

Regulation 2018		Semester I	Total Hours			45
Category	Course Code	Course Name	Hours / Week			C
			L	T	P	
C	PBA18101(R)	MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR	3	0	0	3

Course Objective (s): The purpose of learning this course is to:

- 1 Learn about fundamental concept of management and its various functions.
- 2 Know the different elements of Organizational Behaviour.
- 3 Know the leadership styles and control Techniques
- 4 Importance of learning theories
- 5 Acquire the knowledge on organizational climate

Course Outcome (s) (COs): At the end of this course, learners will be able to:

- CO1 Identify the evolution of management thoughts and roles, functions of managers.
- CO2 Understand the steps involved in planning and overview of organizing.
- CO3 Identify the leading & controlling functions and global implications of OB.
- CO4 Exhibit the individual behavior elements and its categories
- CO5 Know the applications of Information Technology inputs in management

CO-PO Mapping

COS	Pos										PSOs	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO 1	PSO 2
CO1	-	2	1	2	1	1	1	2	1	1	1	2
CO2	-	3	-	-	2	1	-	1	1	1	1	2
CO3	-	-	-	-	-	-	1	1	-	-	1	-
CO4	-	-	-	-	-	2	-	-	-	-	1	1
CO5	-	-	-	-	-	-	-	-	1	1	1	1
CO (Avg)	-	2.5	1	2	1.5	1.3	1	1.3	1	1	1	1.5

1: Slight (Low)

2: Moderate (Medium)

3: Substantial (High)



UNIT I	INTRODUCTION TO MANAGEMENT PRINCIPLES	9
Meaning, Definition of Management- Managerial Role - POSDCORB - Management vs Administration- Evolution of Management Thoughts- Henry Fayol's 14 Principles - Opportunities and Challenges in Management		
UNIT II	PLANNING AND ORGANIZING	9
Nature and Purpose of Planning - Planning Process- - Decision – Types of Decision- Decision Making Process, Decision Making under Different Conditions. Nature and Purpose of Organizing- Organization Structure- Formal and Informal Groups –Organization Chart. Definition of Staffing- Recruitment and Selection Process - E- Recruitment.		
UNIT III	LEADING, CONTROLLING & INTRODUCTION TO ORGANISATIONAL BEHAVIOUR	9
Meaning - Importance – Leadership Styles- Theories , Meaning of Controlling – Controlling Process- Control Techniques. Motivation- Importance –Theories , Disciplines Contribute to OB Challenges - Opportunities, Global Implications of OB		
UNIT IV	INDIVIDUAL BEHAVIOUR	9
Personality: Types & Theories - MBTI- Big Five Model , Learning Theories – Process-Attitudes- Characteristics –Components – Formation-Measurement –Values- Perceptions-Importance –Factors Influencing Perception - Interpersonal Perception- Impression Management		
UNIT V	ORGANIZATIONAL CLIMATE & APPLICATIONS OF IT IN MANAGEMENT	9
Organizational Culture and Climate-Factors Affecting Organizational Climate -Job Satisfaction- Determinants –Measurement. Organizational Change: Process- Resistance to Change - Organizational Conflict: Process - Resolution Techniques .Stress – Work Stressors -Prevention and Management of Stress-Balancing Work and Life.Recent Trends in Management: New role of Information Systems- Enterprises Applications (CRM, SCM, and KMS) - Introduction to E- Commerce.		
Reference (s)		
1.	P.C.Tripathi., P.N Reddy, Principles of Management, McGraw Hill, 6 th Edition 2020.	
2.	Harold Koontz, Heinz Weihrich, A Ramachandra Aryasri, Tata McGraw Hill, Principles of Management, 2016	
3.	Charles W Hill, Steven Mcshane, Principles of Management, Mcgraw Hill, Special Indian 15 th Edition 2017.	
4.	Stephen P.Robbins, Timothy A Judge, Essentials of Organizational Behaviour, Pearson, 13 th Edition 2016.	
5.	Dr.S.S.Khanka, Organizational Behaviour (Text and Cases), S Chand, 2014.	



Regulation 2018		Semester I	Total Hours			45
Category	Course Code	Course Name	Hours / Week			C
			L	T	P	
C	PBA18102	MANAGERIAL ECONOMICS	3	0	0	3

Course Objective (s): The purpose of learning this course is to:

- 1 Know the basic fundamentals of economics .
- 2 Know how managerial economics applications play a vital role in determining and developing individual, group, organization, government and society economic growth.
- 3 Understand about the micro and macroeconomic concepts.
- 4 Students can understand the various types of markets.
- 5 Understand the inflation and deflation and other monetary policies.

