- To train Students towards drafting business proposals.

Module - 1	07 Hrs.
Introduction: Meaning & Definition, Role, Classification, Purpose of communication, Communication Process, Characteristics of successful communication, Importance of communication in management, Communication structure in organization, Communication in conflict resolution, Communication in crisis. Communication and negotiation, Communication in a cross-cultural setting, Barriers to communication.	
Module - 2	09 Hrs.
Oral Communication: Meaning, Principles of successful oral communication, Barriers to oral communication, Conversation control, Reflection and Empathy: two sides of effective oral communication. Modes of Oral Communication, Effectiveness of oral communication. Listening as a Communication Skill: Approaches to listening, how to be a better listener, Process of listening, Nonverbal communication: Meaning, classification.	
Module - 3	09 Hrs.
Written Communication: Purpose of writing, Clarity in writing, Principles of effective writing, Approaching the writing process systematically: The 3X3 writing process for business communication Pre writing, Writing, Revising. Audience analysis, Writing Positive, Neutral, Persuasive and Bad-news Messages. Types of Written Communication In Business: Business Letters: Introduction To Business Letters, Types of Business Letters, Writing Routine And Persuasive Letters, Positive And Negative Messages Writing, Employee Reviews, Recommendation Letters, Thank You Letters.	
Module - 4	09 Hrs.
Business Reports: Purpose, Kinds and Objectives of reports , Organization & Preparing reports, short and long reports Writing Proposals: Structure & preparation , Writing memos, Media Management: The press release, Press conference, Media interviews. Group Communication: Meetings, Planning meetings, objectives , participants , timing , venue of meetings. Meeting Documentation: Notice, Agenda and Resolution & Minutes.	
Module – 5	09 Hrs.
Case method of learning: Understanding the case method of learning , different types of cases , overcoming the difficulties of the case method , reading a case properly , case analysis approaches , analyzing the case , dos and don'ts for case preparation. Employment Communication: Introduction, Writing CVs, Group discussion, Interview skills. Impact of Technological Advancement on Business Communication, Technology-enabled	

Communication-Communication networks, Intranet, Internet, E-Mails, SMS, teleconferencing, videoconferencing.	
Module – 6	07 Hrs.
Presentation and Negotiation skills: Presentation: What is a presentation, Elements of presentation, Designing & Delivering Business Presentations, Advanced Visual Support for managers. Negotiation skills: Definition of negotiation, Nature and need for negotiation, Factors affecting negotiation, Stages of negotiation process, Negotiation strategies. Etiquette Advantage in Managerial Communication: Meaning, types and advantages of Etiquette.	
Suggested Learning Resources*	
<ol style="list-style-type: none"> 1. Business Communication: Concepts, Cases and Applications- Chaturvedi P. D, & Mukesh Chaturvedi, 4/e, Pearson Education, 2020. 2. Communicating in Business: Ober and Newman, Cengage learning, 8th Edition, 2018. 3. Business Communication: Process and Product, Mary Ellen Guffey, 3/e, Cengage Learning, 2002. 4. Business and Professional Communication: Kelly M, Quintanilla, Shawn T and Wahl, SAGESouth Asia Edition, 2017. 5. Business Communication: Lesikar, Flatley, Rentz & Pande, 12/e, TMH, 2014. 6. Communicating in Business: Williams, Krizan, Logan and Merrier, Cengage Learning, 8/e, 2017. 7. Contemporary Business Communication - Scot Ober-Biztantra, 5/e, 2015. 8. Advanced Business Communication, Penrose, Rasberry, Myers, 5/e, Cengage Learning, 2004 	
Web links and Video Lectures (e-Resources):	
<ul style="list-style-type: none"> • https://www.youtube.com/watch?v=yml9dx9nUco • https://www.edx.org/learn/business-communications • https://onlinecourses.swayam2.ac.in/imb19_mg14/preview • https://www.careers360.com/courses-certifications/swayam-communication-courses-brp-org • https://dcomm.org/wp-content/uploads/2019/05/Business-Communication-PDFDrive.com-.pdf • http://www.mim.ac.mw/books/Business%20Communication.pdf • https://www.researchgate.net/publication/347508593_A_Practical_Book_of_Business_Communication_A_Practical_Book_of_Business_Communication_Published_by • https://2012books.lardbucket.org/pdfs/communication-for-business-success-canadian-edition.pdf • https://sagepub.libguides.com/c.php?g=964634&p=6968892 • https://nptel.ac.in/courses/110105052 • https://www.caclubindia.com/coaching/cseet-business-communication-ca-agrika-khatri-online-classes-3476.asp 	
Skill Development Activities Suggested	
<ul style="list-style-type: none"> • Students enact and analyze the non-verbal cues. • Demonstrating using Communication Equipments like Fax, Telex, Intercoms, etc. • Demonstrating Video conferencing & teleconferencing in the class. • Conduct a mock meeting of students in the class identifying an issue of their concern. The students should prepare notice, agenda and minutes of the meeting. • Each student to give presentation of 5 minutes (this can be spread throughout the semester) and to be evaluated by the faculty. • Organize a mock press conference addressing to the launch of new product by an organization. • Students should be given an assignment to draft a proposal to undertake research project. 	

Course Outcomes		
After completion of the course student will be able to:		
Sl. No.	Description	Blooms Level
CO1	The students will be aware of their communication skills and know their potential to become successful managers.	L1
CO2	The students will get enabled with the mechanics of writing and can compose the business letters in English precisely and effectively.	L3
CO3	The students will be introduced to the managerial communication practices in business those are in vogue.	L2
CO4	Students will get trained in the art of drafting business proposals and business communication with emphasis on analyzing business situations.	L4

Mapping of COS and POs									
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1				2	3			
CO2	1		2				2		
CO3				3				2	
CO4		2		2					3

II-SEMESTER

PBAC201C	HUMAN RESOURCE MANAGEMENT	Credits: 04
L:T:P - 4 _L : 0 _T : 0 _P		CIE Marks:50
Total Hours: 50		SEE Marks:50

Course Objectives

- Recite the theories and various functions of Human Resources Management.
- Describe and explain the relevance and importance of Human Resources Management at workplace.
- Apply and solve the workplace problems through Human Resources Management intervention.
- Compare and contrast different approaches of HRM for solving the complex issues and problems at the workplace.
- Design and develop an original framework and model in dealing with the problems in the organization.

Module - 1

06 Hrs.

Introduction to HRM: Introduction, meaning, nature, scope of HRM, Importance and Evolution of the concept of HRM, Major functions of HRM, Principles of HRM.
Human Resource Management and Personnel Management, Models of Human Resource Management, HRM in India, The Factors Influencing Human Resource Management, The HR Competencies, Human Resource Management and Firm Performance.

Module - 2

12 Hrs.

HR Planning: Importance of HR Planning, Manpower Planning to HR Planning, Factors Affecting HR Planning, Benefits of HR Planning, HRP Process, Tools for Demand Forecasting, Barriers to HR Planning, The Challenges for HR, Process of Job Analysis: Job Description and Job Evaluation.
Recruitment and Selection: Importance of Recruitment, Recruitment Policies, Factors Influencing Recruitment, Recruitment Process, Sources, Evaluation of Recruitment Process, Recruitment Strategy, Future Trends in Recruitment; Selection Process; Types of Selection Tests; Factors Influencing Selections.
Training and Development: Need and Importance of Training and Development, Training Need Analysis and techniques, Design Training Programme, Methods of training, Training evaluation, Executive Development, Concept of Career Development.

Module - 3

09 Hrs.

Compensation and Benefits: Introduction, Definitions, Total Compensation, Total Rewards System, Forms of Pay, External and Internal Factors, Establishing Pay Rates, Employee Benefits.
Performance Management and Appraisal: Objectives of Performance Management, Performance Management and Performance Appraisal, Common Problems with Performance Appraisals, Performance Management Process, Types of Performance Rating Systems, Future of Performance Management.
Industrial Relations: Decent Workplace, International Labour Organisation, Industrial Relations, The Objectives of Industrial Relations, Approaches of Industrial Relations Systems, The Actors in Industrial Relations, Indian Context, Industrial Relations and Human Resource Management.

Module - 4

07 Hrs.

Human Resource Management in Small and Medium Enterprises: Introduction to SMEs, The Difference in Adoption of Human Resource Management, SMEs and Large Firms, Indian Experience, Impact of Weak Adoption of Human Resource Management in SMEs,
Human Resource Management in the Service Sector: Introduction, The Emergence of the Services Sector, Implications for Human Resource, Management Function, Differences Between Services Sector and the Manufacturing Sector, Difference in Human Resource Management in

Services and Manufacturing Sectors, Human Resource Management and Service Quality Correlation, Trade Unions in Services Sector, Models of Union Strategies.	
Module – 5	09 Hrs.
Human Resource Management and Innovations: Factors Affecting the Innovation Process in organisations, Current Trends in Human Resource Management, Innovative Human Resource Management Practices in India, Sustainable and innovative Human Resource Management. HR Information Systems: Introduction to HRIS. HRIS in the digital age.	
Module – 6	07 Hrs.
Future Trends in Human Resource Management: Hybrid work model, Employee Skill Development, Internal mobility, Diversity and inclusion in workforce, People analytics, Employee well-being, Multi-generational workforces and All-in-One HR tools. Introduction to Human Resource Information System (HRIS): The Concept of HRIS, The role of IT, Database concepts and applications in HRIS, Steps in implementing an HRIS, Benefits and limitations of HRIS	
Suggested Learning Resources*	
<ol style="list-style-type: none"> 1. Human Resource Management: Concepts authored by Amitabha Sengupta by Sage Publication India Pvt. Ltd. 2019 edition. 2. Human Resource Management: Theory and Practices authored by R. C. Sharma, Nipun Sharma by Sage Publication India Pvt. Ltd., 2019 edition. 3. Leadership: Theory and Practices authored by Peter G. Northouse by Sage Publication, 2016 edition. 4. Human Resources Management authored by T.P Renuka Murthy by HPH, 2015 edition. 5. The HR Scorecard: Linking People, Strategy, and Performance by Brian Becker, Dave Ulrich, and Mark A. Huselid by Harvard Business School Press, 2001 edition. 6. The HR Answer Book: An Indispensable Guide for Managers and Human Resources Professionals by Shawn Smith and Rebecca Mazin by AMACOM publishers, 2011 edition. 7. Performance Management and Appraisal Systems HR Tools for Global Competitiveness by T. V. Rao, First edition 2004. 8. Human Resource Management by Appasaba L.V and Kadakol A M by College Book House, 2016 edition. 9. Human Resource Management by V.S.P Rao, 2014 edition. 10. Robert S. Kaplan, David P. Norton, Alignment: Using the Balanced Scorecard to Create Corporate Synergies, Boston (2006) 	
Web links and Video Lectures (e-Resources):	
<ol style="list-style-type: none"> 1. https://youtu.be/hHE4ilceiXs 2. https://youtu.be/_d5QMwLC19Y 3. https://youtu.be/uMQMDQI7Hpk 4. https://youtu.be/vXgt9yASs_k 5. https://youtu.be/pqtYQb9nbRk 6. https://youtu.be/e1F3xnF5LKg 7. https://youtu.be/4Kr0VpM14LI 	
Skill Development Activities Suggested	
<ol style="list-style-type: none"> 1. Make students visit an organization and know the various HR roles in the organization 2. Conduct mock interviews. 3. Role play for acquainting and addressing HR challenges. 	
Course Outcomes	

After completion of the course student will be able to:		
Sl. No.	Description	Blooms Level
CO1	Understand and gain practical experience in the field of Human Resource Concepts, functions and theories.	L1
CO2	Acquire conceptual insight of Human Resource and various functions of HR.	L2
CO3	Apply personnel, managerial and welfare aspects of HR.	L3
CO4	Perceive greater understanding about HR practices.	L4
CO5	Perceive knowledge about the future trends in HRM	L5

Mapping of COS and POs									
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1				2	3			
CO2	1		2				2		
CO3		2		3				2	
CO4	1	2		2					3
CO5		2			2				

PBAC202C	FINANCIAL MANAGEMENT	Credits: 04
L:T:P - 3 : 2 : 0		CIE Marks:50
Total Hours: 50		SEE Marks:50

Course Objectives

- To familiarise the students with basic concepts of financial management and financial system.
- To understand the concept of time value of money and its implication.
- To evaluate investment proposals.
- To understand the management of working capital in an organization.
- To analyse the capital structure and dividend decision of an organisation

Module - 1 06 Hrs.

Introduction: Financial Management: Meaning and scope- objectives of Financial Management- role and functions of finance managers. Interface of Financial Management with other functional areas. Indian Financial System: Structure-types-Financial markets- Financial Instruments -Financial institutions and financial services- Non-Banking Financial Companies (NBFCs). Emerging areas in Financial Management: Risk Management- Behavioural Finance- Financial Engineering- Derivatives (Theory).

Module - 2 07 Hrs.

Time value of money: Time value of money –Future value of single cash flow & annuity – Present value and discounting-present value of single cash flow, annuity & perpetuity. Simple interest & Compound interest - Capital recovery factor & loan amortization schedule (Theory & Problem).

Module - 3 07 Hrs.

Long term sources of Finance & Cost of Capital: Shares- Debentures- Term loans and deferred credit- Lease financing- Hybrid financing- Venture Capital-Angel investing- private equity- Crowd funding (Theory Only). Cost of Capital: Basic concepts-Components and computation of cost of capital- Cost of debentures- cost of term loans- cost of preferential capital-cost of equity (Dividend discounting and CAPM model) - Cost of retained earnings - Determination of Weighted average cost of capital(WACC) (Theory & Problem).

Module - 4 10 Hrs.

Long term Investment Decisions (Capital Budgeting): Need and importance of capital budgeting and its process-Techniques of capital budgeting – Payback period, Discounted Payback Period, AccountingRate of Return, Net Present Value, Internal Rate of Return, Modified internal Rate of Return, Profitability Index Method. Capital Rationing. Estimation of cash flows for new projects and replacement projects. (Theory & Problem).

Module – 5 10 Hrs.

Capital structure and Dividend Decisions: Capital structure– Planning the capital structure, optimum capital structure- Governance of Equity and Debt Leverages- EBIT and EPS analysis- Return of Investment (ROI) &Return on Earnings (ROE) analysis (Theory & Problem). Dividend decisions & policies – Factors affecting the dividend policy – types of Dividend Policy forms of dividend-bonus issue-stock split (Theory only).

Module – 6 10 Hrs.

Working Capital Management: Sources of working capital- Factors influencing working capital requirements - Current asset policy and current asset finance policy- Determination of operating cycle and cash cycle - Estimation of working capital requirements of a firm (Theory and problem).

Suggested Learning Resources*

1. Financial Management, M.Y. Khan & P.K. Jain,TMH 7/e, 2017.
2. Financial Management, Prasanna Chandra, TMH 10/e, 2019.

3. Financial Management, I.M. Pandey, Vikas Publishing, 11/e 2015.
4. Financial Management, Ravi M Kishor Taxmann's, 6/e.
5. Financial Management, Rajiv Srivastava & Anil Misra, Oxford University press, 2/e.
6. Financial Management, Principals And Practice, Sudhindra Bhat, Excel Books, 2/e.

Web links and Video Lectures (e-Resources):

1. <https://www.pdfdrive.com/financial-management-and-analysis-workbook-step-by-step-exercises-and-tests-tohelp-you-master-financial-management-and-analysis-e158595305.html>
2. <https://www.pdfdrive.com/fundamentals-of-financial-management-concise-sixth-edition-e20229517.html>
3. https://www.youtube.com/watch?v=CCQwz_Gwo6o
4. <https://www.digimat.in/nptel/courses/video/110107144/L01.html>

Skill Development Activities Suggested

- Identifying the small or medium sized companies and understanding the Investment evaluation techniques used by them.
- Using the annual reports of selected companies, students can study the working capital management employed by them. Students can also compare the working capital management of companies in the same sector.
- Students can choose the companies that have gone for stock split and Bonus issue in the last few years and study the impact of the same on the stock price.
- Students can study any five companies' capital structure
- Students can do Company analysis for select companies using profitability and liquidity ratios.

Course Outcomes

After completion of the course student will be able to:

Sl. No.	Description	Blooms Level
CO1	Understand the basic financial concepts	2
CO2	Apply time value of money	3
CO3	Evaluate the investment decisions	2
CO4	Estimate working capital requirements	3
CO5	Analyze the capital structure and dividend decisions	4

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1	1	3	2	1	-	-	-	-
CO2	1	1	2	1	-	-	-	-	-
CO3	2	2	3	1	1	-	-	-	-
CO4	3	2	2	2	1	-	-	-	-
CO5	2	3	1	-	2	-	-	-	-

PBAC203C	RESEARCH METHODOLOGY AND IPR	Credits: 04
L:T:P - 4 _L : 0 _T : 0 _P		CIE Marks:50
Total Hours: 50		SEE Marks:50

Course Objectives

- To understand the basic components of research design.
- To Gain an insight into the applications of research methods.
- To equip students with various research analytical tools used in business research.
- To provide the insights of IPR and IPR system in India.

Module - 1	07 Hrs.
Introduction to Business Research: Meaning, types, significance of research, process of research-management problem, defining the research problem, formulating the research Hypothesis, developing the research proposals, research design formulation, sampling design, planning and collecting the data for research, data analysis and interpretation. Motives in doing research, Research Application in business decisions, Ethical issues in business research. Features of a good research study.	
Module - 2	09 Hrs.
<p>Business Research Design: Meaning, types and significance of research design, Process of research design, errors affecting research design.</p> <p>Exploratory Research: Meaning, purpose, methods, Literature search, experience survey, focus groups and comprehensive case methods.</p> <p>Conclusive Research Design: Descriptive Research, Meaning, Types, Cross sectional studies and longitudinal studies.</p> <p>Experimental Research Design: Meaning and classification of experimental designs, formal and informal, Pre experimental design, True experimental design, Quasi-experimental design, Statistical experimental design.</p>	
Module - 3	07 Hrs.
<p>Sampling: Concepts, Types of Sampling, Process of sampling, Probability Sampling: simple random sampling, systematic sampling, stratified random sampling, cluster sampling.</p> <p>Non Probability Sampling: convenience sampling- judgmental sampling, snowball sampling, quota sampling, Errors in sampling.</p>	
Module - 4	09 Hrs.
<p>Data Collection: Meaning, types, Data collection methods: Observations, survey and interview techniques, Questionnaire design: Meaning, process of designing questionnaire. Qualitative Techniques of data collection, Secondary data Sources: Meaning, advantages and disadvantages.</p> <p>Measurement and Scaling Techniques: Basic measurement scales-Nominal scale, Ordinal scale, Interval scale, Ratio scale. Attitude measurement scale - Likert Scale, Semantic Differential Scale, Thurston scale, Multi-Dimensional Scaling: Non comparative scaling techniques.</p>	
Module – 5	09 Hrs.
Data Analysis and Report Writing: Editing, Coding, Classification, Tabulation, Validation. Analysis and Interpretation, Report writing and presentation of results, Importance of report writing, types of research reports, Report structure, Guidelines for effective documentation.	
Module – 6	09 Hrs.
Intellectual Property Rights: Meaning and Concepts of Intellectual Property, Nature and Characteristics of Intellectual Property, Origin and Development of Intellectual Property, Kinds of Intellectual Property, Intellectual Property System in India, IPRs- Invention and Creativity- Intellectual Property-Importance and Protection of Intellectual Property Rights (IPRs)- A brief summary of: Patents, Copyrights, Trademarks, TRIPS and TRIMS , Industrial Designs- Integrated Circuits- Geographical Indications-	

Establishment of WIPO-Application and Procedures.

Suggested Learning Resources*

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

Web links and Video Lectures (e-Resources):

- <https://ccsuniversity.ac.in/bridge-library/pdf/Research-Methodology-CR-Kothari.pdf>
- https://onlinecourses.nptel.ac.in/noc22_ge08/preview
- <https://www.digimat.in/nptel/courses/video/121106007/L01.html>
- <https://www.coursera.org/learn/research-methods>
- https://www.researchgate.net/publication/319207471_HANDBOOK_OF_RESEARCH_METHODOLOGY
- <https://www.pdfdrive.com/research-methodology-books.html>
- <https://dst.gov.in/sites/default/files/E-BOOK%20IPR.pdf>
- https://www.icsi.edu/media/webmodules/IPRLP_NOV29.pdf
- <https://sagepub.libguides.com/c.php?g=964634&p=6968892>
- <https://www.youtube.com/watch?v=GSeeyJVD0JU>
- <https://www.icsi.edu/docs/webmodules/Publications/9.4%20Intellectual%20Property%20Rights.pdf>

Skill Development Activities Suggested

- Identify research problem and collect relevant literatures for data analysis.
- Write the research design by using Exploratory and Descriptive Research methods.
- Prepare the questionnaire on brand awareness, effectiveness of training in public sector organization, Investors attitude towards Mutual funds in any financial institutions.
- Conduct Market survey and to investigate consumer perception towards any FMCG.
- Demonstrate Report writing and Presentation methods.
- Study Intellectual Property challenges in the field of business.

Course Outcomes

After completion of the course student will be able to:

Sl. No.	Description	Blooms Level
CO1	Understand various research approaches, techniques and strategies in the appropriate in business.	2
CO2	Apply a range of quantitative / qualitative research techniques to business and day to day management problems.	3
CO3	Demonstrate knowledge and understanding of data analysis, interpretation and report writing.	2

CO4	Develop necessary critical thinking skills in order to evaluate different research approaches in Business.	3
CO5	Discuss various forms of the intellectual property, its relevance and business impact in the changing global business environment and leading International Instruments concerning IPR.	6

Mapping of COS and POs									
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1				2	3			
CO2			2				2		
CO3				3				2	
CO4		2		2					3
CO5	2		3		2			3	

PBAC204C	OPERATIONS RESEARCH	Credits: 04
L:T:P - 4 _L : 0 _T : 0 _P		CIE Marks:50
Total Hours: 50		SEE Marks:50

Course Objectives

- To understand the mathematical tools that are needed to solve optimization problems.
- To elucidate optimization techniques for various problems.
- To understand and practice allocation problems, Assignment problems, Transportation problems and Network Analysis (PERT & CPM).

Module - 1	07 Hrs.
Introduction: Evolution of OR, Definitions of OR, Scope of OR, Applications of OR, Phases in OR, Characteristics and limitations of OR, models used in OR, Quantitative approach to decision making models (Theory Only)	
Module - 2	09 Hrs.
Linear programming: Linear Programming Problem (LPP), Generalized LPP- Formulation of LPP, Guidelines for formulation of linear programming model, Assumption, Advantages, Limitations, Linear Programming problem (LPP), optimal and feasible Solutions by graphical method (minimization and maximization), Simplex method. (Theory and Problems)	
Module - 3	08 Hrs.
Decision Theory: Introduction, Decision under uncertainty- Maxmin & Minmax, Decision under Risk- Expected Value, Simple decision tree problems. (Only theory). Job Sequencing- 'n' jobs on 2 machines, 'n' jobs on 3 machines, 'n' jobs on 'm' machines. Sequencing of 2 jobs on 'm' machines. (Theory and Problems).	
Module - 4	08 Hrs.
Transportation Problems: Formulation of transportation problem, types, initial basic feasible solution using North-West Corner Rule (NWCR), Least Cost Method (LCM) and Vogel's Approximation method (VAM). Optimality in Transportation problem by Modified Distribution (MODI) method. Unbalanced T.P. Maximization T.P. Degeneracy in transportation problems, application of transportation problem. (Theory and Problems).	
Module - 5	09 Hrs.
Theory of Games: Definition, Pure Strategy problems, Saddle point, Max-Min and Min-Max criteria, Principle of Dominance, Solution of games with Saddle point. Mixed Strategy problems (Graphical and algebraic methods). Assignment Problem: Formulation, Solutions to assignment problems by Hungarian method, Special cases in assignment problems, unbalanced, Maximization assignment problems. (Theory and Problems)	
Module - 6	09 Hrs.
Project Management: Introduction, Construction of networks, Structure of projects, phases of project management-planning, scheduling, controlling phase, work breakdown structure, project control charts, network planning (Theory only) Critical path method to find the expected completion time of a project, determination of floats in networks, PERT networks, determining the probability of completing a project, predicting the completion time of project; (Theory and Problems)	
Suggested Learning Resources*	
<ol style="list-style-type: none"> 1. Operation research .H.A. Taha, Person Publication 2012 2. Operation research , J. K. Sharma, McMillan Publication 2014 3. Quantitative Techniques in management, N D Vohra McGraw Hill 2015. 4. Quantitative Techniques: Theory and Problems, P.C. Tulsian and Vishal Pandey, Pearson India 2006 	

Web links and Video Lectures (e-Resources):

- <https://youtu.be/vuKK3HAOB74>
- https://lipas.uwasa.fi/-tsottine/lecture_notes/or.pdf
- https://onlinecourses.nptel.ac.in/noc20_ma23/preview
- https://www.amiracollege.in/wp-content/uploads/2020/10/3151910-operations-research-theory-and-application-by-j.-k.-sharma-zlib.org_.pdf
- <https://youtu.be/vUMGvpsb8dc>
- <https://youtu.be/fSugTgnCVRg>
- https://www.youtube.com/results?search_query=operation+research+transportation+problem
- <https://www.youtube.com/watch?v=fSugTgnCVRg>

Skill Development Activities Suggested

- To comprehend the operation research models
- Analyze various organizational problems using LPP, Assignments and Game theory principles
- Applying techniques of OR for project management.
- Evaluate the constraints and challenges faced by the manufacturing and service organizations using methods of operation research.

Course Outcomes

After completion of the course student will be able to:

Sl. No.	Description	Blooms Level
CO1	Get an insight into the fundamentals of Operations Research and its definition, characteristics and phases	L1
CO2	Use appropriate quantitative techniques to get feasible and optimal solutions	L3
CO3	Understand the usage of game theory, Queuing Theory and Simulation for Solving Business Problems	L2
CO4	Understand and apply the network diagram for project completion.	L4

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1				2	3			
CO2		2	2				2		
CO3				3		3		2	
CO4		2		2			1		2

PBAC205C	CORPORATE STRATEGY	Credits: 04
L:T:P - 4 _L : 0 _T : 0 _P		CIE Marks:50
Total Hours: 50		SEE Marks:50

Course Objectives

1. To provide insights into the core concepts of strategic management.
2. To evaluate various business strategies in dynamic market environments.
3. To gain insights into various strategic management models and tools.
4. To apply the models and tools of strategic management in real-time scenarios.

Module - 1	07 Hrs.
Meaning of strategy and strategic management, Stages of strategic management, the strategic management model, benefits of strategic management, key terms in strategic management, Competitive advantage, strategists, vision, mission, long-term objectives, strategies, annual objectives and policies. Relationship Between a Company's Strategy and its Business Model.	
Module - 2	09 Hrs.
The process of performing an external audit, Nature of an external audit, key external forces, industry analysis, competitive forces, competitive analysis, Porter's Five Forces Model, and Key Success Factors.	
Module - 3	09 Hrs.
Nature of internal audit, key internal forces, the internal audit process, Resource-Based View (RBV), Integrating strategy and culture, SWOT analysis, Value chain analysis, Benchmarking, and Internal Factor Evaluation matrix.	
Module - 4	09 Hrs.
The business vision and mission, the process of developing vision and mission, the importance of vision and mission statement, characteristics of mission statement, long-term objectives, types of strategies, levels of strategies, integration strategies, intensive strategies, diversification strategies, defensive strategies, Porter's generic strategies, Blue Ocean Strategy, and Strategic Decision Making.	
Module – 5	09 Hrs.
Nature of strategy implementation, issues in strategy implementation, model of strategic implementation, resource allocation, managing conflicts, restructuring, reengineering and e-engineering, linking performance and pay to strategies, managing resistance to change, creating a strategy-supportive culture, and production/operations concerns in implementing strategies.	
Module – 6	07 Hrs.
The process of evaluating strategies, strategy evaluation framework, balanced scorecard, characteristics of an effective evaluation system, contingency planning, Role of organisational systems in evaluation, Emerging trends and issues in strategic management – ESG initiatives and the role of technology.	

Suggested Learning Resources*

1. Strategic Management, Fred R. David, Prentice Hall India Publication.
2. Crafting and Executing Strategy: The Quest for Competitive Advantage – Concepts and Cases Arthur A. Thompson Jr. Margaret A. Petera f John E. Gamble, A. J. Strickland III, Arun K. Jain, McGraw Hill Education, 16/e 2016
3. Contemporary Strategy Analysis, Robert M. Grant, Wiley India, 10e

Strategic Management-Concepts and Cases, Upendra Kachru, Excel Books, New Delhi, 2005.

Web links and Video Lectures (e-Resources):

- https://www.youtube.com/watch?v=uY_ywciZUnM
- <https://www.youtube.com/watch?v=qGU-etCqbtQ>
- <https://www.youtube.com/watch?v=TzcuoTOkPKg>
- <https://www.youtube.com/watch?v=mgY864U-OH0>
- <https://www.youtube.com/watch?v=MIOLtFPYfsE>
- <https://www.youtube.com/watch?v=d2GoZDOXzzw>
- <https://www.youtube.com/watch?v=ZmRK9wc3hjl>
- <https://www.youtube.com/watch?v=tyUw0h5i9yl>
- <https://www.youtube.com/watch?v=FQLlrmmsHeo>
- <https://www.youtube.com/watch?v=EvvnnoNAUPSO>
- <https://study.com/academy/topic/strategic-management-overview.html>
- <https://www.cascade.app/blog/strategic-management-process>

Skill Development Activities Suggested

- Conduct environmental analysis of the local industry.
- Identify and list out the Key Success Factors of the industries located in your area.
- Apply SWOT analysis to any of the locally functioning companies.
- Draft a Vision and Mission statement of your institute.
- Identify the organisations and list the corporate social responsibilities they have undertaken.

Course Outcomes

After completion of the course student will be able to:

Sl. No.	Description	Blooms Level
CO1	Students should have a clear understanding of the concepts of Strategic Management, its relevance, Characteristics, process, nature, and purpose.	L1
CO2	Students will acquire an understanding of how firms successfully institutionalize a strategy, create an organizational structure for domestic and overseas operations and gain competitive advantage.	L3
CO3	Students gain insights into strategies at various organizational levels to achieve a competitive advantage.	L2
CO4	Students should understand the strategic motivations of multinational firms and their decisions in various markets.	L4

Mapping of COS and POs

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	1				2	3			
CO2			2				2		
CO3				3				2	
CO4		2		2					3

PBAC206C	ENTREPRENEURSHIP DEVELOPMENT	Credits: 04
L:T:P - 4 _L : 0 _T : 0 _P		CIE Marks:50
Total Hours: 50		SEE Marks:50

Course Objectives

- To develop and strengthen entrepreneurial qualities and motivation among students.
- To impart basic entrepreneurial skills and understandings to run a business efficiently and effectively.
- To provide insights to students on entrepreneurship opportunities, sources of funding and institutions supporting entrepreneurs.
- To make students understand the ways of starting a company of their own.

Module - 1	07 Hrs.
Introduction to Entrepreneur & Entrepreneurship: Meaning of entrepreneur - Evolution of the concept - Functions of an Entrepreneur - Types of Entrepreneurs - Intrapreneur- an emerging class - Concept of Entrepreneurship -Entrepreneurial Culture - Stages in entrepreneurial process. Creativity and Innovation: The role of creativity , The innovation Process , Sources of New Ideas, Methods of Generating Ideas , Creative Problem Solving , Entrepreneurial Process.	
Module - 2	09 Hrs.
Developing Business Model: Importance of Business Model, Starting a small-scale industry - Components of an Effective Business Model, Osterwalder Business Model Canvas. Business Planning Process: Meaning of business plan - Business plan process - Advantages of business planning - Final Project Report with Feasibility Study - preparing a model project report for starting a new venture. Lab Component and assignment: Designing a Business Model Canvas	
Module - 3	09 Hrs.
Managing and Growing New Venture: Preparing for the new venture launch - early management decisions, Managing early growth of the new venture- new venture expansion strategies and issues. Getting Financing or Funding for the New Venture: Estimating the financial needs of a new ventureand preparation of a financial plan, Sources of Personal Financing, Preparing to Raise Debt orEquity Financing, Business Angels, Venture Capital, Initial Public Offering, Commercial Banks, Other Sources of Debt Financing, Leasing. Forms of business organization: Sole Proprietorship, Partnership, Limited liability partnership - Joint Stock Companies and Cooperatives.	
Module - 4	09 Hrs.
Entrepreneurship Development and Government: Role of Central Government and State Government in promoting Entrepreneurship - Introduction to various incentives, subsidies and grants - Export Oriented Units - Fiscal and Tax concessions available- Start Up India scheme. Women Entrepreneurs, Reasons for low women Entrepreneurs, Prospects for Women Entrepreneurs, Strategies to motivate entrepreneurship amongst women. Institutions supporting Entrepreneurs: A brief overview of financial institutions in India - SIDBI - NABARD - IDBI - SIDCO - Indian Institute of Entrepreneurship - DIC - Single Window - Latest Industrial Policy of Government of India. Latest e – government portals supporting entrepreneurship.	
Module – 5	07 Hrs.
Process of Company Incorporation; process of registration of a private limited company, a public limited company, a partnership; Characteristics of a limited liability partnership; Four stages of Start Up, Intellectual property protection and Ethics: Patents , Copyright - Trademark- Geographical indications , Ethical and social responsibility and challenges.	
Module – 6	09 Hrs.

Emerging Trends in Entrepreneurship Development; Digital Entrepreneurship, meaning, scope and opportunities. Social Entrepreneur, Meaning of Social Entrepreneur, Motivation for a Social Entrepreneur; Supporting and Evaluating Social Entrepreneurship in India. Rural Entrepreneur, Meaning of Rural Entrepreneur, Potential opportunities for Rural entrepreneurship in India. Benefits of Social Media platforms in promoting entrepreneurship.

Suggested Learning Resources*

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

Web links and Video Lectures (e-Resources):

- <https://youtu.be/rbmz5VEW90A>
- <https://www.youtube.com/watch?v=CnStAWc7iOw>
- <https://www.youtube.com/watch?v=RLQivEQUgUc>

Skill Development Activities Suggested

- Make a business plan for your intended business, talk to bankers to find out what they look for in a business plan, modify accordingly and present it in the class.
- **Practical Component:** Discuss the characteristics and strategies adopted by new age modern entrepreneurs/ Unicorns/start-ups who changed the market scenario with their innovations (minimum 5 entrepreneurs)
- Analyse the performance of listed family firms. How is their performance compared to the performance of other firms? Does a family firm successfully manage to create wealth for non-family investors?
- Interview a local entrepreneur to find out his/her major motivations to start a business, which of the skills and characteristics do you find in the entrepreneur?
- Study a local for-profit business and try to list out the positive social impact of the business.
- Visit a trade show and try to compare the marketing activities of various stalls in that show, make a list of good practices you come across in the show.

Course Outcomes

After completion of the course student will be able to:

Sl. No.	Description	Blooms Level
CO1	Display keen interest and orientation towards entrepreneurship, entrepreneurial opportunity Modules in order to setup a business and to think creatively.	L6
CO2	To know about the various business models and B-Plans across Business sectors.	L3
CO3	Able to understand the importance of marketing and different forms of businesses.	L2
CO4	Become aware about various sources of funding and institutions supporting entrepreneurs.	L4
CO5	Awareness about legal aspects and ways to protect the ideas.	L2
CO6	To understand the ways of starting a business and to know how to foster their ideas.	L3

Mapping of COS and POs									
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4
CO1	2				3	1			1
CO2	1	2			2		2		
CO3	1		1	2					
CO4	1				1				
CO5	1		3		1			3	
CO6	1		1						2

III SEMESTER

PBAC301C	LOGISTICS & SUPPLY CHAIN MANAGEMENT	Credits:04
L:T:P-4L:0T:0P		CIE Marks:50
Total Hours/Week:04		SEE Marks: 50

Course Objectives:

1. To understand the basic concepts of logistics and supply chain management
2. To provide insights for establishing efficient, effective and sustainable supply chains.
3. To comprehend the role of Information Technology in ware housing, transportation and Inventory management in SCM.
4. To gain knowledge about international logistics and environment

Competency:

Demonstrate the ability to design, analyze, and optimize end-to-end supply chain processes to ensure efficient flow of goods, information, and resources from suppliers to customers.

UNIT-I	9 Hrs.
Introduction to Logistics Management: Meaning of Logistics, Definition of Logistics, Objectives of Logistics, Types of Logistics, Need for Logistics Management, Evolution of logistics toward Supply chain Management, Logistics Industry in India. Logistical Activities, Logistics Costs, Expected cost of stock outs. Logistical Informational Requirements.	
UNIT-II	9 Hrs.
Strategic Logistic plan, Operating objectives of logistics planning, Flow of logistics planning, Developing Logistic strategy, Logistics System Design and Administration, logistic environment assessment, Pricing in logistics, Warehousing– scope, primary functions. Efficient Warehouse Management System, Types Of Warehouses. Logistics and Environment, Methods and tools facilitating International Logistics and its challenges	
UNIT-III	12Hrs.
Introduction to Supply Chain Management: Supply chain–objectives–importance–decision phases–process view – competitive and supply chain strategies – achieving strategic fit – supply chain drivers – obstacles – framework – facilities – inventory – transportation – information – sourcing – pricing. Designing the supply chain network: Designing the distribution network – role of distribution – factors influencing distribution – design options – e-business and its impact – distribution networks in practice – Network design in the supply chain–role of network–factors affecting the network design decisions – Modeling for supply chain Designing and Planning Transportation Networks: Role of transportation - modes and their performance – transportation infrastructure and policies - design options and their trade-offs –Tailored transportation	
UNIT-IV	12Hrs.
Introduction to Inventory Concepts: various costs associated with inventory, EOQ, buffer stock, lead time reduction, reorder point / re-order level fixation, ABC analysis, SDE/VED Analysis. Goals, need, impact of inventory management on business performance. Types of Inventory, Alternative approach for classification of inventories, components of inventory decisions, inventory cost management, business response to stock out, replenishment of inventory, material requirements planning. Information Technology in the supply chain: IT Framework – customer relationship management – internal supply chain management – supplier relationship management –transaction management – future of IT. Recent issues in SCM : Role of computer/IT in supply chain management, CRMVs SCM,	

Reference Books:

1. https://r.search.yahoo.com/_ylt=AwrX.GMrk_Niq2gl7Te7HAX.;_ylu=Y29sbwNzZzMEcG9zAzMEdnRpZAMEc2VjA3Ny/RV=2/RE=1660158891/RO=10/RU=https%3a%2f%2fwww.researchgate.net%2fpublication%2f270876147_Supply_Chain_Management_4th_edition/RK=2/RS=I5xJm6fL0veF5TOaSQK.2R1Giqo-
2. https://r.search.yahoo.com/_ylt=AwrX.GMrk_Niq2gl7je7HAX.;_ylu=Y29sbwNzZzMEcG9zAzQEdnRpZAMEc2VjA3Ny/RV=2/RE=1660158891/RO=10/RU=https%3a%2f%2fwww.oracle.com%2fwebfolder%2fs%2fassets%2febook%2fscm-complete-guide%2fpdf%2fscm-guide.pdf/RK=2/RS=ztnJiPISXhKgq3LJKrxxE5MspDo-
3. https://r.search.yahoo.com/_ylt=AwrX.GMrk_Niq2gl7ze7HAX.;_ylu=Y29sbwNzZzMEcG9zAzUEdnRpZAMEc2VjA3Ny/RV=2/RE=1660158891/RO=10/RU=http%3a%2f%2ftrainingtancang.com%2fupload%2fnews%2febook-principles-of-supply-chain-management-9010.pdf/RK=2/RS=DrwvOC_5itZTS4CPsIKgOZLYxQM
4. <http://www.proquest.com/>

Web links and Video Lectures(e-Resources):

- <https://www.studocu.com/in/document/visvesvaraya-technological-university/masters-of-business-administration/eet-ch1-emerging-and-exponential-technologies-notes-chapter1-vtu/51659497>
- <https://wcu.edu.et/FirstYearModule/EMERGING%20TECHNOLOGIES%20module.pdf>
- https://www.youtube.com/watch?v=diP4tx_U1ak
- <https://www.youtube.com/watch?v=kf9ekJOZpqU>
- <https://www.youtube.com/watch?v=kz40aFgfB5M>

Skill Development Activities Suggested:

1. Students are expected to choose any four Indian Organizations and study their supply chain in terms of drivers of the Supply chain and submit a report.
2. Students should visit different logistics companies and understand the services provided by them and submit a report.
3. Students should identify any product/service and study the type of distribution system used and understand the reason for using that particular type and present it in the class.
4. Students should identify the various types of IT applications employed by Indian Organizations in their Supply chain.

Course Outcomes:

1. Demonstrate knowledge of the functions of logistics and supply chain management.
2. Apply the application knowledge of Supply chain management in various practical/business situations
3. Analyse the role of technology in logistics and supply chain management
4. Evaluate cases for effective supply chain management and its implementation.

Mapping of Cos and POs:

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

MARKETING SPECIALIZATION

PBAM302E	CONSUMER BEHAVIOUR	Credits:04
L:T:P-3L:0T:0P		CIE Marks:50
Total Hours/Week:04		SEE Marks: 50

Course objectives:	
<p>1. To understand consumer behaviour, its diversity, its development, consumer decision making process, and the role of consumer research.</p> <p>2. To understand consumer psychology concepts like motivation, personality, perception, learning, attitudes etc. and to know how these concepts influence the individual's consumption-related behaviour.</p> <p>3. To know various external influences on consumer behaviour such as from social class, culture, friends & family, and reference groups.</p> <p>4. To understand opinion leaderships, diffusion of innovations, relationships marketing and Consumer online decision making.</p>	
Competency:	
<p>"Students will be able to analyze consumer attitudes, perceptions, and decision-making processes to develop effective marketing strategies that align with consumer needs and enhance customer satisfaction."</p>	
UNIT-I	12Hrs.
<p>Introduction to Consumer Behaviour: Meaning, Nature and Importance of Consumer Behaviour, Difference between Consumer & Customer, Nature & characteristics of Indian Consumers, Consumer Movement in India Consumerism: Meaning and benefits of consumerism. Consumer Research process.</p> <p>Consumer Decision Making: Consumer Buying Decision Process, Levels of Consumer Decision Making – Four views of consumer decision making. On-line Decision Making: Meaning & Process/Stages. Situational Influences- Nature of Situational Influence,</p>	
UNIT-II	12Hrs.
<p>Models of Consumer Behaviour: Input-Process-Output Model, Nicosia Model, Howard Sheth Model, Engel- Kollat -Blackwell Models of Consumer Behaviour, Class Exercise: Conducting consumer experiments.</p> <p>Individual Determinants of Consumer Behaviour: Perception: Process, Consumer Imagery, Perceived Risk.</p> <p>Learning: Principles and Theories Personality: Nature, Theories, Self Concept, Psychographic and Life Style. Attitude: Structural model of attitude, attitude formation & change. Motivation: Needs / motives & goals, dynamic nature of motivation ,Arousal of motives.</p>	
UNIT-III	14Hrs.
<p>Group Determinants of Consumer Behaviour: Groups: Meaning and Nature of Groups, Reference Group Influence: Types of consumer relevant groups, Family: family decision making, Family Life Cycle (FLC). Opinion Leadership and Personal influence. Dynamics of opinion leadership process, Market Mavens, Diffusion of Innovation: Adoption process, Diffusion process.</p> <p>Social Class: Social Class Basics, The dynamics of status consumption, Five Social-Class Categories in India. Culture, Factors affecting culture ,Role of customs, values, and beliefs in Consumer Behaviour. Subculture: Meaning, Subculture division and consumption pattern in India, Types of subcultures. Cross Culture - Cross-cultural consumer analysis.</p>	
UNIT-IV	14Hrs.

Customer Relationship Management: CRM Concepts - Acquiring customers, - success factors, the three levels of Service/ Sales Profiling - Service Level Agreements (SLAs), creating and managing effective SLAs. CRM in Marketing - One-to-one Relationship Marketing -Cross Selling & Up Selling - Customer Retention, Behaviour Prediction - Customer Profitability & Value Modeling, - Channel Optimization- Event-based marketing.- CRM and Customer Service – The Call Centre, Call Scripting - Customer Satisfaction Measurement. Ethics Risk and Governance Evaluating Challenges in deploying AI at Strategic Level.

Reference Books:

1. Consumer Behaviour- Leon Schiff man, Lesslie Lazar Kanuk- Pearson/PHI,
2. ConsumerBehaviour-Hawkins,Best,Coney-TMH,9/e,20
3. Customer Behaviour –A Managerial Perspective–Sheth,Mittal-Thomson,2/e,2004
4. CRM–AlokKumar,ChhabiSinha,7/e,Biztantra
5. ConsumerBehaviour-HenryAssael,6/e,Thomson
6. Consumer Behaviour-Lindquist & Sirgy-Biztantra

Web links and Video Lectures(e-Resources):

- https://www.youtube.com/watch?v=uY_ywciZUnM
- <https://www.youtube.com/watch?v=qGU-etCqbtQ>
- <https://www.youtube.com/watch?v=TzcuoTOkPKg>
- <https://www.youtube.com/watch?v=mgY864U-OH0>
- <https://www.youtube.com/watch?v=MIOLtFPYfsE>
- <https://www.youtube.com/watch?v=d2GoZDOXzzw>
- <https://www.youtube.com/watch?v=ZmRK9wc3hjl>
- <https://www.youtube.com/watch?v=tyUw0h5i9yl>
- <https://www.youtube.com/watch?v=FQLlrmmsHeo>
- <https://www.youtube.com/watch?v=EvvnnoNAUPS0>
- <https://study.com/academy/topic/strategic-management-overview.html>
- <https://www.cascade.app/blog/strategic-management-process>

Skill Development Activities Suggested:

1. Students can identify how marketers are addressing the various components and stages of the decision making process.
2. Students can go to malls and unorganized retail outlets and observe the behaviour of consumers of different demographic segments while buying different category of goods.
3. The students need to present the findings / observations followed with a group discussion.
4. Give examples of the products and services that cater to our: biogenic needs, acquired Needs and hedonic needs.
5. Meet your friends and conduct a survey to find out what are the important factors in their purchase of mobiles, shoes, bags etc.
6. Which type of personality, as per Jung's personality types, do you have? Similarly, find out the personality types of your family members.
7. Conduct a study on advertisements regarding a specific product and find out how consumer deal with the information overload.

Course Outcomes:

1. Understand, remember and explain various consumer behaviour concepts.
2. Apply and relate the theoretical knowledge of consumer behaviour subject to the practical aspects.

3. Analyze and evaluate various business scenarios with the lens of consumer behavior models and knowledge
4. Plan, design or implement strategies to influence consumer behavior

Mapping of Cos and POs:

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

PBAM303E	SALES AND DISTRIBUTION MANAGEMENT	Credits:04
L:T:P-3L:0T:0P		CIE Marks:50
Total Hours/Week:03		SEE Marks: 50

Course objectives:	
<ol style="list-style-type: none"> 1. To understand the concepts of sales management, selling theories, selling skills, and emerging trends in personal selling. 2. To analyze sales territory design, quota setting, sales force recruitment, training, motivation, and compensation systems. 3. To examine the structure and strategies of distribution channels, logistics, channel conflicts, and control mechanisms. 4. To evaluate and apply retail and wholesale management practices, pricing and promotion Strategies in real-world scenarios. 	
Competency:	
Students will be able to apply sales management and distribution strategies by integrating selling skills, sales force management, and channel design to effectively achieve organizational sales and marketing goals.	
UNIT-I	12Hrs.
<p>Sales Management: Meaning, Evaluation, Importance, Personal Selling, Emerging Trends in Sales Management, elementary study of sales organizations, qualities and responsibilities of sales manager. Types of sales organizations.</p> <p>Selling skills and selling strategies: Selling and Business Styles, selling skills, situations, selling process, sales presentation, Handling customer objections, Follow-up-action.</p> <p>Theories of Selling:“AIDAS” theory,“ Right set of circumstances” theory, “Buying-formula” Theory of selling and “Behavioral equation” theory</p>	
UNIT-II	10Hrs.
<p>Management of Sales Territory & Sales Quota: Sales territory, meaning, size, designing, sales quota, procedure for sales quota. Types of sales quota, Methods of setting sales Quota. Recruitment and selection of sales force, Training of sales force.</p> <p>Sales force motivation and compensation: Nature of motivation, Importance, Process and factors in the motivation, Compensation- Meaning, Types of compensation plans and evaluation of sales force by performance appraisal process</p>	
UNIT-III	10Hrs.
<p>Distribution Management : Definition, Role, Types of Distribution Channels, Distribution channels for Industrial products, distribution channel for consumer goods, functions of intermediaries, logistics of distribution, distribution alternatives, choice of distribution system, distribution strategy,customer-drivendistributionstrategy,stagesindesigningachannelsystem,channel conflict and resolution. Five forms of motivation for channel members, selecting the channel, evaluating channels, instruments of control.</p>	
UNIT-IV	10Hrs.
<p>Wholesaler: Characteristics, Categories of wholesalers, services to manufactures, services to retailers, services to consumers, strategic management of wholesalers.</p> <p>Retail Management: Introduction, meaning, Characteristics, Retail industry India, role of retailing Trends in Retailing, careers in Retailing. Types of Retail Formats.</p> <p>Retail Pricing: Factors affecting pricing, Retail pricing strategies, Retail promotion strategies, Retail sales promotion, publicity.</p>	

Reference Books:

1. Sales & Distribution Management by Tapan K. Panda & Sunil Sahadev, 6/e, Oxford University Press
2. Sales & Distribution Management by Hawldar, McGraw Hill Education Publications.
3. Sales & Retail Management an Indian Perspective by Dr. S. L. Gupta, 1/e, Excell books
4. Salesmanship And Sales Management – P. K. Sahu & K. C. Raut, 3/e, Vikas Publishing House

Web links and Video Lectures(e-Resources):

- <https://www.pdfdrive.com/sales-management-e529300.html>
- <https://ncert.nic.in/textbook/pdf/ieva101.pdf>
- <https://www.youtube.com/watch?v=8ah0ET7zIBw>
- https://onlinecourses.swayam2.ac.in/cec20_mg01/preview
- <https://www.digimat.in/nptel/courses/video/110105122/L16.html>
- <https://freevideolectures.com/course/4216/nptel-sales-distribution-management>
- <https://nptel.ac.in/courses/110105122>
- <https://www.digimat.in/nptel/courses/video/110105122/L01.html>

Skill Development Activities Suggested:

1. Students will meet the sales executive/sales manager to understand their roles, Responsibilities, functions and assignment of territories and quotas.
2. Students will analyze a product (FMCG/industrial) and create a distribution channel Flow chart, highlighting intermediaries and logistics.
3. Students will do field assignment to study retail formats, pricing and promotion strategies, Followed by a presentation on findings.
4. Students will present a case study analysis on any one of the concepts covered in the course.

Course Outcomes:**After completion of the course student will be able to**

1. Explain the fundamentals of sales management, selling process, sales organizations and theories of selling.
2. Apply appropriate selling strategies, skills and motivational techniques in managing sales force and territories.
3. Analyze distribution channel structures, logistics decisions and channel conflict resolution in different market situations.
4. Evaluate & Design retail and wholesale strategies, pricing and promotion plans suitable for Consumer and industrial markets.

Mapping of Cos and POs:

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

PBAM304E	SERVICES MARKETING	Credits:04
L:T:P–3L:0T: 0P		CIE Marks:50
Total Hours/Week:03		SEE Marks: 50

Course Objectives:

1. To understand the nature of services, service marketing mix, service quality models and customer behavior in services.
2. To analyze customer expectations, service research methods, service design, positioning and recovery strategies.
3. To examine the roles of employees, customers and intermediaries in service delivery and strategies for managing demand–capacity gaps.
4. To evaluate and apply communication, pricing and physical evidence strategies to enhance Service quality and customer satisfaction.

Competency:

Students will be able to integrate service marketing concepts, customer behavior insights, service design, delivery, and recovery strategies to create and manage customer-centric service experiences that enhance satisfaction, loyalty, and competitive advantage.

UNIT-I

12Hrs.

Introduction to services: What are services, Why service marketing, Difference in goods and service in marketing, Concept of service marketing triangle, Service marketing mix, GAP models of service quality

Consumer behaviour in services: Search, Experience and Credence property, Customer expectation of services, Two levels of expectation, Zone of tolerance, Factors influencing customer expectation of services

Customer perception of services- Factors that influence customer perception of service, Service encounters, Customer satisfaction, Service quality, Strategies for influencing customer perception.

UNIT–II

10Hrs.

Understanding customer expectation through market research: Key reasons for Gap 1, Using marketing research to understand customer expectation, Types of service research, Building customer relationship through retention strategies, Service failure. Retention strategies- Monitoring relationship, 3 levels of retention strategies.

Customer defined service standards: “Hard” & “Soft” standards, Process for developing customer defined standards. Key reasons for GAP 2- Service quality as profit strategy.

Service design and Positioning - New service development – types, stages. Service blue print. Service positioning – positioning on the Five dimensions of service quality, Service Recovery.

UNIT–III

10Hrs.

Employee role in service designing: Importance of service employee, Boundary spanning roles, Source of conflict, Strategies for closing GAP 3.

Customers role in service delivery- Importance of customer & customers role in service delivery, Strategies for enhancing- Customer participation, Delivery through intermediaries-Key intermediaries for service delivery, Intermediary control strategies.

Managing demand and capacity –Lack of inventory capability, Understanding demand patterns, Strategies for matching capacity and demand, Waiting line strategies.

UNIT–IV

10Hrs.

Role of marketing communication – Key reasons for GAP 4involving communication, Four categories of strategies to match service promises with delivery, Methodology to exceed customer expectation.

Pricing of services-Price as an indicator of service quality Approaches to pricing services, pricing strategies.

Physical evidence in services: Types of service scapes, Role of service scapes, Frame work for understanding service scapes & its effect on behaviour, Guidance for physical evidence strategies.

AI in Services Marketing: Service personalization, AI enabled customer interaction and support, Emotion and sentiment Analysis, AI driven CRM.

Reference Books:

1. Services Marketing, Valarie AZ eithmal & Mary JoBitner-TMH,3/e
2. Services Marketing, Christopher Love lock, Pearson Education
3. Services Marketing, Rajendra Nargundkar-TMH,1/e
4. Services Marketing, Kenneth EClow & David LKurtz,Biztantra,2/e

Web links and Video Lectures(e-Resources):

- https://r.search.yahoo.com/_ylt=Awr1SU.Oo_Nidm4IV9i7HAX.;_ylu=Y29sbwNzZzMEcG9zAzEEdnRpZAMEc2VjA3Ny/RV=2/RE=1660163087/RO=10/RU=https%3a%2f%2febooks.lpude.in%2fmanagement%2fmba%2fterm_4%2fDMGT510_SERVICES_MARKETING.pdf/RK=2/RS=rz8XYyCSOhGnU6JznbgayVS_8NM-
- https://r.search.yahoo.com/_ylt=Awr1SU.Oo_Nidm4IY9i7HAX.;_ylu=Y29sbwNzZzMEcG9zAzQEEdnRpZAMEc2VjA3Ny/RV=2/RE=1660163087/RO=10/RU=https%3a%2f%2finfolearners.com%2febooks%2fessentials-ofservices-marketing-3rd-edition-pdf-free/download%2f/RK=2/RS=eUc.stCHtWkAmoi3H7VQ_mdeFT0

Skill Development Activities Suggested:

1. Students will design a blueprint for a chosen service(e.g., hospital, bank, hotel)showing front- stage and back-stage interactions.
2. Students will conduct a small survey to measure customer expectation vs perceptions(using SERVQUAL dimensions) and analyze the GAP.
3. Students will visit are tail/service outlet and evaluate the physical evidence(layout, ambience, design) and present findings.
4. Students will present a case study analysis on any one of the concepts covered in the course.

Course Outcomes:

After completion of the course student will be able to

1. Explain the concepts of service marketing, service marketing triangle, GAP models, and consumer behavior in services.
2. Apply service research, segmentation, retention and service blue printing techniques in real-life service scenarios.
3. Analyze the impact of employees, customers, intermediaries, and demand-capacity management on service delivery.
4. Evaluate & Design effective service communication, pricing and physical evidence strategies for Enhancing service quality and customer perception.

Mapping of Cos and POs:

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

PBAM305E	RURAL MARKETING	Credits 04
L:T:P-3L:0T:0P		CIE Marks:50
Total Hours/Week:		SEE Marks: 50

Course Objectives:	
<ol style="list-style-type: none"> 1. To provide an in-depth understanding of the concept, structure, and dynamics of rural markets in India. 2. To examine rural consumer behavior and the various environmental factors influencing rural marketing strategies. 3. To analyze the rural marketing mix and explore innovations, digital initiatives and organized retailing in rural India. 4. To evaluate the future prospects of rural marketing, government initiatives, and the impact of e-commerce and information technology. 	
Competency:	
Student will be able to design, implement and evaluate effective rural marketing strategies by understanding the socio-economic, cultural, and technological environment of Indian rural markets.	
UNIT-I	12Hrs
<p>Introduction to Rural Markets: Definition, Concept, Nature, Size and Scope of Indian Rural markets, Rural Demand, Buying Characteristics, Rural Market Structure: Demographic, Physical, Economic Environment. Rural Infrastructural Facilities – Warehousing, Cold Storage, Logistics. Indian Rural Market: Profile, Rural Vs Urban Market, Importance of Branding, Problems of Rural Consumers: Adulteration, Short Weight and Measures, Unfair Warranties and Guarantees, Unreasonable Pricing, Challenges and Future of Rural Marketing.</p> <p>Understanding the Rural Consumer: Rural Community in India. Profile of Rural markets: Segmenting the Rural Market, Target and Positioning, Rural Consumer Behavior, Rural Buyer Characteristics, Consumer Buying Decision Process, Factors Affecting Consumer Behavior–Cultural, Social, Technological, Economic and Political.</p>	
UNIT–II	10Hrs
<p>Marketing Mix in Rural Markets: Product: Significance, Concept and Product Mix Decisions, Pricing Strategy: Objectives, Policies and Strategies, Promotion: Advertising, Sales Promotions Communication in Rural marketing, language and Culture Distribution Strategies, Channels of Distribution, Role of Co-operative, Government, Financial Institutions, Public Sector Undertakings, Regulated Markets and Public Distribution Systems.</p> <p>Innovation in Rural Markets: Significance of innovation in rural markets, The intervention of IT in Rural Markets: Importance and Initiatives, The emergence of Organized retailing in Rural India, Key Drivers of Organized Retail, Cases in organized retail :Operative Models adopted by Indian Companies.</p>	
UNIT–III	10Hrs
<p>Initiatives of Rural Marketing: Improvement measures taken by the Government –Initiatives by Co-operative and Private Sector, Present Scenario-Rural Female Empowerment, Micro Financing, Mobility in Emerging Markets, Growing Rural Tourism. E-Commerce: Importance of E-Commerce and Impact of E-Marketing on rural consumers, Concept of Digital Village, Role of Social Media in rural marketing. Information Technology: Impact of IT in Agricultural Marketing, E Chaupal, Project Shakti, Web-casting-online training and guidance to farmers.</p>	
UNIT–IV	10Hrs
Future of Rural Marketing: Changing Role of Rural Sector in India; Rural Income and Demand,	

Problems in Marketing of agricultural inputs in Rural India – Chemical fertilizers, Certified seeds and Agricultural Equipments, Tractors, Engines, Pump Sets, Marketing of Agricultural products. Online Marketers: Role of Online Marketers, Growth and Challenges.								
Reference Books:								
<ol style="list-style-type: none"> 1. Rama Bijapurkar, We are Like That Only, the logic of Consumer India, Penguin Books 2. Prahalad C. K. Fortune at the Bottom of the Pyramid, Pearson Publication 3. R.V.Badi, N VBadi, Rural Marketing, Himalaya Publishing House. 4. U C Mathur, Rural marketing, Text and Cases, excel books 								
Web links and Video Lectures(e-Resources):								
<ul style="list-style-type: none"> • https://youtu.be/Hguauxu_0bM • https://youtu.be/d8-k2LbP-y4 • https://youtu.be/WttNQx5cyA • https://youtu.be/OpU33j9wVss • https://youtu.be/jpqZb0ZhA2s • https://youtu.be/5sDNYnhbq9A • https://youtu.be/hih1rLTJbWM • https://youtu.be/DzZCVqrtXYw 								
Skill Development Activities Suggested:								
<ol style="list-style-type: none"> 1. Student will conduct primary research in nearby rural areas to study consumer buying behavior, brand awareness, or distribution challenges. 2. Students design a rural marketing mix for a hypothetical FMCG product justifying product design, price point, promotional tools, and distribution model. 3. “Digital India vs Ground Reality in Rural Markets”–Student will discuss opportunities and barriers in rural digital transformation and e-commerce adoption. 4. Students will present a case study analysis on any one of the concepts covered in the course 								
Course Outcomes:								
After completion of the course student will be able to:								
<ol style="list-style-type: none"> 1. Explain the nature, scope, and structure of Indian rural markets and identify key rural consumer characteristics. 2. Analyze and apply marketing mix strategies suitable for rural markets, including product, pricing, promotion, and distribution. 3. Critically assess the role of innovation, IT and organized retail in enhancing rural market accessibility and growth. 4. Evaluate government policies, e-marketing initiatives and rural development programs for their Impact on rural marketing. 								

Mapping of Cos and POs:								
Course Outcomes	Programme Outcomes(POs)					Program Specific Outcomes(PSOs)		
	1	2	3	4	5	1	2	3
CO1	3	2	1	2	1	2	1	2
CO2	3	3	1	2	2	3	2	2
CO3	2	3	2	2	1	3	2	3
CO4	2	2	2	3	2	2	3	2

FINANCE SPECIALIZATION

PBAF302E	INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT	Credits:04
L:T:P-3L:0T:0P		CIE Marks:50
Total Hours/Week:03		SEE Marks: 50

Course Objectives:

1. To provide a strong foundation in investment concepts, securities markets and portfolio strategies.
2. To apply quantitative and qualitative tools in securities valuation and risk-return analysis.
3. To integrate behavioral finance insights with traditional portfolio theory.
4. To evaluate modern developments such as algorithmic trading, fintech investing and ESG portfolios.

UNIT-I

12Hrs.

Investment and Securities Markets: Investment concepts, objectives, and ethics in financial decision-making. Investment vs. speculation; features of a good investment. Securities markets: Primary & secondary markets, listing, trading and settlement at NSE & BSE. Stock indices: Construction, Indian and global indices, ESG indices, digital asset indices.

UNIT-II

12Hrs.

Security Analysis and Valuation: Debt securities: Bond pricing, yield curve, duration, immunization, convertible bonds. Equity analysis: EIC framework, financial statement & ratio analysis, intrinsic value models. Technical analysis: Dow Theory, chart patterns, RSI, MACD, algorithmic trading indicators. AI and machine learning applications in stock valuation.

UNIT-III

14Hrs.

Risk, Return and Behavioral Finance: Risk-return concepts: Systematic and unsystematic risk, CAPM-based risk measurement. Portfolio risk-return: Two-asset and multi-asset portfolios, efficient diversification. Behavioral finance: Investor biases, heuristics, and market anomalies. Fintech tools for portfolio tracking, robo-advisory platforms.

UNIT-IV

14Hrs.

Portfolio Management Strategies: Modern portfolio theory: Markowitz model, efficient frontier, Sharpe's Single Index Model. CAPM & APT: Extensions, assumptions, and practical applications. Portfolio performance evaluation: Sharpe, Treynor, Jensen measures, alpha & beta analysis. Mutual funds, ETFs, hedge funds, and digital asset portfolios (crypto ETFs, tokenized funds). Sustainable and ESG investing strategies, green bonds, and impact funds.

Reference Books:

1. Prasanna Chandra (2010). Investment Analysis and Portfolio Management. TMH.
2. Punithavathy Pandian (2005). Security Analysis & Portfolio Management. Vikas Publishing.
3. Zvi Bodie, Kane, Marcus & Mohanty (2010). Investments. TMH.
4. Dhanesh Khatri (2010). Security Analysis & Portfolio Management. Macmillan.
5. Reilly & Brown (2012). Investment Analysis & Portfolio Management. Cengage Learning.
6. CFA Institute (latest). CFA Curriculum Readings.
7. Recent NSE, BSE, SEBI and global reports on financial markets & ESG investing.

Skill Development Activities Suggested:

1. Case study on stock valuation using fundamental and technical tools.
2. Port folio simulation using Excel/Fin tech apps.
3. Role play: Robo – advisor vs. Human advisor portfolio recommendations.
4. Analysis of ESG-based mutual fund schemes in India.
5. Project on behavioral bases influencing investment decisions.

Course Outcomes:

1. Explain fundamental concepts of investment and functioning of securities markets.
2. Apply fundamental, technical and AI-based tools for security valuation.
3. Analyze portfolio risk-return trade-offs and behavioral aspects of investing.
4. Evaluate and design portfolio strategies including ESG, fin tech-driven and global investments.

Mapping of Cos and POs:

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

PBAF303E	INTERNATIONAL FINANCIAL MANAGEMENT	Credits:04
L:T:P–3L:0T:0p		CIE Marks:50
Total Hours/Week:03		SEE Marks: 50
Course Objectives:		
<div>1. To understand the global financial environment, including international financial markets, institutions and the balance of payments framework.</div> <div>2. To analyze and manage foreign exchange risk, including the use of hedging instruments such as forwards, futures, options and swaps.</div> <div>3. To evaluate international investment and financing decisions, incorporating factors like exchange rate movements, political risk, and cross-border capital budgeting.</div> <div>4. To understand international financial strategies, including working capital management, global funding sources, and international tax planning.</div>		
Competency:		
Upon completion of this course, students will be able to analyze, evaluate, and apply principles of financial management in an international context, including understanding global financial markets, managing foreign exchange risk making international investment and financing decisions and formulating strategic financial plans for multinational enterprises while considering political, economic and regulatory factors affecting cross border finance.		
UNIT-I		18Hrs.
International financial Environment -The Importance, rewards & risk of international finance- Goals of MNC-International Business methods–Exposure to international risk-International Monetary system- Multilateral financial institution. Ethics in International financial management International flow of funds and International Monetary system :- International Flow of Funds: Balance of Payments(BOP),Fundamentals of BOP, Accounting components of BOP, Factors affecting International Trade and capital flows, Agencies that facilitate International flows. BOP, Equilibrium & Disequilibrium. Trade deficits. Capital account convertibility (problems on BOP) International Monetary System: Evolution, Gold Standard, Bretton Woods system, the flexible exchange rate regime, the current exchange rate arrangements, the Economic and Monetary Union (EMU).		
UNIT–II		16Hrs.
Foreign Exchange Market: Function and Structure of the Forex markets, Foreign exchange market participants, Types of transactions and Settlements Dates, Exchange rate quotations, Nominal, Real and Effective exchange rates, Determination of Exchange rates in Spot markets. Exchange rates determinations in Forward markets. Exchange rate behavior-Cross Rates- - Arbitrage profit in foreign exchange markets, Swift Mechanism. Triangular and location arbitrage.		
International Financial Markets and Instruments: - Foreign Portfolio Investment. International Bond & Equity market. GDR, ADR, Cross listing of shares Global registered shares. International Financial Instruments: Foreign Bonds & Eurobonds, Global Bonds. Floating rate Notes, Zero coupon Bonds, International Money Markets International Banking services–Correspondent Bank, Representative offices, Foreign Branches. Forward Rate Agreements.		
UNIT–III		16Hrs.
International Parity Relationships & Forecasting Foreign Exchange rate :-Measuring exchange rate movements-Exchange rate equilibrium–Factors effecting foreign exchange rate-Forecasting foreign exchange rates .Interest Rate Parity, Purchasing Power Parity &International Fisher effect. Covered Interest Arbitrage		

Foreign Exchange exposure: - Management of Transaction exposure- Management of Translation exposure- Management of Economic exposure- Management of political Exposure- Management of Interest rate exposure	
UNIT–IV	16Hrs.
Foreign exchange risk Management: Hedging against foreign exchange exposure – Forward Market- Futures Market- Options Market- Currency Swaps-Interest Rate Swap-Hedging through currency of invoicing- Hedging through mixed currency invoicing –Country risk analysis. International Capital Budgeting: Concept, Evaluation of a project, Factors affecting, Risk Evaluation, Impact on Value, Adjusted Present Value Method.	
Reference Books:	
<ol style="list-style-type: none"> 1. https://r.search.yahoo.com/_ylt=AwrX.GMrk_Niq2gl7Te7HAX.;_ylu=Y29sbwNzZzMecG9zAzMEdnRpZAMEc2VjA3Ny/RV=2/RE=1660158891/RO=10/RU=https%3a%2f%2fwww.researchgate.net%2fpublication%2f270876147_Supply_Chain_Management_4th_edition/RK=2/RS=I5XJm6fL0veF5TOaSQK.2R1Giqo- 2. https://r.search.yahoo.com/_ylt=AwrX.GMrk_Niq2gl7je7HAX.;_ylu=Y29sbwNzZzMecG9zAzQEdnRpZAMEc2VjA3Ny/RV=2/RE=1660158891/RO=10/RU=https%3a%2f%2fwww.oracle.com%2fwebfolder%2fs%2fassets%2febook%2fscm-complete-guide%2fpdf%2fscmguide.pdf/RK=2/RS=ztnJiPISXhKgq3LJKrxE5MspDo- 3. https://r.search.yahoo.com/_ylt=AwrX.GMrk_Niq2gl7ze7HAX.;_ylu=Y29sbwNzZzMecG9zAzUEdnRpZAMEc2VjA3Ny/RV=2/RE=1660158891/RO=10/RU=http%3a%2f%2ftrainingtancang.com%2fupload%2fnews%2febook-principles-of-supply-chain-management-9010.pdf/RK=2/RS=Drwv0C_5itZTS4CPsIKgOZLYxQM 4. http://www.proquest.com/ 	
Web links and Video Lectures(e-Resources):	
<ul style="list-style-type: none"> • https://www.studocu.com/in/document/visvesvaraya-technological-university/masters-of-business-administration/eet-ch1-emerging-and-exponential-technologies-notes-chapter1-vtu/51659497 • https://wcu.edu.et/FirstYearModule/EMERGING%20TECHNOLOGIES%20module.pdf • https://www.youtube.com/watch?v=diP4tx_U1ak • https://www.youtube.com/watch?v=kf9ekJOZpqU • https://www.youtube.com/watch?v=kz40aFgfB5M 	
Skill Development Activities Suggested:	
<ol style="list-style-type: none"> 1. Students are expected to choose any four Indian Organizations and study their supply chain in terms of drivers of the Supply chain and submit a report. 2. Students should visit different logistics companies and understand the services provided by them and submit a report. 3. Students should identify any product/service and study the type of distribution system used and understand the reason for using that particular type and present it in the class. 4. Students should identify the various types of IT applications employed by Indian Organizations in their Supply chain. 	
Course Outcomes:	

After completion of the course student will be able to:

1. Explain the structure and functioning of international financial markets and institutions.
2. Analyze foreign exchange markets and apply appropriate techniques to manage exchange Rate risk.
3. Evaluate international investment and financing decisions using tools of capital budgeting And risk analysis.
4. Formulate strategies for managing international working capital, financing and taxation in a global business environment.

Mapping of Cos and POs:

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

PBAF304E	INVESTMENT BANKING AND FINANCIAL SERVICES	Credits:04
L:T:P-3L:0T:0P		CIE Marks:50
Total Hours/Week:03		SEE Marks: 50

Course Objectives:

1. To provide an in-depth understanding of investment banking, financial intermediation and global financial services.
2. To analyze the role of regulations, technology and digital platforms in investment banking.
3. To develop analytical skills in financial services such as leasing, venture capital, securitization, and fin tech-driven solutions.
4. To critically evaluate recent developments including ESG finance, digital assets and global financial integration.

Competency:

Making international investment and financing decisions and formulating strategic financial plans for multinational enterprises while considering political, economic and regulatory factors affecting cross border finance.

UNIT-I

12Hrs.

Investment Banking and Capital Markets : Functions, types, and services of investment banks. Merchant banking services: Issue management, pre-issue and post-issue obligations. Regulatory framework: SEBI regulations, corporate governance norms, ESG disclosures. Depository system: Role of NSDL, CDSL, block chain-based depositories, and e-settlement systems. Custodial services: Emerging role of digital custodians and fintech intermediaries.

UNIT-II

12Hrs.

Financial Services Innovations: Housing finance: Housing finance companies, fintech-driven mortgage lending, reverse mortgage products. NBFCs: Growth, functions, RBI guidelines, prudential norms and impact of digital NBFCs. Factoring and Forfaiting: Mechanism, advantages, cross-border factoring, receivables financing, fintech factoring platforms. Underwriting: Traditional vs. book-building, AI-driven underwriting, credit analytics.

UNIT-III

14Hrs.

Alternative Finance & Microfinance: Microfinance: Delivery mechanisms, SHGs, NGOs, Fintech-led microfinance, P2P lending platforms. Leasing and Hire Purchase: Legal frameworks, tax implications, buy vs. lease decision, fintech-based leasing platforms. Green finance and impact investing: Role of investment banks in sustainable finance.

UNIT-IV

14Hrs.

Risk, Venture Capital & Emerging Trends: Venture capital and private equity: Indian and global perspectives, startup ecosystem, ESG venture funding. Credit rating: Process, methodology, global rating agencies, AI-driven credit scoring. Securitization of debt: SPVs, asset-backed securities, mortgage-backed securities to tokenized assets. Contemporary issues: Digital currencies, CBDCs, Block chain in investment banking, regulatory challenges.

Reference Books:

1. Pratap G Subramanyam(2012).Investment Banking.Tata McGraw Hill.
2. Khan M.Y.(2011).Financial Services.McGraw Hill.
3. Machiraju H.R.(2010). Indian Financial System.Vikas Publishing.
4. Srivastava R.M.(2010).Dynamics of Financial Markets and Institutions in India. Excel Books.
5. Jonathan Golin& Philippe Delhaise(2013).The Bank Credit Analysis Hand book. Wiley.
6. Christine A. Mallin (2019).Corporate Governance. Oxford University Press.

7.Recent SEBI,RBI, World Bank and BIS reports on financial innovation.

Web links and Video Lectures(e-Resources):

- SEBI Official Website–Updates on regulations, guidelines and circulars.
- RBI Financial Markets–NBFCs, micro finance and regulatory frameworks.
- NSE India Learning Hub–Courses on investment banking & financial markets.
- World Bank–Micro finance–Global reports on micro finance.
- Coursera–Investment Banking Specialization–Free/paidvide lectures.
- Khan Academy –Finance& Capital Markets–Basics of banking, securities and investment.

Skill Development Activities Suggested:

1. Case studies on IPO management, NBFCs and fin tech banking platforms.
2. Group project: Prepare an ESG-compliant investment banking strategy.
3. Simulation: Clearing and settlement using virtual trading platforms.
4. Debate:“Block chainvs. Traditional Depository Systems.”
5. Practical assignment: Analyze the credit rating methodology of CRISIL/ICRA.

Course Outcomes:

1. Explain the structure, services and regulatory framework of investment banking.
2. Analyze financial services such as leasing, factoring and NBFC perations in the digital era.
3. Evaluate alternative finance mechanisms including micro finance,P2P lending and ESG finance.
4. Apply knowledge of venture capital, securitization and fintech innovations to real-world contexts.

Mapping of Cos and POs:

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

PBAF305E	STRATEGIC COST MANAGEMENT	Credits: 04
L:T:P-3L:0T:0P		CIE Marks:50
Total Hours/Week: 03		SEE Marks: 50

Course Objectives:

1. To understand various concepts and terminologies used in cost management.
2. To apply various costing methods and techniques such as marginal costing, budgetary control, standard costing, activity based costing etc.
3. To analyse and evaluate various costing methods and techniques mentioned above.
4. To apply strategic management accounting tool.

Competency:

The subject competency is to equip students with the ability to analyze, Interpret and apply cost and Strategic management tools for effective decision making and long term organizational success.

UNIT-I

12Hrs

Introduction to Cost Management-Cost Accounting to Cost Management-Objectives and functions of Cost Accounting , Cost accounting and Financial Accounting , Elements of costs- Classification of costs-Methods of costing-Cost Management Tools-A Strategic View to Cost Management-Inventory systems, Average cost methods, Preparation of a cost sheet. Target Costing, features, steps, Advantages (Problems on cost sheet).

Overheads: Meaning of Overhead Cost, Classification and Collection, Difference between Cost Allocation and Cost Apportionment, (Full-fledged Problems on Primary and secondary distribution, Simultaneous equations, Absorption of Overhead, Theory on Under and Over absorption of Overhead). Demerits of Traditional Costing, Activity Based Costing, Cost Drivers, Cost Analysis Under ABC (Unit level, Batch Level and Product Sustaining Activities), Benefits and weaknesses of ABC. (Theory & Problems).

UNIT-II

10Hrs

Marginal Costing – Nature and Scope- Applications-Break even charts and Point, Decision-making (all types with full problems) Differential Cost Analysis, Advantages and Disadvantages of Marginal Costing Process Costing: introduction to Process Costing, Cost accumulation in process costing (Problems).

Budgetary Control- Essentials of Effective Budgeting, Objectives of Budgetary control, Functional Budgets, Master Budgets, Key Factor Problems on Production Budgets and Flexible Budgets. Standard Costing:-Comparison with Budgetary control, analysis of Variances, Simple Problems on Material and Labour variances only, Performance Budgeting, Zero base Budgeting (ZBB) (Problems).

UNIT-III

10Hrs

Cost Audit & Reporting to Management-objectives and advantages of Cost Audit, Cost Audit report. Management Audit- Objectives and Scope. Reporting to Management – Purpose of reporting- Requisites of a good report, Classifications of Report, Segment reporting, Cost Reduction and Cost Control, Target Costing – its Principles, Balanced Scorecard: Features and Purpose, Back- flush accounting, The Variants of Back flush Accounting, Lean Accounting, Cost Controls vs. Cost Reduction (theory only).

UNIT-IV

10Hrs

Responsibility Centers: Revenue and Expense Centers Responsibility Centers, Revenue Centers. Transfer Pricing-Meaning, Principles of Transfer Pricing, Methods of Transfer of Pricing expense Centers, Administrative Centers. Cost Management for Specific Sectors-Gold, Agriculture, IT sector, Pharma and others (theory only).

Reference Books:

1. Cost Accounting(2e)by M.Y. Khanand P.K.Jain(2017).McGrawHill Education.
2. Management Control Systems (4e) by Kenneth Merchant and Wim Van Der Stede. Pearson Education (2019).
3. A Text book of Cost and Management Accounting: Arora M.N,11thEdition,Vikas.
4. Managerial Accounting: James Jiambalvo,4thEdition,WileyIndiaPvt.Ltd.
Cost Accounting: Jawaharlal & Seema Srivastava, 4th Edition, TMH

Web links and Video Lectures(e-Resources):

- <https://journal.ump.edu.my/ijim/article/view/5983/1166>
- <http://indianresearchjournals.com/pdf/APJMMR/2013/April/7.pdf>
- <https://www.youtube.com/watch?v=fWPPfUiPdHA>
- <https://www.coursera.org/lecture/construction-cost-estimating/introduction-to-cost-estimating-and-cost-control-xXOyj>
- https://www.icsi.edu/WebModules/Publications/FULL_BOOK_PP-CMA-2017-JULY_4.pdf
- <https://www.pdfdrive.com/cost-management-e20763553.html>
- https://www.academia.edu/31736202/Cost_Management_Accounting_and_Control

Skill Development Activities Suggested:

1. The student can choose any product and get details about the actual cost of material, wages and other cost and prepare a cost statement.
2. Standard cost of each component has to be obtained and compared with actual cost to find the variance and reasons for variance to assess efficiency of purchase, operations and production.
3. Prepare a comparative chart to understand and depict the budgetary control mechanisms in Private and Public Sector enterprises.
4. Visit to a NGO and find out the various cost heads and how they do differ from profit making business organizations.
5. Conduct an in-house works upon Transfer pricing for Manufacturing Sector(Analyze how Value addition takes place at every stage of the production).

Course Outcomes:**After completion of the course student will be able to:**

1. Understand the goals and strategies of business units.
2. Determine standard costing and variance analysis cost control in Business decision making,
3. Applications of Management accounting and control systems in Corporate.
4. Critically evaluate all traditional and non-traditional costing methods such as absorption costing; marginal costing and activity based costing.

Mapping of Cos and POs:

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

HUMAN RESOURCE MANAGEMENT SPECIALIZATION

PBAH302E	ORGANIZATIONAL CHANGE AND DEVELOPMENT	Credits:04
L:T:P-3L:0T:0P		CIE Marks:50
Total Hours/Week:03		SEE Marks: 50

Course Objectives:

1. Describe and explain the relevance and importance of various OC/D interventions to be adopted in the Organization.
2. Apply and improve the work place effectiveness through various OC/D Interventions & Create and reconstruct OC/D intervention and process required to manage the Organization.
3. Classify and categories different OC/D practices and intervention followed in the Organization.
4. Appraise and judge the practical applicability of various OC/D intervention, process and practices to be followed in the Organization.

Competency:

Students will be able to develop the ability to critically assess organizational challenges and implement effective change and development strategies that foster adaptability, innovation, and sustainable growth.

UNIT-I

12Hrs.

Changing Organisations: Nature of 21st Century Organisation, Defining Organisational Change, Driving Change Today, The Implications of Worldwide Trends for Change Management, Four Types of Organisational Change, Planned Changes and Intended Results, The Requirements for Becoming a Successful Change Leader, Application of Lewin's Model of Change, OD Practitioners.

Building and Energizing the Need for Change: Organisations as Systems, Levels of Organisational Change, Models of Organisational Change, Systems Theory and Social Construction Approaches,

UNIT-II

12Hrs.

Readiness for Change, Creating Awareness of the Need for Change, Factors that Block People From Recognising the Need for Change, Creating a Powerful Vision for Change, The Difference Between an Organisational Vision and a Change Vision.

Designing Effective Control Systems: Using Control Processes to Facilitate Change, Selecting and Deploying Measures, Control Systems and Change Management, Measurement Tools to use in Change Process, Strategy Maps, The Balanced Scorecard, Risk Exposure Calculator, Organisational Change Agent, Orienting Yourself to Organisation Change,

UNIT-III

14Hrs.

Models of Change: Kurt Lewin's Three-step Model (1950-1952), Six-box Model of Marvin Weisbord, The McKinsey 7-S Model, Huse's Model of Planned Organizational Change, Action Research Model, Managing Change with ADKAR Model, Ensure Alignment in Your **Action Planning, Action Planning Tools:** 1) To-Do Lists; 2) Responsibility Charting 3) Contingency Planning 4) Surveys and Survey Feedback, 5) Project Planning and Critical Path Methods, 6) Force Field and Stakeholder Analysis.

Leadership development and succession: Development through self-awareness and self-discipline, Development through education, experience, and mentoring, succession.

Leadership development programs, Evaluation of leadership development efforts, Leadership

Indian cases on leadership

UNIT-IV

14Hrs.

Organisation Development (OD): 7 hours Concept of OD, History of OD, OD in India, OD Activities, Values, Beliefs and Assumptions of OD, Laboratory Training and T-Groups Action Research and Survey Feedback, Ethical Issues of OD.

OD Practitioner and Consulting Process: The Consulting Relationship and Types of Consulting, Consulting Model, OD Practitioners, Ethical Issues With Data Gathering, OD Intervention-Team Interventions, Quality, Performance Management, Communication in OD process, Coaching, Mentoring, 360 Feedback, OD Association in India.

Reference Books:

1. Change Management and Organisational Development Ratan Raina SAGETexts2018
2. Organisational Change-An Action Oriented Tool kit Gene Deszca, Cynthialngols,TupperF. Cawsey SAGE Publications, Inc 2022
3. Organisation Development: The process of Leading Organisational Change Donald L. Anderson Sage Publication India Pvt. Ltd. 2/e, 2024
4. Organisation Development Donald L.Anders on SAGE South Asia 2020
5. Tool kit for Organisational ChangeT.F.Cawsey,GeneDeszcaSAGEText2018
6. Organisation Development and Organisational Change Donald L.Anderson and Tupper Cawsey SAGE Publications 1/e, 2014

Web links and Video Lectures(e-Resources):

- https://www.researchgate.net/publication/353915158_ORGANIZATIONAL_CHANGE_AN_D_DEVELOPMENT
- https://www.msmgf.org/files/msmgf/documents/org_dev/organisationalchange_&development.pdf.
- https://www.researchgate.net/publication/324166817_organisational_change_and_developm3.e

Skill Development Activities Suggested:

1. A visit to Organisation and interact with OD and Change Manager and list out the roles played by OD/C manager.
2. Meet and interact with OD and Change Manager and ask- 10 questions related to Change and Development issues
3. Meet OD and Change Manager and list out various OC/D Intervention practiced and how they impact the Organisational Growth
4. Visit Organisation and Interact with Employees in the organization and discuss Culture Impact on Change process and how it can be managed.

Course Outcomes:

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

Mapping of Cos and Pos:

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

PBAH303E	INDUSTRIAL RELATIONS AND LEGISLATIONS	Credits:04
L:T:P-3L:0T:0P		CIE Marks:50
Total Hours/Week:03		SEE Marks: 50

Courseobjectives:

1. Explain the concepts, approaches and significance of Industrial Relations along with the roles of various stakeholders.
2. Trace the evolution, objectives, and constitutional frame work of labour legislation in India, including contemporary labour codes and provisions for workforce protection.
3. Develop knowledge of grievance redressal, collective bargaining, discipline management, and workers' participation in management.
4. Familiarize students with key labour legislations such as the Factories Act, Trade Union Act, Industrial Dispute Act, and other social security and welfare laws.
5. Enable students to apply IR practices, negotiation skills, and statutory knowledge to resolve industrial disputes and promote harmonious employee relations.

Competency:

Students will gain skill store solve work place issues fairly by using industrial relations practice sand Legal knowledge.

UNIT-I	16Hrs
Introduction to Industrial Relations: Industrial Relations: Overview, Importance, Approaches to IR, Parties to IR, System Model of IR, Industrial Employees of India, Problems of Industrial Workers (Absenteeism, Commitment, Work Ethics), Contemporary Issues in Employee Relations, Managing IR Changes. Evolution of Labour Legislation in India - History of Labour Legislation in India, Objectives of Labour Legislation, Types of Labour Legislations in India, Constitutional Provisions for the Protection of Labour Workforce in India, Rights of Woman Workers; The Present Labour Laws and Codes. Concept and steps of Grievance, Need for a Grievance Redressal procedure, Legislative aspects of the Grievance redressal procedure in India, Model of Grievance redressal Procedure.	
UNIT-II	16Hrs
Collective Bargaining: Concept – Function and Importance – Principles and forms of Collective bargaining, importance of Collective Bargaining, Process of Collective Bargaining, Negotiation, form of negotiation Workers' Discipline Management, causes of indiscipline, disciplinary Action – service rules, misconduct, investigation of allegations, show cause notice, charge sheet, domestic enquiry, Report of findings, punishments to be imposed. Workers participation In Management. Introduction to Employee Relations: meaning and significance of employee relation in industry, Advantages and limitations of maintaining employee relations through unions. Legal provisions to maintainemployeerelation-workscommittee,conciliation,boardofconciliation,voluntary arbitration,andadjudication.	
UNIT-III	08Hrs
FactoryAct1948,ContractlabourAct(Regulation and Abolition)Act 1970,The Payment of Wages Act 1936, The Minimum Wages Act 1948.	
UNIT-IV	10Hrs

Industrial Dispute Act 1947, Trade Union act 1926. Employee State Insurance Act 1948, Employee Compensation Act 1923, Maternity Benefit Act 1961, Employee provident Fund and Miscellaneous Provisions Act 1952 ,Gratuity Act 1972, Bonus Act 1965. Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act,2013

Reference Books:

1. Industrial Relations,S.Venkata Ratamand Manoranjan Dhal, Oxford Publication,2017(2ndedition).
2. Essentials of HRM and Industrial Relations,Rao,P Subba,Himalaya Publishing House,2013 (5th edition).
3. Industrial Relations,Trade Union and Labour Legislation. PRNSinha,Indu BalaSinha, Seema Shekhar, Pearson, 2017 (3rd edition).
4. Industrial Relations and Labour Laws-Emerging Paradigms,B.D.Singh,Excel Book,2008.
5. Industrial Relations and Labor laws, S C Srivatava,5th Edition,Vikas Publications

Web links and Video Lectures(e-Resources):

- <https://www.youtube.com/watch?v=P29Cp35JqGA>
- <http://www.digimat.in/nptel/courses/video/110105069/L22.html><https://www.buytestseries.com/OnlineCourses/Industrial-Relations-MBA-Video-Lecture-Online>
- <http://www.nitttrc.edu.in/nptel/courses/video/110105069/L22.html>
- <https://www.icsi.edu/media/webmodules/publications/7.%20Industrial,%20Labour%20and%20General%20Laws.pdf>
- <https://odl.ptu.ac.in/SLM/mba/4th/BOOK%20MBA%20968.pdf>
- <https://www.scribd.com/document/435959602/Industrial-Relations-and-Labour-Laws-6th-SCSrivastava-1-pdf>
- <http://www.gopalancolleges.com/gcem/course-material/mba/hrssubjects/industrialregulationslegislation>

Skill Development Activities Suggested:

- 1.Visit any factory and understand their Grievance redressal Procedure.
- 2.Discuss with IR Manager/Factory Manager of two manufacturing firms and review the process Of strikes and lockout they had in last decade. Prepare are port on the same.
- 3.Discuss with IR Manager of two national Banks and review the process of Trade union sthey Have had in the last decade. Prepare are port on the same.
- 4.Visit Any Organisation and discuss the applicability of Laws at the workplace.

Course Outcomes:

After completion of the course student will be able to:

1. Define, describe and explain the fundamental concepts of industrial relations, labour laws, and employee welfare.
2. Apply and demonstrate the use of grievance handling, dispute resolution and labour legislation knowledge in practical organizational situations.
3. Analyze, evaluate and appraise industrial relations issues and strategies and justify appropriate decisions for different business contexts.
4. Design, develop and implement effective strategies to manage disputes, enhance employee Participation and adapt to global and technological changes in industrial relations.

Mapping of Cos and POs

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

PBAH304E	STRATEGIC TALENT MANAGEMENT	Credits:04
L:T:P-3L:0T:0P		CIE Marks:50
Total Hours/Week:03		SEE Marks: 50

Course Objectives:

1. Provide conceptual and practical knowledge of Talent Management, including its processes, systems, and organizational applications.
2. Develop understanding of talent planning, succession planning, and career development strategies for building a sustainable talent pipeline.
3. Equip students with skills to design and implement talent development, coaching, competency mapping, and retention strategies aligned with organizational goals.
4. Enable students to apply competency mapping tools, psychological testing and assessment centre methodologies for evaluating and developing talent.
5. Foster the ability to design and evaluate performance management systems and integrate them with strategic talent management initiatives.

Competency:

Students will gain the ability to design and apply talent management practices for attracting, Developing and retaining employees.

UNIT-I	16Hrs
Basics of Talent Management: Talent- engine of new economy, difference between talents and knowledge workers, leveraging talent, the talent value chain, elements of talent friendly organizations, talent management process, Talent Management System – Components and benefits of Talent Management System; creating TMS, challenges of TMS, Building blocks of talents management: competencies – performance management, conducting performance reviews, Appraising executive talent, selecting the right appraisal. Talent Planning: Concept, succession management process, Integrating succession planning and career planning, designing succession planning program, strategic accountability approach in developing the workforce, balanced scorecard, talent development budget, contingency plan for talent; building a reservoir of talent, compensation management within the context of talent management, CEO Succession planning.	
UNIT-II	12Hrs
Developing and Retaining Talent – Potential identification and development, coaching for sustained & desired change, integrating coaching, training and development with talent management, employee retention- motivation and engagement, Return on talent; age of analytics, making outplacement as a part of talent strategy, developing talent management information system. Competency mapping: Concepts and definition of competency; types of competencies, competency based HR systems, competency and performance, 5 level competency model, developing various Competency models, how competencies relate to career development and organizational goals.	
UNIT-III	10Hrs
Methodology of competency mapping : competency model development ,competency models, people capability maturity model ,developing competency framework , competency profiling, competency mapping tools ,use of psychological testing in competency mapping , competency based interviewing.	
UNIT-IV	12Hrs
Measuring Performance, Assessment and Development Centre: performance assessment, Diagnosing reasons for performance problems, designing an effective performance management	

system, sources of errors in performance measurement. Assessment and Development Centre : concepts, importance and uses of assessments centre in selecting employees , difference between assessment and development centre, assessment centre approach to competence building, profile of the assessors, steps in assessment centre, designing the assessment centre.

Reference Books:

1. Talent Management–GowriJoshi,VeenaVohra,CengageLearning,2018.
2. The Talent Management Hand Book–Lance A.Berger & Dorothy R. Berger, Tata McGraw Hill.
3. Competence at work–LyleM. Spencer, Signe M. Spencer. John Wiley, 1993.
4. A Hand book of Competency Mapping–Seema Sangi,Response Books,2004.

Web links and Video Lectures(e-Resources):

- <https://www.pdfdrive.com/the-talent-management-handbook-e33563313.html>
- https://www.researchgate.net/publication/228672156_Strategic_Talent_Management_A_review_and_research_agenda
- <https://hvtc.edu.vn/Portals/0/files/635834387511001885talent-management-a-focus-on-excellence.pdf>
- https://www.youtube.com/watch?v=Pk8hN7lw_RA
- <https://www.youtube.com/watch?v=ZG8coejZoSg>
- https://www.tutorialspoint.com/talent_management/talent_management_tutorial.pdf

Skill Development Activities Suggested:

1. Students select an industry / company (real or case-based)and prepare a Talent Value Chain& Succession Planning Map for key leadership positions.
2. Students conduct a Competency Identification Exercise by interviewing employees/ professionals (or using case data),then develop a Competency Frame work using the 5-Level Model.
3. Students design a Performance Appraisal Form for managerial/executive roles, simulate Appraisal discussions in pairs(as manager &employee),and diagnose performance gaps.
4. Students design and simulate an Assessment Centre for a mid-level managerial role,including exercises like group discussions, role plays, case analysis, and in-basket exercises.

Course Outcomes:

After completion of the course student will be able to:

1. Understand and explain the strategic role of talent management in enhancing organizational effectiveness and sustainability.
2. Apply talent planning, competency frameworks and performance systems to address organizational workforce challenges.
3. Analyze leadership, ethical and global dimensions of talent management for effective decision-making.
4. Design and evaluate integrated talent management strategies to build a competitive and future-ready workforce.

Mapping of Cos and POs:

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

PBAH305E	COMPENSATION AND REWARD MANAGEMENT	Credits:04
L:T:P-3L:0T:0P		CIE Marks:50
Total Hours/Week: 03		SEE Marks:50

Course Objectives:	
<ol style="list-style-type: none"> 1. Understand the principles and functions of management and OB and their application in modern organisations. 2. Analyse individual behaviour, motivation, perception, and emotions within the organizational context. 3. Examine team dynamics, power, politics and conflict management for effective workplace relations. 4. Evaluate organizational culture and change management approaches for sustainable Organizational development. 	
Competency:	
Students will learn how to manage compensation and use reward systems to motivate employees fairly and effectively.	
UNIT-I	12Hrs
<p>Compensation: Compensation, Meaning of compensation, Total Compensation/Reward and Its Components and Types, Importance of the Total Compensation Approach, Wages/Salaries, Some Other Terms, Theories of Wages, Does Compensation Motivate Behaviour?, Compensation Philosophy, Compensation Strategy, Compensation Policy, Base of Compensation Management, The Psychological Contract, Compensation and Legal Issues in Compensation Management, Factors Affecting Employee Compensation/Wage Rates/Wage Structure/Levels of Pay.</p> <p>Compensation Management: Meaning of Compensation Management, Methods of Wage Payment, Essentials of a Satisfactory Wage System, National Wage Policy in India, Wage Policy at the Organisational Level, Wage Problems in India, Components/Functions of Compensation Management/Wage and Salary Administration, Divergent Systems and Institutions for Wage Fixation in India.</p>	
UNIT-II	10Hrs
<p>Wage Determination Practices: Divergent Systems for Wage Determination in Practice in Indian Organisations Introduction, Management's Strategy, Reward Policy, Reward Management Processes, Reward Management Procedures, Pay Reviews, Planning and Implementing Pay Reviews, Procedures for Grading Jobs and Pay, Rates Fixation, Controlling Payroll Costs, Evaluation of Reward Processes, Some Other Trends, Boardroom Pay; Divergent Systems and Institutions for Wage Fixation in Practice in India, Management Strategy; Fringe Benefits, Fringe Benefits and Current Practices, Internal Audit of Compensation and Benefits; Different types of Direct and Indirect compensation include: Base Pay / Base pay; Commissions; Overtime Pay; Bonuses, Profit Sharing, Merit Pay; Stock Options; Travel/Meal/Housing Allowance; Benefits including dental, insurance, medical, vacation, leaves, retirement, taxes; Merit pay; Incentive Pay; Deferred Pay ; Pay for time; Recreational facilities</p>	
UNIT-III	10Hrs
<p>Contingent Pay, Pay for Performance, Competence: Competency-Based Pay, Skill-Based Pay, Team-Based Rewards, Gain sharing, Profit-Sharing Profit-Related Pay and Beyond Other Cash Payments and Allowances Overtime Payments Attendance Bonuses, Shift Pay, Clothing Allowances, Honoraria, Payments for Qualifications, Pay for Person, Pay for Excellence, Managerial</p>	

Compensation and Rewards, Sales Force Incentive Programmes, Competency based Pay-Framework, Model and Challenges; Pay for Performance: Steps involved in the design for pay for performance - Intent; Eligibility; Participation; Performance and Goal Criteria-Measurements ; Funding; Pay Outs and Timing; Benefits Impact &Administration; Evaluation.	
UNIT-IV	10Hrs
Administration & Controlling Salary Costs and Salary Review: Salary Survey data, Salary Costs, Salary Planning, Salary Budget, Salary Control, Salary Reviews, Guide lines for Salary Review Process, Responding to Negative Salary Review, Five Key Steps: Manager's Guide to Annual Salary Review, Fixing of Salary, Method of Paying Salary, Flexibility, Process of Wage and Salary Fixation. Operating,Non-financialBenefits(IntrinsicandRelationalRewards:RoleofNon-financial Benefits/Rewards on Employee Motivation, Types of Non-financial Benefits/Rewards, Planning the Nonfinancial Benefits/Rewards ,A Few Most Effective Non-Financial Benefits/Rewards to Motivate Employees, Heineken's Refreshing Approach to Reward, Non-financial Metrics Intellectual Capital Assessment and Market Implications of Human Capital, Recognition, Praise, Learning and development, Achievement,Value Addition in Personality Others.	
Reference Books:	
<ol style="list-style-type: none"> 1. Compensation Management: R.C.Sharma, Sulabh Sharma Sage Publication India Pvt.Ltd Edition 2019. 2. Compensation and Benefit: Biswas, Bashker,DPearson,edition2013. 3. Managing Employees Performance and Rewards: Shields Cambridge Press,edition2007. 4. Human Resource Information Systems: Basics, Applications and Future Directions: Michael J.Kavanagh, Mohan Thite, RichardD.Johnson,SagePublicationIndiaPvt.Ltd,3/e, 2015. 5. Competency-Based Human Resource Management: Anindya Basu Roy,Sumati Raym,Sage Publication India Pvt. Ltd, 2019. 6. Compensation and Reward Management:Singh,B D,ExcelBooks-2007. 	
Web links and Video Lectures(e-Resources):	
<ul style="list-style-type: none"> • https://www.youtube.com/watch?v=yml9dx9nUco • https://hr-gazette.com/total-rewards-and-compensation-understanding-theessentials • https://www.youtube.com/watch?v=ax7suq7w4cm • https://www.youtube.com/watch?v=g4AGhGehhsc • https://www.researchgate.net/publication/325959515_impact_of_compensation_and_benefits_on_job_satisfaction 	
Skill Development Activities Suggested:	
<ol style="list-style-type: none"> 1. Understand the theoretical and practical aspects in the area of compensation and benefits. 2. Exposure to MS-Excelor HRIS packages recommended. 3. Acquire knowledge of compensation and reward system policies, processes and procedure. 4. Apply the concepts of compensation administration and intrinsic and extrinsic reward system 	
Course Outcomes:	
After completion of the course student will be able to <ol style="list-style-type: none"> 1. Understand and explain the concepts, theories, strategies and legal aspects of compensation management 2. Apply concepts, theories, strategies of compensation management in work situations. 3. Evaluate and Analyse wage determination practices, divergent wage fixation systems, and compensation components 4. Plan and Design compensation management strategies. 	

Mapping of Cos and Pos:

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

BUSINESS ANALYTICS SPECIALIZATION

PBAB302E	BUSINESS ANALYTICS AND INTELLIGENCE	Credits:04
L:T:P-3L:0T:0P		CIE Marks:50
Total Hours/Week: 03		SEE Marks:50

Course objectives:

- Understand the role of business analytics and intelligence in decision-making.
- Learn key techniques and tools for analyzing business data.
- Develop skills to interpret and present data insights effectively.
- Apply analytical methods to real-world business scenarios.

Competency:

Enable MBA students to apply analytical tools, statistical techniques, and business intelligence methods to interpret data, generate insights, and support strategic decision-making for organizational growth and competitiveness.

UNIT-I

14Hrs

Definition and scope of business analytics and intelligence. Evolution and importance in modern business. Key concepts and terminologies. Data Collection and Management: Sources of business data (internal vs. external, structured vs. unstructured). Data collection methods and tools. Basic statistical concepts (mean, median, mode, standard deviation). Data management best practices and data warehousing. Data visualization techniques (charts, graphs, dashboards). Tools for descriptive analytics (Excel, Tableau, Power BI).

UNIT-II

12Hrs

Optimization and simulation techniques. Decision trees and scenario analysis. Tools for prescriptive analytics (Excel Solver, optimization software). Predictive Analytics: Introduction to predictive modelling. Regression analysis (linear and logistic regression). Time series analysis. Machine learning basics (classification, clustering).

UNIT-III

12Hrs

Key components of Business Intelligence systems. Data warehousing and ETL processes. BI tools and platforms (SAP BI, Oracle BI, Microsoft Power BI). Data privacy laws and regulations (GDPR, CCPA). Ethical considerations in data use. Data quality and governance frameworks. Case Studies and Real-world Applications: Industry specific case studies. Hands-on projects involving real business data.

UNIT-IV

14Hrs

Key concepts and techniques. Future developments in business analytics. Real-time analytics and reporting.

Reference Books:

1. Text Books/ References 1. "Business Analytics: Data Analysis & Decision Making" by S. Christian Albright and Wayne L. Winston.
 2. "Competing on Analytics: The New Science of Winning" by Thomas H. Davenport and Jeanne G. Harris.
 3. "Data Science for Business" by Foster Provost and Tom Fawcett.
- Tools and Software: Microsoft Excel, Tableau or Power BI, R or Python, SQL Database

Web links and Video Lectures (e-Resources):

- <https://www.youtube.com/watch?v=wjILmMxantI>
- https://www.youtube.com/watch?v=_4NOeykig4E

Skill Development Activities Suggested:

2. Practice handling raw business data sets by removing inconsistencies, missing values, and formatting issues to make data analysis-ready.
3. Use statistical and visualization techniques to discover patterns, correlations, and trends in business data.
4. Design interactive dash boards using tools like Power BI/Table auto monitor KPI sand support managerial decision-making.
5. Apply regression, classification, or clustering models on real datasets (e.g., customer churn, demand forecasting) to derive insights.
6. Work on a mini-project where students play the role of business analysts, gathering data, Analyzing trends and presenting strategic recommendations to management.

Course Outcomes:

After completion of the course student will be able to:

1. Understand the role of business analytics and intelligence in decision making.
2. Learn key techniques and tools for analyzing business data.
3. Apply analytical method store al-world business scenarios.
4. Develop skills to interpret and present data insights effectively.

Mapping of Cos and POs:

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

PBAB303E	DATA VISUALISATION	Credits:04
L:T:P-3L:0T:0P		CIE Marks:50
Total Hours/Week: 03		SEE Marks: 50

Course objectives:	
<ol style="list-style-type: none"> 1. Understand the key techniques and theory behind data visualization. 2. Use effectively the various visualization structures (like tables, spatial data, tree and network etc.) 3. Evaluate information visualization systems and other forms of visual presentation for their effectiveness. 4. Design and build data visualization systems. 	
Competency:	
Develop the ability to transform complex business data into clear, meaningful, and visually engaging representations using modern visualization tools, enabling effective communication of insights for strategic decision-making.	
UNIT-I	12Hrs
<p>Introduction of visual perception, visual representation of data, Gestalt principles, Information overloads. Value of Visualization – What is Visualization and Why do it: External representation – Interactivity – Difficulty in Validation. Data Abstraction: Dataset types – Attribute types – Semantics.</p> <p>Creating visual representations, visualization reference model, visual mapping, visual analytics, Design of visualization applications. Task Abstraction – Analyze, Produce, Search, Query. Four levels of validation – Validation approaches – Validation examples. Marks and Channels.</p>	
UNIT-II	14Hrs
<p>Classification of visualization systems, Interaction and visualization techniques misleading, Visualization of one, two and multi-dimensional data, text and text documents. data structures used in data visualization.</p> <p>Visualization of groups, trees, graphs, clusters, networks, software, Metaphorical visualization. Overview of tools like Tableau, Power BI, and their applications. Dashboards and Reporting: Creating and interpreting dashboards to support strategy. Data Visualization: Best practices for visualizing strategic data insights.</p>	
UNIT-III	12Hrs
Visualization of volume tric data, vector fields, processes and simulations, Visualization of maps, geographic information, GIS systems, collaborative visualizations.	
UNIT-IV	14Hrs
Connections, Matrix views – Containment. Map color: Color theory, Color maps and other channels. Rules of thumb – Arrange tables: Categorical regions – Spatial axis orientation – Spatial layout density. Arrange spatial data: Geometry – Scalar fields – Vector fields – Tensor fields.	
Reference Books:	
<ol style="list-style-type: none"> 1. Tamara Munzner, is ualization Analysis and Design, A KPeters Visualization Series, CRC Press,2014. 2. Scott Murray,Interactive Data Visualization for theWeb,O'Reilly,2013. 3. Alberto Cairo,The Functional Art: An Introduction to Information Graphics and Visualization, New Riders, 2012 4. NathanYau,Visualize This: The Flowing Data Guide to Design,Visualization and Statistics, John Wiley & Sons, 2011. 5. Ward,Grinstein,Keim,Interactive Data Visualization: Foundations,Techniques,and 	

Web links and Video Lectures(e-Resources):								
<ul style="list-style-type: none"> Web links and Video Lectures(e-Resources): https://www.youtube.com/watch?v=1GhZisgc6D https://www.youtube.com/watch?v=dHSYXZMY96s https://www.youtube.com/watch?v=IKSRwGZe8Oc https://www.semanticscholar.org/paper/Visualization-analysis-%26-design-Munzner/5521849729aaa387cfeef0d12d3c91170d7bbfd0 https://dokumen.pub/visualization-analysis-and-design-97814665089341466508930.html 								
Skill Development Activities Suggested:								
<ol style="list-style-type: none"> Practice creating charts, graphs, and dashboards using tools like Tableau, Power BI, or Python libraries (Matplotlib / Seaborn). Convert a complex dataset (e.g., sales, customer feedback, or market trends) into a compelling visual story for management decision-making. Take poorly designed business visuals (cluttered graphs, misleading charts) and redesign them for clarity, accuracy, and impact. Work in teams to analyze a company's real-world dataset, create dashboards, and present visual insights to solve a business challenge. 								
Course Outcomes:								
After completion of the course student will be able to: <ol style="list-style-type: none"> Understand the key techniques and theory behind data visualization. Use effectively the various visualization structures (like tables, spatial data, tree and network etc.) Evaluate information visualization systems and other forms of visual presentation for their effectiveness. Design and build data visualization systems. 								

Mapping of Cos and POs:								
Course Outcomes	Programme Outcomes(POs)					Program Specific Outcomes(PSOs)		
	1	2	3	4	5	1	2	3
CO1	1	2	4	3	-	1	2	-
CO2	2	4	3	5	1	1	2	3
CO3	2	1	3	4	1	3	2	2
CO4	4	2	3	5	1	2	1	3

PBAB304E	BUSINESS ANALYTICS FOUNDATIONS AND APPLICATIONS	Credits:04
L:T:P-3L:0T:0P		CIE Marks :50
Total Hours/Week:03		SEE Marks: 50
Course Objectives:		
1. To understand the definition and scope of Business Analytics and its role in modern enterprises. 2. To differentiate between types of analytics —descriptive, predictive and prescriptive—and explain their applications. 3. Describe the Business Analytics process and framework , including data sources, types and quality considerations and Apply basic statistical techniques 4. To use data visualization tools like MS Excel, Tableau, or Power BI to create dashboards and communicate insights effectively.		
Competency:		
Demonstrates the ability to apply business analytics techniques to analyze data, generate insights, And support data-driven decision-making using tools such as Excel, Tableau, R ,or Python		
UNIT-I		12Hrs.
Introduction to Business Analytics Definition and scope of business analytics, Types of analytics: descriptive, predictive, prescriptive The business analytics process and framework Role and importance in modern enterprise Data types, sources, and quality. Basics of data management Ethical and privacy considerations in analytics		
UNIT–II		12Hrs.
Statistical Analysis & Visualization for Business: Descriptive statistics: measures of central tendency and dispersion, Data summarization and visualization techniques Introduction to data cleaning and preparation: Visualization tools: MS Excel basics, Tableau/Power BI dashboards Reporting and interpreting results for decision making		
UNIT–III		14Hrs.
Predictive Modeling & Data Mining: Introduction to predictive analytics model types, Regression analysis (linear, multiple), Classification methods (logistic regression, decision trees),Clustering (k-means, hierarchical) Time series forecasting Introduction to R/Python for analytics (basic syntax, importing data, simple models), Model evaluation and validation		
UNIT–IV		14Hrs.
Applications of Business Analytics: Case studies: Marketing analytics, Financial analytics, Supply Chain analytics, and HR analytics Measuring performance and ROI of analytics projects Project management in analytics, Real-world mini-projects or hands-on cases using Excel/Tableau/R/Python Communicating analytics insights to stakeholders		
Reference Books:		
1. “Evans,J.R.(2017).BusinessAnalytics:Methods,Models,andDecisions.Pearson. 2. Keller,G.(2019).Statistics for Management and Economics. Cengage Learning. Shmueli,G., Bruce, P.C., Gedeck, P., & Patel, N.R. (2020). Data Mining for Business Analytics: Concepts, Techniques, and Applications in Excel and R. Wiley.		

3. James,G., Witten,D., Hastie,T., & Tibshirani,R.(2021). An Introduction to Statistical Learning: With Applications in R. Springer. Provost, F., & Fawcett, T. (2013). Data Science for Business.O'Reilly Media.
 4. Dursun Delen(2019). Practical Text Analytics: Maximizing the Value of Text Data. Pearson. Harvard Business School Publishing. (Varied). HBR Case Studies on Business Analytics. Siegel, E.(2016).Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die. Wiley.
- Tools and Software:** Excel, Python(Pandas, Scikit-learn),R,Tableau

Web links and Video Lectures(e-Resources):

- <https://www.tableau.com/learn/training>
- <https://www.simplilearn.com/what-is-business-analytics-article>
- <https://www.dataversity.net/understanding-data-management-and-data-quality/>
- <https://statisticsbyjim.com/basics/descriptive-statistics/>
- <https://www.datacamp.com/tutorial/predictive-analytics-techniques>
- <https://hbr.org/2018/01/the-power-of-business-analytics-case-studies>

Skill Development Activities Suggested:

1. **Create Charts n Excel:**
Students will use **MS Excel** to create basic charts(bar,line,pie)to summarize sales or customer data and interpret the results.
2. **Build a Simple Dash board in Table auor Power BI:**
Students will design a **simple interactive dashboard** to display key business metrics like sales trends, customer segments, or profit margins.
3. **Runa Basic Regression Model in Excel or R/Python:**
Students will apply **linear regression** on a small data set(e.g.,advertising spend vs.sales)and interpret the results to make business recommendations.

Course Outcomes:

1. **Explain the role and types of business analytics** in modern enterprises, including descriptive, predictive, and prescriptive analytics.
2. **Use basic statistical and visualization techniques** to summarize and interpret business datafor informed decision-making.
3. **Develop and evaluate predictive models** using tools such as Excel,R, or Python for regression, classification, and clustering.
4. **Apply business analytics to real-world scenarios** in marketing, finance, supply chain, and HR through case studies and hands-on projects.

Mapping of COs and Pos:								
Course Outcomes	Programme Outcomes(POs)					Program Specific Outcomes(PSOs)		
	1	2	3	4	5	1	2	3
CO1	1				2	3		
CO2		2	2				2	
CO3				3			3	2
CO4		2		2			1	

PBAB305E	BIG DATA ANALYTICS	Credits:04
L:T:P-3L:0T:0P		CIE Marks:50
Total Hours/Week: 03		SEE Marks: 50

Course objectives:	
<ol style="list-style-type: none"> 1. Understand the fundamental concepts of big data and analytics. 2. Learn key technologies and tools used in big data processing and analysis. 3. Develop skills to manage analyze and interpret large datasets. 4. Apply big data analytics techniques to real-world business problems. 	
Competency:	
Enable MBA students to understand, analyze, and leverage large-scale data using big data tools and techniques to derive business insights, predict trends, and support data-driven strategic decisions.	
UNIT-I	10Hrs
Definition and Characteristics: Volume,velocity,variety,veracity,and value. Big Data Ecosystem: Overview of big data architecture. Business Implications: How big data transforms business decision-making.	
UNIT-II	14Hrs
Hadoop Ecosystem: Hadoop Basics: Introduction to Hadoop, HDFS (Hadoop Distributed File System), and MapReduce. Hadoop Tools: Pig, Hive, and HBase. Apache Spark: Introduction to Spark: Spark architecture, RDDs (Resilient Distributed Datasets), Data Frames. Spark SQL and MLlib: Basics of querying and machine learning with Spark. DataStorageSolutions:NoSQLDatabases:OverviewofMongoDB,Cassandra,andRedis.Data Lakes and Warehouses: Concepts and architectures. Data Processing Frameworks: Batch vs. Stream Processing: Introduction to tools like Apache Kafka and Apache Flink.	
UNIT-III	14Hrs
Data Analytics Techniques: Exploratory Data Analysis (EDA): Techniques and tools. Predictive Analytics: Introductionto machine learning algorithms. Data Visualization Tools: Visualizationwith Python: Using libraries like Matplotlib, Seaborn. BI Tools: Introduction to Tableau, Power BI for interactive dashboards.	
UNIT-IV	14Hrs
Machine Learning and Big Data: Algorithms and Models: Supervised vs. unsupervised learning. Scalable Machine Learning: Implementing algorithms at scale with Spark MLlib. Big Data Security and Privacy: Data Privacy Issues: GDPR, CCPA. Security Best Practices: Protecting big data assets. Industry Use Cases: Big data applications in finance, healthcare, retail, and other sectors. Case Studies: Analyzing and discussing real-world big data projects and solutions.	
Reference Books:	
<ol style="list-style-type: none"> 1. "Big Data: Principles and Best Practices of Scalable Real-Time Data Systems" by Nathan Marz and James Warren. 2. "Data Science for Business: What You Need to Know about Data Mining and Data Analytic Thinking" by Foster Provost and Tom Fawcett. 3. "Hadoop:The Definitive Guide"by Tom White.Tools and Software: Hadoop: Hadoopeco system components. 	

Web links and Video Lectures(e-Resources):

- <https://www.youtube.com/watch?v=aeHqYLgZP84>
- <https://www.youtube.com/watch?v=5G3WJpiyMDs>
- <https://www.youtube.com/watch?v=FSIxMKGfpvM>

Skill Development Activities Suggested:

1. Use Hadoop or Spark to process a real-world dataset (e.g., retail sales, social media, or financial data) and generate insights.
2. Build interactive dashboards in Tableau/Power BI using big data outputs to communicate key business insights
3. Analyze industry cases where big data transformed decision-making (e.g., e-commerce personalization, supply chain optimization).
4. Apply machine learning techniques (regression, clustering, classification) on large datasets to predict trends and customer behavior.
5. Present a big data-driven business solution to a simulated board of directors, showcasing problem identification, data analysis, and strategic recommendations

Course Outcomes:**After completion of the course student will be able to:**

1. Understand the fundamental concepts of big data and analytics.
2. Learn key technologies and tools used in big data processing and analysis.
3. Apply big data analytics techniques to real-world business problems.
4. Develop skills to manage, analyze and interpret large datasets.

Mapping of Cos and POs:

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

PBAC307L	BUSINESS ANALYTICS LAB	Credits: 02
L:T:P: 0L:0T:3P		CIE Marks:50
Total Hours / Week: 06		SEE Marks:50

Course Structure	
Lab Manual: Business Analytics	
Part A: Excel for Managers – Lab Experiments	
Lab 1: Introduction to Excel	
<ul style="list-style-type: none"> • Objective: To get familiar with the Excel environment, basic navigation, menus and dialog boxes. • Tasks: <ul style="list-style-type: none"> ○ Open a new workbook and explore menus (Home, Insert, Page Layout, etc.). ○ Use dialog boxes for formatting cells and inserting charts. ○ Save and organize Excel files etc. • Expected Output: A properly formatted Excel workbook with sample data, charts and named sheets. 	
Lab 2: Basic Functions and Formulas	
<ul style="list-style-type: none"> • Objective: To apply basic mathematical and statistical functions in Excel. • Tasks: <ul style="list-style-type: none"> ○ Use SUM (), AVERAGE (), MAX (), MIN (), COUNT () and PERCENTAGE formulas. ○ Create a sales dataset and calculate totals, average sales and top performance. • Expected Output: Worksheet with clearly labeled columns and computed results using functions. 	
Lab 3: Logical Functions	
<ul style="list-style-type: none"> • Objective: To implement conditional logic using IF and nested IF statements. • Tasks: <ul style="list-style-type: none"> ○ Use IF () to categorize students based on marks (Pass/Fail). ○ Use IF () + AND () / OR () for complex conditions (e.g., discount eligibility). ○ Apply nested IF () for grade assignment. • Expected Output: A dataset with logical categorization and decision making cells. 	
Lab 4: Conditional Summing and Counting	
<ul style="list-style-type: none"> • Objective: To use conditional functions for data analysis. • Tasks: <ul style="list-style-type: none"> ○ Use SUMIF () to find total sales by product category. ○ Use COUNTIF () to count employees in each department. ○ Use SUMIFS () and COUNTIFS () for multiple conditions. • Expected Output: Summary tables showing conditional totals and counts. 	
Part B: SPSS for Business Statistical Analysis – Lab Experiments	
Lab 5: Introduction to SPSS	
<ul style="list-style-type: none"> • Objective: To understand the SPSS interface and data entry process. • Tasks: <ul style="list-style-type: none"> ○ Open SPSS, explore the variable and data views. ○ Create variables (name, type, label, values). ○ Enter data manually and save the file. • Expected Output: An SPSS file (.sav) with 5–10 sample records and well defined variables. 	
Lab 6: Descriptive Statistics	
<ul style="list-style-type: none"> • Objective: To perform basic statistical analysis using SPSS. 	

- **Tasks:**
 - Use Frequencies to display frequency tables for categorical variables.
 - Calculate Mean, Median, Mode, Standard Deviation, and Range for numeric variables.
- **Expected Output:** SPSS output with descriptive tables and interpretation notes.

Lab 7: Hypothesis Testing – t-tests

- **Objective:** To test means using t-tests in SPSS.
- **Tasks:**
 - Perform a **one-sample t-test** (e.g., compare average salary to industry average).
 - Perform an **independent samples t-test** (e.g., compare male vs. female salaries).
 - Perform a **paired sample t-test** (e.g., before and after training scores).
- **Expected Output:** SPSS output with significance levels and decision on null hypothesis.

Lab 8: Analysis of Variance (ANOVA)

- **Objective:** To conduct ANOVA for comparing group means.
- **Tasks:**
 - Use **One-way ANOVA** (e.g., compare test scores across departments).
 - Use **Two-way ANOVA** (e.g., compare performance by department and gender).
- **Expected Output:** ANOVA tables, F-values, P-values and interpretation.

Guidelines

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

Scheme of Evaluation (CIE & SEE)

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

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

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

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

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

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

Note:

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

Course Outcomes:

After completion of the course student will be able to

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

Mapping of COs and POs:

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

IV SEMESTER

PBAC401C	EMERGING TECHNOLOGIES FOR BUSINESS	Credits:04
L:T:P-4L:0T:0P		CIE Marks:50
Total Hours/Week:04		SEE Marks: 50

Course Objectives:	
1. To understand the emerging technologies applicable in field of Management. 2. To study data science as a tool for decision making in Management 3. To understand the concept of AI, IOT and AR.	
Course Competency:	
Apply emerging technologies such as Artificial Intelligence, Internet of Things (IoT), and 3D Printing to innovate business processes, enhance decision-making, and drive digital transformation in a competitive business environment.	
UNIT-I	14Hrs.
Introduction to Emerging Technologies for Business: Evolution of technologies; Introduction to Industrial revolution; Historical background of the Industrial Revolution; Introduction to Fourth industrial revolution (IR 4.0); Role of data for Emerging technologies; Enabling devices and networks for emerging technologies (programmable devices); Human to Machine Interaction; Future trends in emerging technologies. Data Science: Overview for Data Science; Definition of data and information; Data processing cycle, Data types and representation; Data Value Chain; Data Acquisition; Data Analysis; Data Curating; Data Storage; Data Usage; Basic concepts of Big Data	
UNIT-II	12Hrs.
Artificial Intelligence (AI): Concept of AI, meaning of AI, History of AI, Goals of AI, Need for AI, Levels of AI, Types of AI, Techniques of AI, Applications of AI in Agriculture, Health, Business (Emerging market), Education, AI tools and platforms (eg: scratch/object tracking), Advantages and limitations of AI.	
UNIT-III	14Hrs.
Internet of Things (IoT): Overview of IOT; meaning of IOT; History of IOT; Advantages of IOT; Challenges of IOT; IOT working process; Architecture of IOT; Devices and network; Applications of IOT at Smart home; Smart grid; Smart city; Wearable devices; Smart farming; IOT tools and platforms. Augmented Reality (AR) and Virtual Reality (VR): Introduction to AR, Virtual reality (VR), Augmented Reality (AR) V/S mixed reality (MR), Architecture of AR systems. Application of AR systems (education, medical, assistance, entertainment).	
UNIT-IV	12Hrs.
Ethics, Professionalism and Other Emerging Technologies: Technology and ethics, Digital privacy, Accountability and trust, Treats and challenges. Other Technologies: Block chain technology, Cloud and quantum computing, Autonomic computing, Computer vision, Cybersecurity, Additive manufacturing (3D Printing).	
Reference Books:	
1. Designing for Emerging Technologies: UX for Genomics, Robotics and the Internet of Things : Follett, J. , O'Reilly Media, 2014. 2. Emerging Technologies for Emerging Markets: Vong, J., & Song, I., Springer Singapore, 2014. 3. Disruption: Emerging Technologies and the Future of Work, DelRosal, V., Emtechub, 2015. 4. Emerging Internet- Based Technologies: Sadiku, M.N.O, CRC Press, 2019. 5. Emerging Exponential Technologies—A Management Perspective: Dr.D.G. Kulkarni and Dr. Prayag Gokhale, Himalaya Publishing House Pvt. Ltd., 1/e, 2020.	

Web links and Video Lectures(e-Resources):

- <https://www.studocu.com/in/document/visvesvaraya-technological-university/masters-of-business-administration/eet-ch1-emerging-and-exponential-technologies-notes-chapter1-vtu/51659497>
- <https://wcu.edu.et/FirstYearModule/EMERGING%20TECHNOLOGIES%20module.pdf>
- https://www.youtube.com/watch?v=diP4tx_U1ak
- <https://www.youtube.com/watch?v=kf9ekJOZpqU>
- <https://www.youtube.com/watch?v=kz40aFgfB5M>

Skill Development Activities Suggested:

1. Big data analysis using an analytical tool.
2. Study the Application of AI in any one field and prepare a Report.
3. Study the Ethical practices of a Company.
4. 3D model printing by Group or team.
5. Exposing the students to usage of IoT.

Course Outcomes:

1. Identify different emerging technologies
2. Select appropriate technology and tools for a given task
3. Identify necessary inputs for application of emerging technologies
4. Understand the latest developments in the area of technology to support business.

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

MARKETING SPECIALIZATION

PBAM402E	BUSINESS MARKETING	Credits:03
L:T:P -4 :0: 0		CIE Marks:50
Total Hours/Week:04		SEE Marks: 50

Course Objectives:

1. To understand the nature, scope, and dimensions of industrial marketing, and differentiate it from consumer marketing.
2. To analyze industrial buying behavior, buying center dynamics, market segmentation and product planning strategies.
3. To examine industrial distribution channels, pricing strategies, and promotional approaches in B2B markets.
4. To evaluate and apply industrial sales force management and personal selling techniques for effective market coverage and customer satisfaction.

Competency:

Ability to integrate industrial marketing concepts, buying behavior insights, product, pricing, Channel and sales strategies to plan, execute and manage effective B2B marketing programs that enhance organizational performance and customer value.

UNIT-I

14Hrs.

Dimensions of Industrial Marketing: Nature of Industrial Marketing, Industrial Marketing vs. Consumer Marketing, Economics of Industrial demand – The Resellers Market – The Industrial Marketing Concept, Understanding Industrial Markets, Types of Industrial Markets, Classifying Industrial Products, Organizational Procurement Characteristics – The Industrial Marketing Environment, Environmental effect on Industrial Market with special reference to Government rule.

Nature of Industrial buying: Organizational buying Activity, Buying models and buying centre concept, InterPersonal Dynamics of Industrial Buying Behavior, Roles of Buying centre, Conflict Resolution in Decision Making Ethics in Purchasing.

UNIT-II

12Hrs.

Market Segmentation: Choosing Target Segments, Positioning, Differentiated and Un-Differentiated Markets, Concentrated and Niche Markets, Positioning Strategies, Difference between Industrial Market Research and Consumer Market Research

Formulating Product Planning: Developing Product Strategy, Analyzing Industrial Product Life Cycle, Developing Strategies for new and existing products. **Business Service Marketing:** Special Challenges.

UNIT-III

12Hrs.

Formulating Channel Strategy: Industrial Distributor, Definition, Geographical Distribution, Size Characteristics, operating characteristics, Role of Sales Agent and their drawbacks, choice of the right Distributors, Participation of other Channel Members in Industrial Distribution- Channel Logistics- Relationship of Logistics & Physical Distribution, Total Cost approach customer service, assessing the customer service, Identifying the cost centers.

Pricing Strategies: Price Determinants, Factors that Influence the Pricing Strategies, concept of Learning curves, Pricing Strategies, Competitive Bidding and Leasing.

UNIT-IV

14Hrs.

The Promotional Strategies: Advertising in Industrial Markets, uses, Message Formulation, policies, media, budgetary support, evaluation of advertising- sales Promotion- Use of Sales Promotion in Industrial Markets, trade shows and exhibitions B 2 B Forms of E-Commerce.

Management of Sales Force: Managing the Industrial Sales Force, Organizing and controlling the

industrial sales force activity, planning for the sales force Deployment. Personal Selling: Selecting and Recruitment of Industrial sales person, sales training, Directing, Motivating. Task Assignment, Compensation, Measuring the Effectiveness of Sales Force. **(Case studies)**

Reference Books:

1. Industrial Marketing, Robert R. Reeder & Reeder –PHI
2. Business Marketing Management, Michael D. Hutt, Thomas W. Speh, Cengage Learning, 9/e, 2007
3. Industrial Marketing, Krishna Havaladar– TMH, 2/e, 2005
4. Business Marketing, Frank G. Bingham Jr., et al; TMH, 3/e, 2005
5. Industrial Marketing, Prof. P.K. Ghosh, Oxford

Web links and Video Lectures(e-Resources):

- https://r.search.yahoo.com/_ylt=AwrKDaS_rvNiJ.UIUwi7HAX.;_ylu=Y29sbwNzZzMEcG9zAzEEdnRpZAMEc2VjA3Ny/RV=2/RE=1660165952/RO=10/RU=https%3a%2f%2fcollegelearners.com%2fbooks%2fb2b-marketing-pdf-free-download%2f/RK=2/RS=BcuoM9EM5UHUTDADPHqdt_amyLY-
- https://r.search.yahoo.com/_ylt=AwrKDaS_rvNiJ.UIVQi7HAX.;_ylu=Y29sbwNzZzMEcG9zAzlEdnRpZAMEc2VjA3Ny/RV=2/RE=1660165952/RO=10/RU=https%3a%2f%2fbibleandbookcenter.com%2fread%2fb2b-marketing%2f/RK=2/RS=Q6Tqbed4LYKcVncCHVw3.picYIM-

Skill Development Activities Suggested:

1. Students will identify B2B market segment it, select target segments and propose positioning strategies.
2. Students will analyze an industrial product's distribution network, select distributors and Recommend logistics improvements.
3. Students will design a sales force deployment plan, assign territories, suggest compensation, and evaluate performance metrics.
4. Students will present a case study analysis on any one of the concepts covered in the course.

Course Outcomes:

After completion of the course student will be able to

1. Explain the characteristics of industrial markets, organizational buying behavior, and industrial demand patterns.
2. Apply segmentation, targeting, positioning and product planning strategies for industrial products and services.
3. Analyze channel strategies, pricing approaches and promotional methods for industrial marketing.
4. Evaluate & Design sales force management plans, personal selling strategies and incentive schemes for B2B markets.

Mapping of Cos and POs:

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

PBAM403E	INTEGRATED MARKETING COMMUNICATION	Credits:03
L:T:P-4L:0T:0P		CIE Marks:50
Total Hours/Week:04		SEE Marks: 50

Course Objectives:	
<p>1. To examine the marketing communication function and the growing importance of advertising & other promotional elements in the marketing programs.</p> <p>2. To understand various advertising budgeting methods and to familiarize with media planning and media strategies.</p> <p>3. To know different tools of IMC mix–direct marketing, sales promotions, public relations & publicity.</p> <p>4. To understand global environment in advertising, internet advertising, b2b communications, & event managements.</p>	
Competency:	
Students will be able to integrate strategic brand management concepts, equity-building frameworks and brand positioning strategies to design, evaluate and manage strong, differentiated, and customer-centric brands across diverse markets, including luxury and celebrity segments.	
UNIT-I	12Hrs.
<p>Integrated Marketing Communication: Role of IMC in marketing process, IMC planning model, Marketing and promotion Process model.</p> <p>Advertising: Purpose, Role, Functions, Types, Advertising Vs Marketing mix, Advertising appeal in various stages of PLC.</p> <p>Advertising Agency: Type of agencies, Services offered by various agencies, Criteria For selecting The agencies and evaluation. Advertising objectives and Budgeting: Goal of setting–DAGMAR approach, various budgeting methods used.</p>	
UNIT-II	12Hrs.
<p>Advertising objectives and Budgeting: Goal setting – DAGMAR approach, various budgeting methods used.</p> <p>Media planning: Factors considered in Media Planning, Developing Media plan, Importance, Problems encountered, Advertising Media, Media Evaluation-Print, Broadcast media, Support media in advertising.</p> <p>Media strategy: Creativity, Elements of creative strategies and its implementation, Importance of Headline and body copy.</p>	
UNIT-III	14Hrs.
<p>Direct Marketing: Features, Functions, Growth, Advantages/Disadvantages, and Direct Marketing Strategies. Promotion: Meaning, Importance, tools used, Conventional/ unconventional, drawbacks, push pull strategies, Co-operative advertising, Integration with advertising and publicity.</p> <p>Public relation/ Publicity:-Meaning, Objectives, tools of public relations, Public Relation strategies, Goals of publicity.</p> <p>Corporate Advertising–Role, Types, Limitations, PRVs Publicity</p>	
UNIT-IV	14Hrs.
<p>Monitoring, Evaluation and control: Measurement in advertising, various methods used for evaluation, Pre-testing, Post testing.</p> <p>International Advertising: Global environment in advertising, Decision areas in international advertising. Industrial advertising: B 2 B Communication, Special issues in Industrial selling. Internet advertising: Meaning, Components, Advantages and Limitations, Types of Internet</p>	

Advertising Laws & Ethics: Advertising & Law, Advertising & Ethics, Pester Power, Intellectual Property Rights, ASCI

Reference Books:

1. Advertising and Promotions IMC Perspectives: Belchand Belch, 9/e, Tata McGraw Hill, 2012.
2. Advertising & Integrated Brand Promotion-O'Guinn, Allen, Semenik, Cengage Learning, 2008
3. Integrated Advertising, Promotion and Marketing Communications, Global Edition, Kenneth E Clow, Donald E Baack, 9th edition Published by Pearson, Copyright © 2022
4. Advertising an IMC Perspective, S.N. Murthy & U Bhojanna, ExcelBooks, 2007
5. Integrated Marketing Communications–Niraj Kumar, HPH, 2013.
6. Advertising Management, Jaishri Jethwaney & Shruti Jain, Oxford University Press
7. Advertising & Promotions: An IMC perspective, Kruti Shah and Alan, Souza, Tata McGraw Hill
8. Advertising & Promotion: An IMC approach, Terence A. Shimp Pub., Cengage eLearning

Web links and Video Lectures(e-Resources):

- <https://www.digimat.in/nptel/courses/video/110107158/L04.html>
- <https://www.pdfdrive.com/integrated-marketing-communications-d41011351.html>
- <https://www.digimat.in/nptel/courses/video/110107158/L03.html>
- <https://www.youtube.com/watch?v=GyxdlocMSpY>
- <https://www.youtube.com/watch?v=dQNRWF1BaTc>
- <https://www.youtube.com/watch?v=joyTZI5isp4>
- <https://www.youtube.com/watch?v=iGZZqpytetE>
- <https://www.youtube.com/watch?v=-WXxxR-Ry3E>
- <http://www.gurukpo.com>
- <https://www.youtube.com/watch?v=uuFGD7eCrhc>

Skill Development Activities Suggested:

1. Define and apply knowledge of various aspects of managerial decision making related to marketing communications strategy and tactics.
2. Ability to create an integrated marketing communications plan which includes promotional strategies.. Explain the role of IMC in the overall marketing & Use effectiveness measures to evaluate IMC strategies.
4. Prepare advertising copy and design the basic IMC tools.
5. Develop Internet media strategies to solve business problems.

Course Outcomes:

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

Mapping of Cos and Pos:

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

PBAM404E	STRATEGIC BRAND MANAGEMENT	Credits:03
L:T:P-4: 0: 0		CIE Marks:50
Total Hours/Week:04		SEE Marks: 50

Course Objectives:

1. To understand the fundamentals of branding, brand management processes and customer-based brand equity models.
2. To analyze brand identity, positioning, value and brand equity measurement techniques in different market contexts.
3. To examine brand strategies including brand extension, brand personality, brand image, and repositioning approaches.
4. To evaluate and apply brand imitation strategies, luxury and celebrity brand management and Tools for measuring brand equity.

Competency:

Students will be able to integrate strategic brand management concepts, equity-building frameworks, and brand positioning strategies to design, evaluate, and manage strong, differentiated, and customer-centric brands across diverse markets, including luxury and celebrity segments.

UNIT-I

12Hrs.

Introduction to the concept of Brand Management:

Brand—Meaning, Definition, Evolution of Brands, Role & Advantages of Brand to consumers & manufacturers, Product Vs Brand.

Branding—Meaning, Creation of Brands through goods, services, people, Organization, Retail stores, places, online, entertainment, ideas, challenges to Brand builders.

Strategic Brand Management Process—Meaning, Steps in Brand Management Process, Strong Indian Brands.

Customer Based Brand Equity:

Customer Based Brand Equity—Meaning, Model of CBBE.

Brand Equity: Meaning, Sources, Steps in Building Brands, Brand building blocks, Brand Building Implications, David Aaker's Brand Equity Model.

Brand Identity & Positioning: Meaning of Brand identity, Need for Identity & Positioning, Dimensions of brand identity, Brand identity prism,

Brand positioning—Meaning, Point of parity & Point of difference, positioning guidelines

Brand Value: Definition, Core Brand values, Brand mantras, internal branding, brand audits.

UNIT-II

10Hrs.

Choosing Brand Elements to Build Brand Equity:

Criteria for choosing brand elements, options & tactics for brand elements- Brand name, Naming guidelines, Naming procedures, Impact of Brand name on Brand Awareness & Brand Associations, Logos & Symbols & their benefits, Characters & Benefits, Slogans & Benefits, Packaging & Benefits.

Leveraging Brand Knowledge: Meaning of Brand Knowledge, Dimensions of Brand Knowledge, Meaning of Leveraging Secondary Brand Knowledge & Conceptualizing the leverage process.

Measuring & Interpreting brand performance: Brand Value chain- Designing Brand Tracking studies, Establishing brand Equity Management Systems, Brand equity charter

UNIT-III

10Hrs.

Brand Strategies:

a) Brand Extension- Meaning, Types, Needs, Advantages & Disadvantages of Brand Extension, Brand-Product matrix, Brand Hierarchy, Building Brand Equity at different hierarchical levels, Brand hierarchy decision,

b) Brand Personality- Meaning & Definition, Types of Brand personalities, Elements of Brand personality

c) Brand Image- Meaning & Definition, Sources of Brand Image, Brand Image for Established and New Products, Brand Image & Celebrity

d) Brand Repositioning: Meaning, Types of repositioning strategies in Indian marketing

UNIT-IV**10Hrs.**

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

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

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

Reference Books:

1. Strategic Brand Management, Building Measuring & Managing Brand Equity–2nd EdPhi/ Pearson Education – Kevin Lane Keller
2. Brand Management-The Indian Context –YLR Moorthi– Vikas Publication.
3. Brand Management-Harish V Verma,2/e,Excel Books
4. Compendium Brand Management– Chunnawalla –HPH,1/e

Web links and Video Lectures(e-Resources):

- <https://www.digimat.in/nptel/courses/video/110107158/L04.html>
- https://www.academia.edu/13180608/E_Book_IMC_Integrated_Marketing_Communication
- <https://www.pdfdrive.com/integrated-marketing-communications-d41011351.html>
- <https://www.digimat.in/nptel/courses/video/110107158/L03.html>
- <https://www.youtube.com/watch?v=GyxdlocMSpY>
- <https://www.youtube.com/watch?v=dQNRWF1BaTc>
- <https://www.youtube.com/watch?v=joyTZI5isp4>
- <https://www.youtube.com/watch?v=iGZZqpytetE>
- <https://www.youtube.com/watch?v=-WXxxR-Ry3E>
- <https://www.youtube.com/watch?v=uuFGD7eCrhc>

Course Outcomes:**After completion of the course student will be able to**

1. Explain the concepts of brands, branding, brand equity models and brand identity & positioning frameworks.
2. Apply criteria for selecting brand elements, leveraging brand knowledge and interpreting brand performance metrics.
3. Analyze brand strategies including brand extension, brand hierarchy, brand personality, and brand image for established and new products.
4. Evaluate & Design brand imitation approaches, luxury and celebrity brand management strategies, and brand equity measurement techniques for real-world applications.

Mapping of Cos and Pos:								
Course Outcomes	Programme Outcomes(POs)					Program Specific Outcomes(PSOs)		
	1	2	3	4	5	1	2	3
CO1	3	2	-	1	1	2	1	1
CO2	3	3	1	1	2	3	3	1
CO3	3	3	2	2	2	3	2	1
CO4	3	3	2	3	3	3	3	1

PBAM405E	DIGITAL AND SOCIAL MEDIA MARKETING	Credits 03
L:T:P-4L:0T:0P		CIE Marks:50
Total Hours/Week:		SEE Marks: 50

Course objectives:

1. To introduce the concepts, scope and process of digital and social media marketing and compare them with traditional marketing approaches.
2. To equip students with the knowledge of digital advertising platforms (PPC, display, YouTube) and campaign optimization strategies.
3. To analyze emerging trends such as affiliate, email, content, and social media marketing and their applications in consumer engagement.
4. To develop practical skills in SEO, e-commerce integration, analytics and digital tools for effective online marketing strategies.

Competency:

Students will be able to design, implement and evaluate integrated digital and social media marketing strategies using SEO, PPC, social media, content, and e-commerce tools while adapting to emerging technologies and consumer behavior trends.

UNIT-I

12Hrs

Digital Marketing Overview: Concept of Digital Marketing, Traditional Vs Digital Marketing, Understanding Digital Marketing Process, Digital Land scape. Digital advertising Market in India. Skills required in Digital Marketing, Digital Marketing Planning and Strategy.

Display Advertising: Concept of Display Advertising, types of display ads, buying models, display plan, Segmenting and customizing Messages, Targeting- contextual targeting placement targeting, remarketing, interest categories, geographic and language tagging. Programmatic digital advertising, You Tube Advertising. The P-O-E-M Framework

UNIT-II

12Hrs

Digital Advertising (PPC, Digital Display and You Tube campaign): Google Ad Words Overview; Understanding Ad Words Algorithm; Creating Search Campaigns; Understanding Ad Placement, Understanding Ad Ranks, Types of Search Campaigns - Standard, All features, dynamic search & product listing. Tracking

Performance/Conversion: conversion tracking and its importance, setting up of conversion tracking, Optimizing Search Ad Campaigns. Display ad sand its features,Types of display campaigns, Creating Display Campaign, Optimizing Display Campaign and Re-marketing, customer engagement on e- portals.

Concept of Online Advertising: Types of Online Advertising, Contextual advertising, Payment Modules, Different Online advertising platforms Creating Banner Ads UsingTools

UNIT-III

14Hrs

Emerging trends in Digital Marketing: Affiliate Marketing-Affiliate marketing history, Affiliate marketing scenario in India, Different ways to do affiliate marketing.

Email Marketing- email marketing and process. Types of email marketing- Opt-in & bulk emailing; Setting up email marketing account, creating a broadcast email. auto responders, Setting up auto responders; Tricks to land in inbox instead of spam folder;

Social Media Marketing-Concept of social media marketing, Understanding Facebook marketing, LinkedIn Marketing, Twitter Marketing, Video Marketing and VIDEO & AUDIO (PODCASTING) marketing; and Content Marketing-Introduction to content marketing, Objective of content marketing, Content marketing 7 step strategy building process, writing a great compelling content Optimizing content for search engines, opt-inemaillist with content marketing examples.

UNIT-IV	14Hrs
<p>Search Engine Optimization (SEO): Introduction to SEO. Search engine Major functions and operating algorithm, Introduction to SERP, search engine keywords and types, Google keyword planner tool; Keywords research process; Understanding keywords; On page optimization; Off Page optimization; Top tools for SEO; Monitoring SEO process; Preparing SEO reports, creating SEO Strategy, link juice, Importance of domain and page authority, Optimize exact keywords for impactful search. Google Panda Algorithm, Google Penguin and Google EMD Update. How to save your site from Google Panda, Penguin and EMD Update, how to recover your site from Panda, Penguin and EMD.</p> <p>E-Commerce and Payment Gateway: Concept of e-commerce, Top ecommerce websites around the world, software Payment Gateways, Merchant Accounts & Logistics for physical goods. Integrating Woo-commerce and setting up an ecommerce store on Word Press. Case studies on ecommerce websites. Google Product Listing Ads (PLA) for ecommerce websites. Practical Process Of SEO for an e-commerce website.</p>	
Reference Books:	
<ol style="list-style-type: none"> 1. Marketing 4.0: Moving from Traditional to Digital by P. Kotler. Wiley Publication. 2. The Essentials of E-Marketing, 4th edition by Quirk Education (E-Book) 3. Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, by Damian Ryan and Calvin Jones. Kogan Page Publication, 3rd edition. 4. Digital Marketing Insights 2017, Social Beat Digital Marketing LLP, Kindle Edition. 5. Social Media for Business—Stories of Indian Brands, By Sorav Jain. 	
Web links and Video Lectures (e-Resources):	
<ul style="list-style-type: none"> • https://onlinecourses.nptel.ac.in/noc22_mg104/preview • https://onlinecourses.nptel.ac.in/noc22_mg78/preview • https://learninglink.oup.com/access/king-lawley3e-student-resources#tag_all-chapters • https://openstax.org/details/books/organizational-behavior • https://www.classcentral.com/course/introduction-organisational-behaviour-11892 	
Skill Development Activities Suggested:	
<ol style="list-style-type: none"> 1. Create and run a mock Google Ad Words (search & display) campaign with keyword planning, ad design, and performance tracking. 2. Develop a social media marketing strategy for a chosen brand across Facebook, Instagram, LinkedIn, or Twitter, including content planning and engagement tracking. 3. Conduct an SEO audit of a sample website and prepare an SEO improvement plan with on-page and off-page recommendations. 4. Prepare a case study analysis of an e-commerce website, suggesting improvements in digital advertising, content, and payment gateway integration. 	
Course Outcomes:	
<p>After completion of the course student will be able to:</p> <ol style="list-style-type: none"> 1. Explain the concepts, process and land scope of digital and social media marketing and differentiate them from traditional marketing. 2. Apply advertising strategies (PPC, display, YouTube, programmatic ads, and remarketing) to design, execute, and optimize digital campaigns. 3. Analyze the effectiveness of social media, affiliate, email, and content marketing strategies in customer engagement and brand building. 4. Create and evaluate SEO strategies, e-commerce integration plans and digital marketing reports to enhance online visibility, sales, and customer reach. 	

Mapping of Cos and Pos:								
Course Outcomes	Programme Outcomes(POs)					Program Specific Outcomes(PSOs)		
	1	2	3	4	5	1	2	3
CO1	3	2	1	2	1	2	1	3
CO2	3	3	1	2	2	3	2	3
CO3	2	3	2	2	2	3	2	3
CO4	3	3	1	3	2	3	2	3

FINANCIAL SPECIALIZATION

PBAF402E	FINANCIAL DERIVATIVES	Credits: 03
L:T:P-4L:0T:0P		CIE Marks:50
Total Hours/Week:04		SEE Marks: 50

Course Objectives:

1. To provide students with an understanding of derivative instruments and their role in financial markets.
2. To develop knowledge of futures, options, swaps and other derivative products.
3. To equip students with the skills to analyze derivative pricing, hedging and risk management strategies.
4. To familiarize students with regulatory frameworks and applications of derivatives in real-world financial decisions.

Course Competency:

Students will gain conceptual clarity and practical insights in to derivative markets and develop analytical skills for managing financial risk using derivatives.

UNIT-I

12Hrs.

Introduction to Derivatives: Meaning, features, types of derivatives–forwards, futures, options, swaps. Derivative markets – exchange-traded vs. OTC, participants, uses of derivatives. Arbitrage, speculation and hedging. Regulatory framework of derivative sin India(SEBI guidelines).

UNIT-II

12Hrs.

Futures Contracts: Mechanics of futures market, margin requirements, marking-to-market. Pricing of futures–cost of carry model. Stock index futures, currency futures, interest rate futures. Hedging strategies using futures.

UNIT-III

14Hrs.

Options Contracts: Types of options –call, put, American, European. Pay off diagrams for buyers and sellers. Option strategies – spreads, straddles, strangles, butterfly spreads. Option pricing models – Binomial model, Black-Scholes model (conceptual framework). Moneyness of options – ITM, ATM, OTM.

UNIT-IV

14Hrs.

Swaps and Advanced Derivatives: Mechanics of interest rate swaps, currency swaps, credit default swaps. Valuation of swaps. Exotic derivatives and structured products (overview). Risk management with derivatives–Value at Risk(VaR),hedging corporate exposures. Recent Developments in derivative markets in India.

Reference Books:

1. Hull,J. C. Options, Futures,] and Other Derivatives Pearson.
2. Sundaram Janaki ramanan. Derivatives and Risk Management, Pearson.
3. Gupta, S.L. Financial Derivatives: Theory, Concepts and Problems, Prentice Hall.
4. Chance, D. An Introduction to Derivatives and Risk Management, Cengage.

Web inks and Video Lectures(e-Resources):

- NSE Academy Learning Portal
- BSET raining Institute resources
- Khan Academy–Derivatives basics
- Coursera/edX–Financial Derivatives courses

Skill Development Activities Suggested:

1. Prepare case studies on hedging strategies using futures/options.
2. Simulate trading of derivatives using virtual trading plat forms(e.g.,NSE Paaths hala).
3. Analyze recent derivative market trends from NSE/BSE reports.
4. Group presentations on risk management using derivatives in corporate finance.

Course Outcomes:

1. Understand the structure and functioning of derivative markets.
2. Apply pricing models for futures, options, and swaps.
3. Design and analyze hedging and trading strategies using derivatives.
4. Evaluate the role of derivatives in risk management and investment decision-making.

Mapping of COs and POs:

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

PBAF403E	TAX MANAGEMENT	Credits: 03
L:T:P-4L:0T:0P		CIE Marks:50
Total Hours/Week:04		SEE Marks: 50

Course Objectives:	
<ol style="list-style-type: none"> 1. To provide the students with a comprehensive understanding of basic concepts of Direct tax. 2. To understand the computation of taxable Income under different heads. 3. To know the deductions available while computing Taxable Income. 4. To acquaint the students with basic principles and broad understanding of the Indian Indirect tax laws. 	
Competency:	
This subject provides students with comprehensive knowledge of tax systems, principles, planning, and compliance. It emphasizes strategic tax management for individuals and businesses, aligning tax decisions with broader financial goals while ensuring compliance with applicable tax laws.	
UNIT-I	18Hrs.
Introduction to Direct Tax: Income Tax Act, 1961, Basic Concepts and definitions, Basis of charge and scope of total income, Residential Status and Incidence of Tax, Incomes which do not form part of Total Income (Sec.10), Tax Evasion, Tax avoidance, Tax Planning (Problems on residential Status and incidence of tax of an Individual Assessee). Income from Salaries & House property: Income from House Property (Theory only), Meaning of Salary, Leave Salary, HRA, Gratuity, Rent Free Accommodation, PF, Pension, Allowances and Perquisites, Death cum Retirement benefits, Deductions against Salary. (Problems on Leave Encashment, HRA, Gratuity and Taxable salary), Income from other sources (Theory only).	
UNIT-II	16Hrs.
Income from Business or Profession: Income under the head Profit and Gains of Business or Professions and its computation. Problems on computation of income from business/ profession of Individual Assessee and Simple Problems on Depreciation on Block of Assets. Income under Capital Gain: Income under capital gain, basis of charge, transfer of capital asset, inclusion & exclusion from capital asset, capital gain, computation of capital gain, deductions from capital gains. (Problems on computation of Income from capital gain). Permission deductions under Sec 80C to 80U, Problems on computation of taxable income and tax liability under both old and new regime. (Only Deductions u/s 80C, 80CCC, 80CCD, 80D, 80DD, 80E, 80U to be covered)	
UNIT-III	16Hrs.
Computation of Total Income of Company under Minimum Alternative Tax: Residential Status of a Company and Computation of taxable income with special reference to MAT. (Problems on MAT).	
UNIT-IV	16Hrs.
Overview of Indirect Taxation: Basic concepts of GST, Features, Tax subsumed and not subsumed in GST, Rates of GST, CGST, SGST and UTGST. Goods and Services Tax Network (GSTN)-Features, functions Goods and services exempted from GST. GST Registration -Meaning, Persons liable and not liable for Registration, Types of Registration. Procedure for Registration, GSTIN. Customs Act -Meaning of Customs Duty, Circumstances of Levy of Customs Duties and Types of Duties and Exemption from Customs Duty. (Theory only)	

Reference Books:								
1. Direct Taxes Law and practice, Vinod Singhania and Kapil Singhania, Taxman Publication, Latest Edition. 2. Students Guide to Income Tax, Vinod Singhania and Kapil Singhania, Taxman Publication, Latest Edition. 3. GST & Customs Law (University Edition), K. M Bansal, Taxmann's, Latest Edition. Indirect Taxes Law and practices, V S Datey, Taxmann's, Latest Edition.								
Web links and Video Lectures(e-Resources):								
<ul style="list-style-type: none"> https://www.canarahsbclife.com/tax-university/articles/all-about-tax-structure-in-india https://swayam.gov.in/explorer?searchText= https://www.coursera.org/learn/gst-genesis-and-imposition 								
Skill Development Activities Suggested:								
1. Calculation of Taxable income and tax liability using Excel. 2. Encouraging the students to register as tax return preparers. 3. Students can be exposed to filing of tax returns of Individual assesses 4. Visit to a small scale traders and identify documents pertaining to Registration as well as Returns under GST. 5. List the provisions incorporated in the latest Union Budget and prepare a report on these changes.								
Course Outcomes:								
1. Understand the basic concepts of Direct tax and determining residential status. 2. Apply the provisions of income from salary and compute taxable salary. 3. Analyse the business or professional income and computing taxable profit. 4. Evaluate the capital gain, taxable income of an individual and company under MAT								
Mapping of Cos and POs:								
Course Outcomes	Programme Outcomes(POs)					Program Specific Outcomes(PSOs)		
	1	2	3	4	5	1	2	3
CO1	3	2	1	2	2	3	1	1
CO2	3	3	1	2	2	3	1	1
CO3	3	3	1	2	2	3	1	1
CO4	3	3	1	3	2	2	1	1

PBAF404E	MICRO FINANCE	Credits: 03
L:T:P-4L:0T: 0P		CIE Marks:50
Total Hours/Week:04		SEE Marks: 50

Course Objectives:

1. To provide a comprehensive understanding of micro finance, its evolution and role in inclusive growth.
2. To analyze institutional structures and regulatory frame works in the micro finance sector.
3. To evaluate accounting, risk management and performance appraisal of Microfinance Institutions (MFIs).
4. To examine the role of technology, fintech and digital innovations in the future of microfinance.

UNIT-I

12Hrs.

Meaning, definition, nature, and scope of micro finance. Evolution and developments of microfinance in India. Key features of microfinance and the microcredit vs. microfinance debate. Products and services in microfinance.

Financial services: Micro credit, micro- leasing, micro-venture capital.

Non-financial services: Capacity building, financial literacy, women empowerment. Emerging microfinance products: Digital payments, mobile wallets, and micro-insurance.

UNIT-II

12Hrs.

NABARD's role and strategies: SHG-Bank Linkage, MFDEF, capacity building. SIDBI and microfinance: On-lending, liquidity management, credit rating of MFIs. Role of RMK, commercial banks, RRBs, cooperative banks, NBFCs, MFIs. NGO and community-based approaches. Digital-first MFIs and fintech-based credit delivery models.

UNIT-III

14Hrs.

Regulatory frameworks: Principles of regulation on supervision and costs. Self-regulation of MFIs in India – challenges and prospects. RBI's recent guidelines and Microfinance Bill updates. Micro finance delivery models in India: SHG-Bank Linkage Programme. Joint Liability Groups (JLGs). Cooperative and community-based models. Digital and technology-enabled delivery models.

UNIT-IV

14Hrs.

Accounting for client transactions, loan interest revenue, write-offs, grants and donations. Credit planning, appraisal, documentation, and credit counselling. Monitoring, supervision, and performance evaluation of MFIs. Risk management: Types of risks, NPA management, credit rating models (GIRAFE, PEARLS, CAMEL, CRISIL). Future of micro finance: Financial inclusion, sustainability, ESG perspectives and impact assessment.

Reference Books:

1. K.G.Karmakar (2013). Rural Credit and Self-help Groups: Micro finance Needs and Concepts in India. Sage Publications.
2. Prabhu Ghatge (2012). Indian Micro finance: The Challenges of Rapid Growth. Sage Publications.
3. Jonna Ledgerwood (2010). Sustainable Banking with the Poor: Micro finance Handbook. World Bank.
4. D.D.Mukherjee (2010). Credit Appraisal, Risk Analysis and Decision Making. Snow White Publications.
5. R.C.Gupta (2012). Management of Savings and Credit Programmes by NGOs. Har-Anand Publications.
6. Mahajan, Vijay & Bharti Gupta Ramola (2011). Micro finance in India: Banyan Tree and Bonsai.

World Bank.

7. Jonathan Morduch & Beatriz Armendariz (2019).The Economics of Micro finance. MITPress.
8. Recent RBI Reports, NABARD Annual Reports,World Bank/UN Micro finance publications.

Web links and Video Lectures(e-Resources):

- <https://www.canarahsbclife.com/tax-university/articles/all-about-tax-structure-in-india>
- <https://swayam.gov.in/explorer?searchText=>
- <https://www.coursera.org/learn/gst-genesis-and-imposition>

Skill Development Activities Suggested:

- Case study analysis of SHG-Bank Linkage and Fintech-MFI partnerships.
- Preparing a financial plan for a micro finance project.
- Role play: Credit appraisal and counseling process.
- Data analysis on MFI performance using CRISIL ratings.
- Debate on“ Micro finance vs. Digital Micro-credit”.

Course Outcomes:

1. **CO1:** Explain the concepts, scope and evolution of micro finance.
2. **CO2:** Analyze institutional roles and delivery models of micro finance.
3. **CO3:** Evaluate regulatory frameworks and financial sustainability of MFIs.
4. **CO4:** Apply accounting, risk management and digital innovations to real-life micro finance practices.

Mapping of Cos and POs:

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

PBAF405E	MERGERS,ACQUISITIONS AND CORPORATE RESTRUCTURING	Credits 03
L:T:P-4L:0T:0P		CIE Marks:50
Total Hours/Week:		SEE Marks: 50

Course objectives:	
<ul style="list-style-type: none"> • To explain and critically evaluate M&A with its different classifications, strategies, theories, synergy etc. • To evaluate the financial forms of M& A. • To understand the legal aspects of M&A. • To use appropriate defensive strategies against hostile take overs and to impart knowledge on the rationale of corporate restructuring. 	
Competency:	
Upon completion of this course, students will be able to analyze, evaluate and apply strategic, financial, legal and managerial aspects of mergers, acquisitions and corporate restructuring to create value and support organizational growth.	
UNIT-I	12Hrs
Mergers and Acquisitions (M&A): Introduction of M & A, Meaning-types of mergers–Merger Motives-Theories of Mergers-Mergers and industry life cycle, Reasons for failures of M & A-synergy-types of synergy–value creation in M&A (Theory). Merger Process: Procedure for effecting M&A-Five-stage model–Due diligence–Types, process and challenges of due diligence-HR aspects of M & A–Tips for successful mergers-Process of merger integration (Theory).	
UNIT–II	10Hrs
Financial Evaluation of M&A: Mergers capital budgeting-Business valuation approaches-asset based, market based and income based approaches-Exchange Ratio(SwapRatio)-Methods of determining exchange rate. (Theory and Problems). Accounting aspects of Amalgamation: Types of amalgamations (Amalgamation in the nature of merger and amalgamation in the nature of purchase)-Methods of Accounting-Pooling of interest method and Purchase method)–Calculation of purchase consideration-Journal entries in the books of transferor & transferee company-Ledger accounts in the books of transferor and transferee companies.(Theory and Problems).	
UNIT–III	10Hrs
Acquisitions/Takeovers& Post acquisition integration: Meaning and types of acquisition/takeovers (Friendly, Hostile, Reverse, Back flip and Bailout takeovers)-Anti-takeover strategies-Anti-takeover amendments-Legal and human framework of M & A-Combination and CompetitionAct-2002,Competition Commission of India(CCI)-The SEBI Substantial Acquisition of Shares and Takeover (Takeovercode-2011).Post- acquisition integration: Organization and human aspect of post-acquisition–Stages in the integration process(Theory).	
UNIT–IV	10Hrs
Corporate Restructuring Meaning, significance and forms of restructuring–sell-off, spin-off, divestitures, demerger, Equity Carve Out (ECO), Leveraged Buy Outs (LBO), Management Buy Out (MBO),Master Limited Partnership(MLP),Limited Liability Partnership(LLP)and joint ventures. (Theory).Introduction to cross-borders mergers and acquisitions.	
Reference Books:	

1. Mergers Acquisitions & Corporate Restructuring- Strategies & Practices, Rabi NarayanKar and Minakshi, Taxmann's, 3/e, 2017.
2. Mergers and Acquisitions, Sheeba Kapil and KanwalN.Kapil,Wiley,2/e,2017.
3. Mergers, Acquisitions and Corporate Restructuring: Text and Cases, Chandrashekar, Krishnamurti & Vishwanath S, Sage Publications, 2/e, 2018.
4. Mergers, Acquisitions and Takeovers, H.R.Machiraju, NewAge International Publishers,1/e, 2010.
5. Mergers, Acquisitions and Corporate Restructuring, Patrick A.Gaughan,Wiley,7/e,2017

Web links and Video Lectures(e-Resources):

- <https://www.mca.gov.in/MinistryV2/mergers+and+acquisitions.html>
- <https://imaa-institute.org/e-library-m-and-a/>
- <https://www2.deloitte.com/content/dam/Deloitte/us/Documents/mergers-acquisitions/us-ma-making-the-deal-work-strategy.pdf>
- <https://corporatefinanceinstitute.com/resources/knowledge/deals/motives-for-mergers/>

Skill Development Activities Suggested:

1. Case studies assigned to group of students to analyse the process of recent mergers of various sectors.
2. Evaluate the financial performance of Company's pre and post merger deal using financial tools/ ratios.
3. Students need to choose any two latest M&A deal, announced/completed in the Indian corporate sector and Compile complete details of the deal. Study the deal in the light of the following:
4. Nature of the deal: merger, amalgamation, acquisition, takeover, OR any program of corporate restructuring Valuation/Financials involved in the deal.
5. Synergies/benefits likely to emerge from the deal.
6. Challenges/Impact/Problems-associated with the deal.

Course Outcomes:

After completion of the course student will be able to:

1. To describe the process of value creation under different forms of M &A
2. To Understand M&A with its different classifications, strategies, theories, synergy etc.
3. To Conduct financial evaluation of M&A
4. To Analyze and demonstrate the accounting aspects of Amalgamation

Mapping of COs and POs:

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

HUMAN RESOURCE MANAGEMENT SPECIALIZATION

PBAH402E	INTERNATIONAL HUMAN RESOURCE MANAGEMENT	Credits:03
L:T:P-4L:0T:0P		CIE Marks:50
Total Hours/Week:04		SEE Marks: 50

Course objectives:

1. Provide an in-depth understanding of International Human Resource Management (IHRM), its drivers, approaches, and cross-cultural models in a global context.
2. Explain global staffing strategies, expatriation and repatriation processes, international training, development, and compensation practices.
3. Analyze international performance management Systems, challenges and practices across leading economies.
4. Examine issues related to equal opportunities, diversity management, work–life balance, ethics, and international labour standards.
5. Develop the ability to apply IHRM concepts to real-world global HR challenges and propose practical solutions for managing a diverse workforce.

Competency:

Students will be able to apply International HRM practices to manage diverse global work forces Effectively and ethically.

UNIT-I	16Hrs
IHRM Introduction- Meaning and Definition, Objectives, The drivers of internationalization of business. HR Challenges in a global workforce, Difference between IHRM and Domestic HRM, Functions of global HRM, Emergence of Global HR Manager, Approaches to International Human Resource Management, Culture and Cross-Cultural Management, Models of IHRM. Concept of culture, International Culture Management, Role of culture in International business, Models of Culture- Hofstede's Four Cultural Dimensions, Globe's Nine Cultural Dimensions, Edgar Schein's Model of Culture, Schneider's Culture Model, cultural uniqueness vs.pan-culturalism, Diversity Management-The paradox of diversity.	
UNIT-II	12Hrs
Staffing for international operations: Selection strategies for overseas assignments, Differentiating between PCNs, TCNs and HCNs, International transfers, Expatriation and Repatriation, Expatriate management, Repatriation Process, Challenges of repatriation and support practices. Training and development: Training and development for expatriates; Training and development for international staff. Compensation: Compensation in international perspective Approaches to international Compensation, International total rewards objectives for MNC's, Key components of global total rewards programs, Complexities faced by IHR managers.	
UNIT-III	10Hrs
Performance management cycle, Key components of PMS, Performance Management of International Assignees, Issues and challenges in international performance management, PMS for expatriates, PMSs in six leading economies: China, India, Japan, South Korea, UK and USA.	
UNIT-IV	12Hrs
Equal opportunities, Diversity Management, Work–life balance: practices and discourses; International Culture Management: Model Organisational Culture and Innovation, Models of Culture, Hofstede's Four, Cultural Dimensions, Trompenaar's Seven Cultural Dimensions, Ethics and corporate social responsibility International labour standards.	

Reference Books:								
<ol style="list-style-type: none"> 1. International Human Resource Management, Srinivas R.Kandula, Sage Publication India Pvt. Ltd.,2018 2. International Human Resource Management, Anne-WilHarzing, AshlyH.Pinnington,Sage Publication India Pvt. Ltd., 4/e, 2015. 3. International Human Resource Management-PeterJ.Dowling,DeniceE.Welch,Cengage Learning. 								
Web links and Video Lectures(e-Resources):								
<ul style="list-style-type: none"> • https://www.airswift.com/blog/importance-of-cultural-awareness • https://www.geektonight.com/international-human-resource-management/ • https://www.researchgate.net/publication/265020002_Performance_management_in_international_human_resource_management 								
Skill Development Activities Suggested:								
<ol style="list-style-type: none"> 1. Students select two countries (e.g., India vs Japan, or USA vs China) and compare them using Hofstede's cultural dimensions / Trompenaars model / Globe study. 2. Students prepare a report on an MNC's expatriation and repatriation practices (e.g., Infosys, IBM, TCS, or Toyota). 3. Students conduct a comparative study of expatriate compensation packages in at least two industries (IT vs Manufacturing, or Banking vs Pharma). 4. Students design a Performance Management System (PMS) for international assignees of a hypothetical company, including appraisal criteria, cultural adaptability, and career development. 								
Course Outcomes:								
After completion of the course student will be able to:								
<ol style="list-style-type: none"> 1. Understand and explain the principles, approaches, and cultural dimensions of International HRM in a global business environment. 2. Apply global staffing, expatriation, training, and compensation practices to manage a diverse international workforce. 3. Analyze international performance management systems, ethical issues, diversity, and work-life balance across different cultural and economic contexts. 4. Design and evaluate strategic HRM practices that address global HR challenges while Integrating leadership, Ethics and innovation. 								

Mapping of COs and POs:								
Course Outcomes	Programme Outcomes(POs)					Program Specific Outcomes(PSOs)		
	1	2	3	4	5	1	2	3
CO1	3	2	2	3	2	3	2	3
CO2	3	3	2	2	3	3	2	3
CO3	2	3	3	3	2	3	3	3
CO4	3	3	3	3	3	3	3	3

PBAH403E	RECRUITMENT AND SELECTION	Credits:03
L:T:P-4L:0T:0P		CIE Marks:50
Total Hours/Week:04		SEE Marks: 50

Course objectives:

1. Develop a comprehensive understanding of workforce planning, job analysis, job design, and manpower planning in a dynamic organizational context.
2. Explain recruitment strategies, metrics, and approaches, with emphasis on ethical, legal, and organizational best practices.
3. Examine job evaluation methods, compensation linkages, and competency-based frameworks for effective recruitment and placement.
4. Analyze modern selection and assessment techniques including interviews, tests, assessment centres, and simulations.
5. Apply recruitment and selection strategies to evaluate candidate-job fit, ensure fair hiring Practices and facilitate effective placement and induction.

Competency:

Students will develop the skills to manage hiring processes ethically and strategically, ensuring fairness and workforce effectiveness.

UNIT-I

16Hrs

Work force Planning and Recruitment Analytics:

Concept of Work, Organisation's Work and Jobs; Millennial at the work place; Key Characteristics of Millennials; Types of Millennial; The Evolution of Work Structure; Organising the Work; Strategic Job Redesign and Its Benefits; Strategic Issues in Recruitment; What make Bad Recruitment; Overview of the Hiring Process; Recruitment Metrics; Factors Affecting Recruitment; Recruitment Strategy: An Internal Approach; Recruitment Strategy: An External Approach; Legal and Ethical Considerations; Organisational Best Practices. Manpower Planning: Macro Level Scenario of manpower planning, Process of manpower planning, requisites for successful manpower planning.

Job Analysis, Job Description and Job Design:

Identify the Job to Examine; Determine Appropriate Information Sources and Collect Job- Related Data; Job Description; Competency and Competency Ice Berg Model; Why Competency Based Recruitment; Sources of Recruitment; Different steps of job search; Motivational Job Specification; Creation of Functional Specification; Creation of Behavioural Specification; Employer branding; Social Media; Job Design.

UNIT-II

12Hrs

Job Evaluation: The Job Evaluation Process; Obtain Job Essential Duties; Examine Compensable Method; Determine Overall Job Value; Compensation using Job Evaluation, Online Salary Survey. KSAOs, Qualifications, Working Conditions, and e Factors Using the Rating/ Weighting Evaluation Hay Group—Pioneer in Job Evaluation; Determining Data; Legal and Ethical Considerations for Job.

UNIT-III

12Hrs

Selection and Interview Strategy:

Interview Strategy and Process; Millennial shaping the Recruitment landscape in the organizations; Strategies for recruiting and selecting Generation Y into the workforce Developing Effective Interviewers; Interviewing Techniques; Legal and Ethical Considerations in the Interview Process; The overall BEI Process; Assessment Centre's; Simulations.

Testing and Assessment: Testing in Occupational Selection; Test related to Assessment of Knowledge,

Skills, and Abilities; Personality Assessment; The Birkman method and MBTI® comparison; FIRO-B; Honesty and Integrity Assessment; Various Non-Interviewing Methods; Graphology; Skills Assessment; Games and Group Activity for Leadership Assessment; Administration of Tests and Assessments; Key Interviewer Skills.	
UNIT-IV	10Hrs
Making the Hire; Assessment of Candidate and Job Fit: Unique Recruitment strategies; Bio data and Application Forms; Implications of Using Social Media Content in Hiring Decisions; BackgroundChecks; Reference Checks; Pre- Employment Testing; Making a Job Offer; Transitioning from Job Candidate to Employee; Induction; Placement.	
Reference Books:	
<ol style="list-style-type: none"> 1. How to Recruit, Incentives and Retain Millennials.,Rohtak,SagePublications,2019. 2. Recruitment and Selection- Strategies for Workforce Planning & Assessment, Carrie A. Picardi, Sage Publication, 2019. 3. Human Resource Management, R.C.Sharma, Sage Publication, 2019. 4. Human Resource Management, Amitabha Sengupta,SagePublication,2018. 	
Web links and Video Lectures(e-Resources):	
<ul style="list-style-type: none"> • https://www.pdfdrive.com/employee-recruitment-selection-and-assessment- • https://asiajobsinc.com/ebook/1202894721.pdf • https://core.ac.uk/download/pdf/29818879.pdf • https://www.youtube.com/watch?v=NcGtVXmcfTQ • https://www.youtube.com/watch?v=Z3lOca6YVSc • https://www.youtube.com/watch?v=leabqeaBTbY 	
Skill Development Activities Suggested:	
<ol style="list-style-type: none"> 1.Students select a real company (local/start-up/established) and analyze its recruitment strategy. They prepare a recruitment plan covering job posting, sourcing channels, employer branding, and use of social media. 2.Students conduct a job analysis for a specific role(e.g.,HR Executive, Sales Manager, Soft ware Developer).They prepare a Job Description(JD),Job Specification(JS) and Competency Framework (using the Competency Iceberg Model). 3.Students design and conduct a mock interview & assessment centre for hiring management trainees. Activities may include: Structured interview/BEI(Behavioral Event Interview) Group discussion or case study simulation Role play or leadership game Psychometric/personality test(e.g.,MBTI sample FIRO-B test). 4. Students prepare a “Hiring & Induction Plan” for an organization of their choice. This includes: <ol style="list-style-type: none"> a. Designing as election funnel(short listing, background check, reference check, joboffer). b. Creating an induction & on boarding program(orientation sessions, mentoring, buddy system). 	
Course Outcomes:	
After completion of the course student will be able to:	
<ol style="list-style-type: none"> 1. Define, describe, and explain the principles of workforce planning, recruitment, and selection within ethical, legal, and organizational contexts. 2. Apply and demonstrate recruitment and selection strategies to analyze job requirements, assess candidate suitability, and support fair decision-making. 3. Analyze and evaluate recruitment practices, assessment methods and organizational strategies to recommend effective hiring and placement solutions. 	

4. Design, develop, and implement innovative recruitment and selection approaches that foster organizational growth, employee engagement, and adaptability in a global and technological environment.

Mapping of COs and POs:								
Course Outcomes	Programme Outcomes(POs)					Program Specific Outcomes(PSOs)		
	1	2	3	4	5	1	2	3
CO1	3	2	1	2	1	3	2	1
CO2	2	3	2	3	2	3	3	2
CO3	2	2	3	2	3	2	3	2
CO4	2	3	2	3	2	2	2	3

PBAH404E	PERSONALGROWTH & INTERPERSONAL EFFECTIVENESS	Credits:03
L:T:P-4L:0T:0P		CIE Marks:50
Total Hours/Week:04		SEE Marks: 50

Course Objectives:	
1. To make the students familiar with different personality theories to enhance interpersonal skills for organizational Achievement 2. To explore the interlinking between human resource management and behavioural concepts 3. To provide the key concepts about personality development, teamwork and group behaviors. 4. The student will be able to apply and improve the workplace effectiveness through various PG and IE.	
Competency:	
Equip MBA students with the ability to develop self-awareness, enhance emotional intelligence, and build effective interpersonal skills to foster leadership presence, collaborative teamwork, and professional growth in dynamic business environments.	
UNIT-I	14Hrs.
Dynamics of Personal Growth: Meaning, nature and scope of personal growth. Self-awareness and self-esteem, life roles, social roles and organisational roles, role clarity and role boundaries. Ego states- Id, ego and super ego and defense mechanism. Developing a self-improvement plan. Interpersonal Trust: Openness, confidentiality, blind spot and unknown part of personality. Self disclosure, seeking feedback, self-reflection and practicing new behaviors. Discovering facets of Interpersonal trust through Johari Window.	
UNIT-II	12Hrs.
Understanding Human Personality and Neuro Functioning: Personality theories, Carl Jung's theory of personality types and Myers Briggs Type Indicator test (MBTI), Trait theories- Guilford Peogut, PF 16 and Type A and B, Emotional intelligence. Basic functions of mind: Creativity and innovation. Blocks to creativity. Creativity processes and tools- convergent and divergent thinking. Six thinking Hats, Neuro Linguistic Programming.	
UNIT-III	14Hrs.
Attitudes, Beliefs, Values and their impact on Behaviour: Personal change meaning, nature and requisites. Social adjustments and habit formation. Locus of control. Seven habits of highly effective people. Team Leadership: The use of teams in organizations, Types of teams, Decision making in teams, Leadership skills for effective team meetings. Leader follower relations: Followers, Evolution of Dyadic theory, Leader member exchange theory, Fellowship, Delegation, Coaching, Managing conflict Organizational Leadership: Charismatic and transformational leadership, Stewardship and servant leadership, Leadership of culture and diversity, Creating high performance culture, Strategic leadership	
UNIT-IV	14Hrs.
Interpersonal relations and personal growth: Discovering the interpersonal orientation through FIRO-B. Conflict resolution and negotiation, Transactional Analysis: Ego states, types of transactions and time structuring. T-group sensitivity training, encounter groups, appreciative enquiry and group relations conference	
Reference Books*	

1. Organisational Behaviour: Human Behaviour at work John W. Newstrom and Keith Davis, Tata McGraw Hill, 11/e, 2003
2. Human Relations in organisations, Robert N. Lussier, McGraw Hill Education, 6/e.
3. Development of Management Skills, Whetten & Cameron, PHI, 7/e.
4. Competency Mapping Assessment and Growth, Naik G.P., IHRM, 2010.

Web links and Video Lectures(e-Resources):

- https://r.search.yahoo.com/_ylt=AwrKC.yuqvNiMIYleOW7HAX.;_ylu=Y29sbwNzZzMEcG9zAzIEdnRpZAMEc2VjA3Ny/RV=2/RE=1660164911/RO=10/RU=https%3a%2f%2fwww.tppl.org.in%2f2020%2fall-streambooks%2f6244-personal-growth-and-interpersonal-effective
- https://r.search.yahoo.com/_ylt=AwrKC.yuqvNiMIYIhoW7HAX.;_ylu=Y29sbwNzZzMEcG9zAzQEdnRpZAMEc2VjA3Ny/RV=2/RE=1660164911/RO=10/RU=https%3a%2f%2fwww.scribd.com%2fpresentation%2f318352003%2fPersonal-Growth-and-Interpersonal-EffectivenessPPT/RK=2/RS=2IWkxWYX9qUIPdMH461FNs0M1FI-
- https://r.search.yahoo.com/_ylt=AwrKC.yuqvNiMIYleIW7HAX.;_ylu=Y29sbwNzZzMEcG9zAzEEdnRpZAMEc2VjA3Ny/RV=2/RE=1660164911/RO=10/RU=https%3a%2f%2fidoc.pub%2fdocuments%2fpersonal-growthand-interpersonal-effectiveness-ylx3eompqnm/RK=2/RS=n8xZot_T_bFC68F4X7UAwxMwkv4-

Skill Development Activities Suggested:

1. Students are expected to conduct an in-depth study about various personality traits & TA and submit a detailed report.
2. Students must undergo psychometric test like MBTI, FIRO-B, Big Five etc, conduct SWOT analysis and prepare a personal growth plan based on the results.
3. Ask the individual students to seek multisource feedback about their interpersonal effectiveness from peers, teachers, and parents; understand and reflect the feedback and prepare a development plan for interpersonal effectiveness.
4. Discuss a Johari Window case in the class to identify how it can help each individual student to promote his/ her personal growth.
5. Organize a workshop on MBTI for the students to know their type and to understand the type dynamics. Organize a Neuro linguistic programming workshop for the participation of all HR students.

Course Outcomes:

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

Mapping of COs and POs:

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

PBAH405E	CONFLICT & NEGOTIATION MANAGEMENT	Credits:03
L:T:P-4L:0T:0P		CIE Marks:50
Total Hours/Week:04		SEE Marks: 50

Course objectives:

1. To understand the nature of various dimensions of conflict.
2. To learn various strategies and techniques to manage conflicts.
3. To understand the importance and role of negotiation in conflict resolution.
4. To understand the importance of cross-cultural and gender dimensions of negotiation.

Competency:

Students will understand workplace conflicts and apply ethical negotiations skills to manage them effectively.

UNIT-I	13Hrs
<p>Introduction: Conflict: Definition, Meaning, Theories, Types of Conflicts - Productive (functional) and Destructive (dysfunctional). Levels of conflict – intrapersonal, interpersonal, group & organizational conflicts, Process and Structural Models. Myths about conflicts - of conflicts: cognitive (Pseudo conflict), process (simple conflict) and Inter-personal conflict (ego conflict), causes of conflict: common causes, organizational and interpersonal of conflict: traditional, Contemporary and Integrationist, Causes for work place conflicts – Harassment and discrimination.</p> <p>Analogy of Conflict: Stages of conflicts: grievances- personal needs, lack of monetary benefits and Incentives, promotion and recognition, harassment, discrimination, prejudice and Bias, identity, unconcern attitudes of administration, frustration, escalation of Conflicts, and violence, Cost and effects of conflicts. Perspectives of conflict - organizational and individuals. Spectrum of conflicts- Personal conflicts, group conflicts, labour conflicts, social and political conflicts, Contingency conflict management process, Cost of Workplace Conflict, conflict mapping and tracking</p>	
UNIT-II	13Hrs
<p>Conflict Management: Nature of conflict Management, Managing conflict: Thomas conflict resolution approach (Avoiding, Accommodating, Compromising, Competing, Collaboration) behavioral style and conflict handling, Cosier Schank model of conflict resolution. Strategies for resolving Individual, Team and organizational level conflict, Conflict Resolution Process –Persuasion, Counseling and Reconciliation Skills, Negotiation and Arbitration, Skills for conflict management – Listening, Mentoring, Mediating, Negotiating, Counseling, Diplomacy, EI (Emotional Intelligence). Conflict Regulation Reduction, Resolution, Transformation.</p> <p>Negotiation: Negotiations/Negotiation strategies–Meaning, Six Foundations of Negotiation, Negotiations, negotiation process, Principles for successful negotiations, Factors and essential skills for negotiation, tricks used in negotiation process, psychological advantage of negotiations, Techniques of negotiation, issues in negotiations. Negotiation strategies: Strategy and tactics for Distributive bargaining</p>	
UNIT-III	12Hrs
<p>Negotiation –Resolving Disputes: Dispute Settlement Negotiation (DSN) and Deal Making Negotiation (DMN), importance of BATNA (Best alternative to a negotiated agreement) and ZOPA (Zone of possible agreement) in Dispute Settlement, Negotiation Strategy and tactics for integrative negotiation, negotiation strategy and planning. Finding and using negotiation power, sources of power, Implications of Negotiation on Policy making, Ethics in negotiation.</p>	
UNIT-IV	12Hrs

Managing Impasse and difficult negotiations Impasse - Meaning, Definition Third party approaches: Third party interventions, formal intervention methods – Arbitration, Mediation and Process Consultation, Informal intervention methods, best practices in negotiation.

Reference Books:

1. Corporate Conflict Management - Concepts and Skills, EireneLeela Rout, Nelson Omiko, Prentice India, 2007.
2. Negotiations, Roy J. Lewicki, David M. Saunders, Bruce Barry, 5/e, McGraw Hill, 2005, ISBN: 9780072973075. Dividing students into groups and give a scenario to negotiate and reach conclusion.
3. Fisher, R and Ury, W, (1986), Getting to Yes. Negotiating Agreement without Giving in. London, Hutchinson Business Books Ltd.
4. Mark Gerzon, (2006) Leading Through Conflict, Harvard Business School Press, Boston, USA.
5. Contemporary Conflict Resolution, Oliver Ramsbotham, Hugh Miall, Tom Woodhouse, 3rd edition, Polity publishers, ISBN 0745649734, 9780745649733, 2011
6. Managing conflict and negotiation, B.D. Singh, 1st edition, Excel books, 2008.
7. Conflict Management: Practical guide to develop negotiation strategies, Barbara A Budjacz Corvette, Pearson Prentice Hall, 2006, ISBN: 8174466428, 9788174466426
8. Managing Conflict in Organizations, M. Afzalur Rahim, 4th Edition, Transaction Publishers, 2011, ISBN 1412844258, 9781412844253.

Web links and Video Lectures(e-Resources):

- https://www.youtube.com/watch?v=wYb_PKTawE4
- <https://freevideolectures.com/course/3144/international-business-communication/28>
- <https://www.coursera.org/lecture/negotiation-skills-conflict/week-2-outline-neVhB>
- <https://www.pdfdrive.com/negotiation-and-conflict-management-e34393592.html>
- https://www.researchgate.net/publication/339850653_MANAGING_CONFLICT_AND_NEGOTIATION

Skill Development Activities Suggested:

1. Solve various case studies dealing with conflict between teams and organizations.
2. Ask students to identify three unconscious factors that may affect their negotiation effectiveness and ask them to explain why or how that phenomenon may occur.
3. Management games like two dollar game, cross the line games can be played in the class to develop negotiation skills among the students.
4. Survey the conflict resolution techniques adopted by individuals based on individual personality types.
5. Dividing students into groups and give a scenario to negotiate and reach conclusion

Course Outcomes:

After completion of the course student will be able to

1. Understand and explain the concepts, types, levels, theories and causes of conflicts
2. Apply conflict management models, strategies and behavioral style to solve conflicts.
3. Evaluate and Analyse conflict & negotiation Strategies.
4. Plan and Design Conflict resolving and negotiations strategies.

Mapping of COs and POs:

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

BUSINESS ANALYTICS SPECIALIZATION

PBAB402E	MACHINE LEARNING	Credits 03
L:T:P-4L:0T:0P		CIE Marks:50
Total Hours/Week: 04		SEE Marks: 50

Course objectives:	
<ol style="list-style-type: none"> 1. Understand the core concepts and algorithms of machine learning. 2. Apply machine learning techniques to solve business problems. 3. Gain practical experience with machine learning tools and technologies. 4. Interpret and communicate machine learning results effectively. 	
Competency:	
Apply fundamental machine learning concepts and tools to analyze business data, generate insights, and support data-driven decision-making for strategic and operational effectiveness.	
UNIT-I	10Hrs
<p>Definition and Scope: What is machine learning? How it differs from traditional programming. Types of Machine Learning: Supervised, unsupervised, and reinforcement learning. Applications In Business: Use cases and impact on various industries.</p> <p>Data Collection and Cleaning: Importance of data quality, handling missing values, and outliers.</p> <p>Feature Selection and Engineering: Techniques for selecting and creating relevant features. Data Splitting: Training, validation, and test datasets.</p>	
UNIT-II	12Hrs
<p>Regression Analysis: Linear Regression: Simple and multiple linear regression. Evaluation Metrics: Mean Absolute Error (MAE), Mean Squared Error (MSE), R-squared. Classification: Logistic Regression: Basics of logistic regression and its applications. Decision Trees and Random Forests: Understanding and implementing decision trees and ensemble methods. Support Vector Machines (SVM): Introduction to SVM and its applications.</p> <p>Clustering: K-Means Clustering: Algorithm, implementation, and evaluation. Hierarchical Clustering: Basics and applications. Dimensionality Reduction: Principal Component Analysis (PCA): Technique and use cases. t-Distributed Stochastic Neighbor Embedding (t-SNE): Introduction and application.</p>	
UNIT-III	10Hrs
<p>Evaluation Metrics: Accuracy, precision, recall, F1-score, ROC curve, AUC. Model Selection Techniques: Cross-validation, Grid Search, and Hyper parameter Tuning. Bias-Variance Trade-off: Understanding and balancing over fitting and under fitting. Ethics and Bias in Machine Learning: Addressing ethical considerations and biases in models.</p> <p>Python for Machine Learning: Introduction to Python libraries such as Scikit-learn, Pandas, and NumPy. Building and Training Models: Hands-on exercises in building, training, and evaluating machine learning models. Introduction to Neural Networks and Deep Learning: Basics of neural networks and their applications.</p>	
UNIT-IV	10Hrs
<p>Practical Implementation with Tools and Libraries Python for Machine Learning: Introduction to Python libraries such as Scikit-learn, Pandas, and NumPy. Building and Training Models: Hands-on exercises in building, training, and evaluating machine learning models. Introduction to Neural Networks and Deep Learning: Basics of neural networks and their applications.</p>	
Reference Books:	

1. "Pattern Recognition and Machine Learning" by Christopher M. Bishop.
2. "Hands-On Machine Learning with Scikit-Learn, Keras and TensorFlow" by Aurélien Géron.
3. "Machine Learning Yearning" by Andrew Ng (available online).

Web links and Video Lectures(e-Resources):

- <https://www.youtube.com/watch?v=5dchFSA8LrU>
- <https://www.youtube.com/watch?v=8Us9DXb88Uc>
- https://aec.edu.in/aec/Instruction_Material/ML%20UNIT-1%20NOTES.pdf
- <https://news.vidyaacademy.ac.in/wp-content/uploads/2018/10/NotesOnMachineLearningForBTech-1.pdf>

Skill Development Activities Suggested:

- Work on real-world business cases (marketing, finance, supply chain, HR) where students clean, analyze, and apply ML techniques (e.g., regression, clustering, classification) to generate managerial insights.
- Use tools like Python, R, or Excel add-ins for predictive modeling, sentiment analysis, or customer segmentation.
- Group activity where students take a current industry challenge (e.g., credit risk, demand forecasting, fraud detection) and design a conceptual ML-based solution.
- Train students to interpret ML outputs and create dashboards (Power BI/Tableau/Python libraries like Matplotlib/Seaborn) to communicate results to non-technical managers.

Course Outcomes:

After completion of the course student will be able to:

1. Understand the core concepts and algorithms of machine learning.
2. Apply machine learning techniques to solve business problems.
3. Gain practical experience with machine learning tools and technologies.
4. Gain practical experience with machine learning tools and technologies.

Mapping of COs and POs:

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

PBAB403E	PREDICTIVE ANALYTICS	Credits 03
L:T:P-4L:0T:0P		CIE Marks:50
Total Hours/Week:04		SEE Marks: 50

Course objectives:

1. Understand the principles and applications of predictive analytics in business.
2. Develop skills to build, evaluate and apply predictive models.
3. Use tools and techniques to make data-driven business decisions.
4. Analyze real-world case studies to apply predictive analytics concepts.

Competency:

“Apply predictive analytics techniques to interpret business data, forecast trends and support evidence- based strategic decision-making.”

UNIT-I

10Hrs

Definition and significance. Predictive vs. Descriptive vs. Prescriptive Analytics. Overview of the predictive analytics process. Applications in Business Case studies from various industries (e.g., finance, marketing, operations) Discussion on the impact of predictive analytics on decision-making.
Data Sources and Collection: Types of data (structured vs. unstructured)/ Data collection methods and tools. Data Cleaning and Preparation: Handling missing data. Data transformation and normalization. Data Preparation Using Excel or Python/R for data cleaning and preparation.

UNIT-II

12Hrs

Statistical Concepts: Probability distributions. Hypothesis testing. Regression analysis basics Building Statistical Models: Simple and multiple linear regression. Model assumptions and diagnostics. Regression Models: Advanced regression techniques (e.g., polynomial, ridge, lasso regression). Model evaluation metrics (R^2 , RMSE, MAE). Classification Models: Logistic regression. Decision trees and random forests. Model evaluation metrics (accuracy, precision, recall, F1 score). Time Series Analysis: Components of time series data. ARIMA models.

UNIT-III

10Hrs

Introduction to Machine Learning: Supervised vs. unsupervised learning. Key algorithms (k means clustering, support vector machines). Model Evaluation and Validation: Cross-validation techniques. Bias-variance trade-off.

UNIT-IV

10Hrs

Introduction to Hadoop and Spark. Handling large datasets. Predictive Analytics Tools: Overview of software (e.g., SAS, SPSS, Tableau). Comparison of different tools and their applications. Ethical Issues in Predictive Analytics: Data privacy and security. Bias and fairness in predictive models.

Reference Books:

1. "Data Science for Business" by Foster Provost and Tom Fawcett
2. "Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die" by Eric Siegel
3. "Applied Predictive Analytics: Principles and Techniques for the Professional Data Analyst" by Dean Abbott
4. "Hands-On Predictive Analytics with R: Build effective predictive models with R" by Ashish Kumar and Amit S. Ranjan
5. "The Elements of Statistical Learning: Data Mining, Inference, and Prediction" by Trevor Hastie, Robert Tibshirani, and Jerome Friedman Tools and Software: Excel, Python (Pandas, Scikit-learn), R, Tableau

Web links and Video Lectures(e-Resources):

- <https://www.predictiveanalyticsworld.com/book/notes.php>
- <https://www.odbms.org/wp-content/uploads/2015/01/PredictiveAnalytics.Chapter1.pdf>
- <https://cloud.google.com/learn/what-is-predictive-analytics>
- <https://biet.ac.in/pdfs/PREDICTIVE%20ANALYTICS.pdf>

Skill Development Activities Suggested:

1. Students use real or simulated datasets (e.g., sales, demand, stock prices) to build forecasting models (regression, ARIMA, etc.) and interpret the results for managerial decision-making.
2. Teams apply classification techniques (e.g., logistic regression, decision trees) to predict customer churn, purchase intent, or credit risk and suggest retention or marketing strategies.
3. Students create dash boards/reports using tools like Power BI, Tableau, or Excel to present predictive model results in a clear, actionable way for managers.
4. Analyze and present how companies (e.g., banks, e-commerce, health care) apply predictive Analytics to solve business problems, focusing on both techniques and strategic outcomes.

Course Outcomes:**After completion of the course student will be able to:**

1. Understand the principles and applications of predictive analytics in business.
2. Use tools and techniques to make data-driven business decisions.
3. Analyze real-world case studies to apply predictive analytics concepts.
4. Develop skills to build, evaluate and apply predictive models.

PBAB404E	DIGITAL ANALYTICS	Credits:03
L:T:P-4L:0T:0P		CIE Marks:50
Total Hours/Week:04		SEE Marks: 50

Course Objectives:	
<ol style="list-style-type: none"> 1. Understand key concepts and metrics in digital analytics. 2. Develop skills to analyze and interpret digital marketing data. 3. Utilize digital analytics tools to derive action able insights. 4. Apply digital analytics to real-world business scenarios. 	
Competency:	
"Analyze and interpret business data using analytical tools and techniques to derive actionable insights and support data-driven decision-making."	
UNIT-I	12Hrs
<p>Definition and importance in the digital age. Overview of the digital analytics landscape Key Concepts and Metrics: Key Performance Indicators (KPIs) Metrics vs. dimensions. Funnel analysis and customer journey mapping.</p> <p>Overview of Analytics Tools: Google Analytics, Adobe Analytics, and other platforms. Comparison of features and capabilities. Tool Demonstrations: Basic navigation and functionality. Setting up dashboards and reports. Hands-on Lab: Tool Exploration: Setting up a Google Analytics account. Navigating the interface and basic features.</p>	
UNIT-II	10Hrs
<p>Data Collection Methods: Website tracking and tagging. Event tracking (e.g., clicks, downloads, video views). Integrating Data Sources: Combining data from multiple platforms (e.g., CRM, social media). Data import/export techniques.</p> <p>Website Performance Metrics: Traffic sources, user behaviour, and engagement metrics. Conversion tracking and attribution models. Analysing Website Performance: Analyzing traffic Patterns and user flow. Identifying and interpreting key metrics.</p>	
UNIT-III	10Hrs
<p>Introduction to Social Media Analytics: Key metrics and KPIs for social media. Tools for social media analysis (e.g., Face book Insights, Twitter Analytics). Analysing Social Media Campaigns: Engagement metrics, reach, and sentiment analysis. Influencer and brand performance evaluation</p>	
UNIT-IV	10Hrs
<p>Introduction to Mobile Analytics: Key metrics for mobile apps (e.g., app installs, user retention). Tools for mobile app analytics (e.g., Fire base, Flurry). Analysing Mobile User Behavior: User flow, in-app events, and lifetime value. Optimizing app performance and user experience.</p>	
Reference Books:	
<ol style="list-style-type: none"> 1. "Digital Analytics 101" by Jason Burby and Shane Atchison 2. "Google Analytics: How to Measure Digital Marketing & Analytics in an Easy Way" by Nikolas R. Reichenbach 3. "Data Science for Business: What You Need to Know about Data Mining and Data Analytic Thinking" by Foster Provost and Tom Fawcett 4. "Measuring Marketing: 110+Key Metrics Every Marketer Needs" by John A. Davis 5. "Advanced Web Metrics with Google Analytics" by Brian Clifton 	
Web links and Video Lectures(e-Resources):	
<ul style="list-style-type: none"> • https://www.youtube.com/watch?v=jV_VqB4Oi2k • https://www.youtube.com/watch?v=upgbtXil10E 	

- <https://advertising.amazon.com/library/guides/digital-analytics>

Skill Development Activities Suggested:

1. Hands-on activity where students work with raw business datasets to perform data cleaning, handling missing values, and preparing data for analysis.
2. Students use Excel, Python, R, or SPSS to summarize data, Identify patterns and generate descriptive statistics with visualization for managerial insights.
3. Students design interactive dash boards inTableau/PowerBI/Excel to present KPIs, trends and performance metrics for decision-making.
4. Analyze industry cases (retail, banking, supply chain, health care)where data analytics Improved business outcomes and present insights with recommendations.

Course Outcomes:

After completion of the course student will be able to:

1. Understand key concepts and metrics in digital analytics.
2. Develop skills to analyze and interpret digital marketing data.
3. Utilize digital analytics tools to derive actionable insights.
4. Apply digital analytic store al-world business scenarios.

Mapping of COs and POs:

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

PBAB405E	STRATEGY ANALYTICS	Credits:03
L:T:P-4L:0T:0P		CIE Marks:50
Total Hours/Week: 04		SEE Marks: 50

Course Objectives:

1. Understand the role of analytics in strategic decision-making.
2. Learn analytical techniques to support strategic planning and execution.
3. Apply analytics to real-world strategic scenarios.
4. Develop skills to interpret data and generate actionable insights for business strategy

Competency:

“Apply strategy analytics tools and frame works to evaluate business performance, forecast competitive scenarios, and support evidence-based strategic decision-making.”

UNIT-I

10Hrs

Concept of Strategy Analytics: Definition, scope and importance. Role of Data in Strategy: How data drives strategic decision-making. Overview of Analytics Types: Descriptive, diagnostic, predictive, and prescriptive analytics.

Strategic Planning Process: Mission, vision, goals, and objectives. SWOT Analysis: Strengths, weaknesses, opportunities, and threats. Porter’s Five Forces: Industry analysis and competitive strategy.

UNIT-II

12Hrs

Data Collection and Sources: Internal and external data sources relevant to strategy. Market and Competitive Analysis: Using data to analyze market trends and competitors. Customer Insights: Leveraging customer data to inform strategic decisions.

Descriptive Analytics: Techniques for summarizing and visualizing historical data. Predictive Analytics: Forecasting models and trend analysis (e.g., regression analysis). Prescriptive Analytics: Optimization and scenario analysis for strategic decision-making.

UNIT-III

10Hrs

Key Performance Indicators (KPIs): Designing and using KPIs to track strategic goals. Balanced Scorecard: Integrating financial and non-financial performance metrics. Benchmarking: Comparing performance against industry standards

UNIT-IV

10Hrs

Big Data Analytics: Techniques for handling and analyzing large data sets. Machine Learning for Strategy: Basic concepts and applications in strategic analysis. Simulation and scenario Analysis: Using simulations to evaluate strategic options.

Reference Books:

- 1."Competing on Analytics: The New Science of Winning "byThomasH. Davenport and Jeanne G. Harris.
2. "Data-Driven Business Decisions" by Chris J. Lloyd.
- 3."Strategic Management: Concepts and Cases"by FredR. David and Forest R. David.

Web links and Video Lectures(e-Resources):

- <https://www.youtube.com/watch?v=uX8Oaew4pDs>
- <https://www.youtube.com/watch?v=NPuX6VdvQZ0>
- <https://www.youtube.com/watch?v=AZMBtRgmRJA>
- <https://www.businessofgovernment.org/sites/default/files/Strategic%20Analytics.pdf>
- <https://onlinelibrary.wiley.com/doi/10.1002/9781119519638.ch1>
- <https://www.igi-global.com/book/using-strategy-analytics-measure>

Skill Development Activities Suggested:

1. Students analyze real-world corporate cases using data-driven frameworks (e.g., Balanced Scorecard, SWOT with analytics, PESTLE with trends) to identify strategic insights.
2. Develop dashboards (Tableau/Power BI/Excel) to track competitor performance, market share, and industry trends, helping students link analytics with strategic positioning.
3. Teams apply forecasting or simulation techniques to model future business scenarios (e.g., market entry, pricing strategy, mergers) and recommend strategic actions.
4. Students study how leading firms (e.g., Amazon, Tesla, Infosys) use analytics in corporate strategy, then present insights on how analytics can shape competitive advantage.

Course Outcomes:**After completion of the course student will be able to:**

1. Understand the role of analytics in strategic decision-making.
2. Learn analytical techniques to support strategic planning and execution.
3. Apply analytics to real-world strategic scenarios.
4. Develop skills to interpret data and generate actionable insights for business strategy.

Mapping of COs and POs:

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

PBAC307I	Internship	Credits: 02
		CIE Marks: 50
		SEE Marks: 50

Course Objectives:

1. To understand the industry environment, organizational profile, and corporate functions through direct exposure and practical observation.
2. To apply strategic management frameworks (McKinsey's 7S, Porter's Five Forces, SWOC) to analyze the organization under study.
3. To evaluate departmental strategies, structures, and functional contributions in HR, Marketing, and Finance
4. To synthesize learnings from the internship experience to develop professional skills, domain expertise, and managerial insights.

Competency:

The student will be able to integrate theoretical knowledge with practical organizational exposure by analyzing industry trends, applying strategic frameworks, evaluating departmental operations, and demonstrating professional competencies through structured report writing, presentation, and viva performance.

Guidelines

INTRODUCTION:

Internship is an integral part of the academic curriculum of MBA. It is an initiative to bridge the gap between knowledge and its application through a series of interventions that will enable students of MBA programme to gain insights and exposure to the industry. Internship carries 4 credits and is carried out by the student for 8 weeks after the completion of second semester. The internship evaluation and examination is carried out in the third semester.

OBJECTIVES:

The objectives of conducting Internship of MBA programme are:

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

General Guidelines:

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

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

C. Guide: Internal guide of the Internship is a faculty member working in department. External guide is from the business organization where the student is carrying out his/her Internship.

Internal guide is expected to be in continuous interaction with external guide during the course of the Internship.

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

E. Evaluation:

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

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

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

Contents of the Internship Report	
1.	Cover page
2.	Certificate from the guide, HOD and Head of the Institution indicating bonafied performance of Internship by the student.
3.	Certificate from the Organization
4.	Declaration by the student
5.	Acknowledgement
6.	Executive summary
7.	Table of contents
8.	List of tables and graphs
9.	Chapter I: Introduction about the industry and organization.
10.	Chapter II: Organization Profile <ul style="list-style-type: none"> • Brief History • Profile of the organization • Vision, Mission & Quality policy of the organization • Organization Structure and functions of different departments. • Product / Service profile • Areas of operations • Infrastructure facilities • Achievements/awards If any • Competitors information
11.	Chapter III: Mckensy's 7S framework and Porter's Five Force Model with special reference to Organization under study.
12.	Chapter IV: SWOC Analysis
13.	Chapter V: Overview of the HR/ Marketing/Finance department: <ul style="list-style-type: none"> • Elaborative information of the department • Strategy of the department • No. of employees, their roles & responsibilities
14.	Chapter VI: Learning experience and conclusion.
15.	Bibliography
16.	Annexure relevant to the Internship such as weekly reports, figures, graphs, photographs, financial statements etc.

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

Course Outcomes:

On successful completion, the student will be able to:

1. Describe the industry, organization profile, and functional departments studied.
2. Analyze organizational performance using McKinsey's 7S and Porter's Five Forces with respect to the chosen company.
3. Assess strengths, weaknesses, opportunities, and challenges of the organization to derive practical insights.
4. Demonstrate enhanced professional, communication, and problem-solving skills through report preparation, presentation, and viva-voce.

Scheme of Evaluation

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

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

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

Sl.No.	Report Evaluation	Marks
1.	Introduction about the industry and organization Profile	05
2.	Mckensy's 7S framework and Porter's Five Force Model with special reference to Organization under study	10
3.	SWOC Analysis	05
4.	Overview of the department	05
5.	Learning Experience and conclusion	05
	Total	30

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

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

in CIE and 50 % in the aggregate of CIE and SEE marks.

Sl.No.	Split up of SEE Marks	Marks
1.	Understanding of the industry, corporate functions and company profile	10
2.	Understanding the Mckensy's 7S framework and Porter's Five Force Model	10
3.	SWOC Analysis justification	10
4.	Learning experience and conclusion	10
5.	Interaction / Viva-Voce	10
	Total	50

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

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

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

For 2024-25 Admitted batch

PBAC309P & PBAC409P	Project Phase I & II	Credits: 10 (2+8)
		CIE Marks: 50
		SEE Marks: 50

Course Objectives:

1. To understand research foundations through literature review and theoretical frameworks relevant to management.
2. To formulate objectives and design appropriate research methodology for investigating management problems.
3. To analyze and interpret primary and secondary data using suitable analytical tools.
4. To synthesize findings into actionable suggestions and demonstrate report writing, presentation, and professional skills.

Competency:

The student will be able to integrate management knowledge, research methodology, analytical techniques, and problem-solving skills to investigate organizational or societal issues, interpret data, and propose evidence-based solutions through structured project reporting and presentation.

Guidelines

INTRODUCTION:

Project is an integral part of the academic curriculum of MBA Programme and is one of the head of passing. Each student shall carryout the project work independently as per the scheme of teaching and evaluation under the guidance of one of the departmental faculty members. The project work is spread across third and fourth semesters into Phase-I and Phase-II respectively. Project Phase-I (PBAC309P) carries 2 credits and Project Phase-II (PBAC409P) carries 8 credits. The total project work carries 10 credits.

Objectives:

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

General Guidelines:

- Internship is a passing head in the MBA programme.
- The topic and title of the project work shall be chosen by the student in consultation with the guide during beginning of the third semester.
- Phase-I and Phase-II examinations will be conducted during third and fourth semester respectively.
- On completion of Project Phase-I & II, the report has to be prepared by the student and submitted to the department for evaluation.
- During Phase-I, one spiral bound report (hard copy) shall be submitted to the college.
- During Phase-II, student shall submit three hard copies of the entire project work report (including Phase-I & II) to the college and a soft copy in PDF file (un-editable monolithic format).
- Before submission of the final hard bound and soft copies during fourth semester, student has to submit a softcopy of the project thesis for plagiarism check by paying prescribed fees by the college.
- Fourth semester students having backlog courses are also permitted to submit the project thesis for plagiarism check and attend the SEE.

- The plagiarism check (similarity check) shall be done excluding the certificates, bibliography, index and references etc.
- Thesis sent for similarity check should have all the sections of the thesis from introduction page to conclusion.
- Percentage of similarity checks as per VTU norms.
- If the similarity check index is greater than specified norms, the modified thesis has to be resubmitted with the prescribed fees for resubmission.
- The third time resubmission shall be considered as the final one failing to which the same thesis shall not be accepted for similarity check.

Evaluation:

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

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

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

Schedule

Schedule to be followed during Project Phase-I

Activity	Internal evaluation
<ol style="list-style-type: none"> 1) Organization study/ Introduction of the topic 2) Literature review 3) Problem statement 4) Objectives of the study 	Student has to do first presentation covering these aspects.
<ol style="list-style-type: none"> 5) Research design/ methodology <ol style="list-style-type: none"> i. Sampling design ii. Data collection methods iii. Data analysis tools 6) Scope of the study 7) Limitations of the study 	Student has to present on these aspects during second presentation.
<ol style="list-style-type: none"> 8) Questionnaire framing/Data collection 	Student has to present and get approval of questionnaire/ data collection during third presentation.

Schedule to be followed during Project Phase-II

Activity	Internal Evaluation
<ol style="list-style-type: none"> 1. Data processing: Data collected to be edited, coded, tabulated and presented to the guide. 	Student has to do first presentation covering these aspects.
<ol style="list-style-type: none"> 2. Data Analysis and interpretation: Analysis and interpretation of results, findings and observations. Students must use 	Student has to present on these aspects during second presentation.

appropriate tools and techniques for analyzing the data.	
3. Suggestions/recommendations and conclusion. Finalization of report.	Student has to present and get approval of final report during third presentation.
4. Submission of report	Final report should be submitted as per the stipulated time given by the college.

Scheme of Evaluation CIE and SEE – Project Phase - I

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

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

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

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

Sl No	Split up of marks	Maximum Marks
1	Problem identification and objectives of the study	10
2	Literature review/scope of the study	10
3	Research design /methodology	10

4	Limitations of the study/questionnaire	10
5	Interaction and justification	10
	Total	50

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

Scheme of Evaluation CIE and SEE – Project Phase - II

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

Sl. No	Split up of Marks	Marks
1	Project Progress Presentation I	10
2	Project Progress Presentation II	10
3	Project Progress Presentation III	10
4	Report Evaluation	20
	Total	50

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

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

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

Report Evaluation:

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

Sl No	Split up of Marks	Maximum Marks
1	Introduction	05
2	Literature review	05
3	Objectives of the study	05
4	Research Methodology	05

5	Data analysis and interpretation	05
6	Findings, suggestions and conclusion	05
	Total	30

Viva- Voce:

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

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

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

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

Format of the Project Report:

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

Course Outcomes:

On successful completion, the student will be able to:

1. Explain and summarize the research problem, objectives, and review of literature in the context of management.
2. Design and apply appropriate research methodology, including data collection tools and

sampling techniques.

3. Analyze and interpret collected data using statistical/qualitative methods to derive insights.
4. Compile and present findings, suggestions, and conclusions in a structured report demonstrating professional research competencies.

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