Course Outcome (s) (COs):

At the end of this course, learners will be able to:

- | | |
|-----|--|
| CO1 | Acquire knowledge about basic concepts of economics and the role of markets and governments in a modern economy. |
| CO2 | Understand the factors influencing demand, its types and production function, law of returns to scale. |
| CO3 | Analyze the various types of market structure such as perfect competition, monopoly, monopolistic competition, oligopoly etc., |
| CO4 | Know the basic pricing strategies, cost concepts and classification, economies and diseconomies of scale. |
| CO5 | Understand inflation and deflation, monetary and fiscal policies and the impact of international business on Indian economy. |

CO-PO Mapping

COS	Pos										PSOs	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO 1	PSO 2
CO1	1	1	1	2	1	1	1	-	-	-	3	2
CO2	1	1	1	2	1	1	1	-	-	1	3	2
CO3	1	2	1	1	1	1	1	-	2	1	3	3
CO4	2	1	2	2	2	2	2	-	-	2	3	2
CO5	1	1	1	2	2	2	2	-	-	2	3	2
CO (Avg)	1.2	1.2	1.2	1.8	1.4	1.4	1.4	-	2	1.5	3	2.2

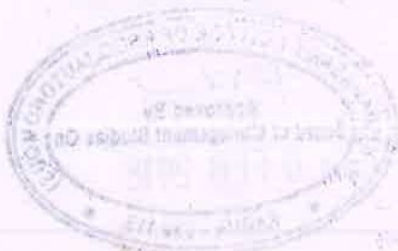
1: Slight (Low)

2: Moderate (Medium)

3: Substantial (High)



UNIT I	INTRODUCTION	9
Meaning and Concepts of Economics-Scope-Basic Economic Tools in Managerial Economics-Role of Managerial Economist-The Circular Flow of Economic Activity-Factors of Production-Markets and Government in a Modern Economy-Econometrics		
UNIT II	DEMAND AND SUPPLY ANALYSIS	9
Law of Demand-Types of Demand-Elasticity of Demand-Demand Forecasting-Law of Supply-Price Determination. Production Function- Cobb- Douglas Production Function. Returns to Scale- Types, Law of Returns to Scale		
UNIT III	MARKET AND COMPETITIVE ANALYSIS	9
Market-Types of Market-Market Structure –Perfect Competition-Monopoly and Monopsony - Monopolistic Competition-Oligopoly and Oligopsony-Profit Maximization		
UNIT IV	PRICING STRATEGY AND COST ANALYSIS	9
Pricing Policies -Basic Pricing Strategies-Pricing Methods of Goods and Services-Price Discrimination. Cost Concept-Classifications and Determinants-Economies and Diseconomies of Scale		
UNIT V	BUSINESS DECISIONS AND GOVERNMENT	9
National Income-Inflation and Deflation-Business Cycle-Monetary Policy of RBI-Indian Fiscal Policies-Balance of Payments-Unemployment and its Impact-Impact of International Business on Indian Economy		
Text Book (s)		
1.	R.L.Varshney & K.L.Maheshwari, Managerial Economics, Sultant Chand & Sons, Nineteenth Revised and Enlarged Edition 2018	
2.	Christopher R Thomas and S. Charles Maurice, Managerial Economics, Tata Mcgraw Hill Publishing Company Limited, 9th Edition, 2011	
3.	Karl E.Case and Ray C.Fair, Principles of Economics, Pearson Education	
Reference (s)		
1.	Suma Damodaran, Managerial Economics, Oxford University Press, 2012	
2.	Samuelson Nordhaus, Economics, Tata Mcgraw Hill Publishing Company Limited, 18 th Edition	



Regulation 2018		Semester I	Total Hours			45
Category	Course Code	Course Name	Hours / Week			C
			L	T	P	
C	PBA18103	BUSINESS ETHICS AND CORPORATE SOCIAL RESPONSIBILITY	3	0	0	3

Course Objective (s): The purpose of learning this course is to:

1	understand the decision process one goes through in determining what is right and wrong, and how those decisions affect professional life. Explore successful ethical values of Global visionary companies
2	sensitize the students with understanding of ethical issues at workplace
3	gain vivid knowledge on corporate social responsibility and to gain the importance of ethical principles and business ethics in CSR activities
4	import knowledge on different strategies for CSR and awareness about CSR issues
5	build the importance of ethical principles and business ethics in CSR activities globally

Course Outcome (s) (COs): At the end of this course, learners will be able to:

CO1	understand the fundamentals of ethical theories and work ethics for managers
CO2	identify the methodology for handling ethical dilemma and functional applications of ethical principles
CO3	know the environmental responsibility of business via CSR activities
CO4	identify the strategies for CSR and CSR issues
CO5	understand the impact of globalization and CSR initiatives

CO-PO Mapping

COS	Pos										PSOs	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO 1	PSO 2
CO1	2	1	2	-	-	2	2	2	2	3	2	3
CO2	2	1	2	-	-	1	2	2	2	2	2	3
CO3	2	1	2	-	-	1	2	2	2	2	2	2
CO4	1	1	1	2	-	1	2	1	2	2	3	2
CO5	2	1	2	-	-	2	2	2	2	3	2	3
CO (Avg)	1.8	1	1.8	2	-	1.4	2	1.8	2	2.4	2.2	2.6

1: Slight (Low)

2: Moderate (Medium)

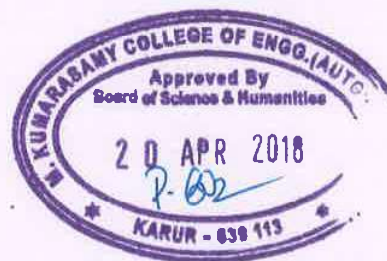
3: Substantial (High)



UNIT I	ETHICS	9
Ethics – Meaning, Definition, Business Ethics – Characteristics - Ethical Theories - The Ethical Decision Making Process - Employee Duties and Rights - Causes of Unethical Behavior; Ethical Abuses; Work Ethics; Code of Conduct.		
UNIT II	MANAGEMENT OF ETHICS	9
Handling Ethical Dilemmas at Work - Management of Ethics - Ethics Analysis [Hosmer Model]; Ethics in Practice - Professional Ethics for Managers; Role and Function of Ethical Managers- Ethics in Marketing, Finance and Human Resource, Challenges of Business Ethics.		
UNIT III	CORPORATE SOCIAL RESPONSIBILITY	9
Meaning & Definition of CSR, History & Evolution of CSR, Stakeholder Management, Relation Between CSR and Corporate Governance, Models of CSR in India, Drivers of CSR, CSR Initiatives in India.		
UNIT IV	ISSUES IN CSR	9
Need for CSR; Role of Business in Society, Building Blocks of CSR - Strategies for CSR; Challenges and Implementation - CSR and Environmental Issues, Social Issues, Labour Issues and Government Issues.		
UNIT V	GLOBAL CSR	9
Development of Strategic CSR Model- Current Issues in CSR- Globalization and CSR Initiatives - Impact on Business – Global CSR Activities and Policies – International Standards and Norms – Business Ethics, Corporate Governance Across the Nations - CSR Activities of Grouping Countries.		
Reference (s)		
1.	Manuel G. Velasquez, Business Ethics – Concepts and Cases, PHI, 6/e, 2009	
2.	Sanjay K. Agarwal- Corporate Social Responsibility in India, Response book, 1 st ed 2008	
3.	William Shaw, Business Ethics, Wadsworth Publishing Company, 6/e, 2007.	
4.	Subhabrata Bobby Banerjee, Corporate social responsibility: the good, the bad and the ugly, Edward Elgar Publishing, 2007.	
5.	S. A. Sherlekar, Ethics in Management, Himalaya Publishing House, 2009	
6.	William B. Werther and David B. Chandler, Strategic Corporate Social Responsibility, SAGE Publications Inc., 2011	



Regulation 2018		Semester I			Total Hours			60				
Category	Course Code	Course Name	Hours / Week			C						
			L	T	P							
F	PMA18101	STATISTICS FOR MANAGEMENT	3	1	0	4						
Course Objective (s): The purpose of learning this course is to:												
1	Understand the basic concepts of Statistics and know how it is related to management											
2	Analyze the various data using various statistical techniques and apply the probability concepts to solve management problems											
Course Outcome (s) (COs): At the end of this course, learners will be able to:												
CO1	Collect, analyze and process the data for various purposes in business											
CO2	Understand and apply the probability concepts and techniques to solve various management problems											
CO3	Gain the knowledge on test of hypothesis and how they relate to business and management											
CO4	Apply the concepts of correlation and regression in management problems											
CO5	Develop the model for the given time series and understand the concepts of Index numbers											
CO-PO Mapping												
COS	POs										PSOs	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO 1	PSO 2
CO1	2	1	2	-	2	1	2	-	-	-	2	2
CO2	2	1	2	-	2	1	1	-	-	-	2	1
CO3	2	1	2	-	2	1	2	-	-	-	2	2
CO4	1	1	2	-	2	1	1	-	-	-	2	2
CO5	2	1	2	-	2	1	2	-	-	-	2	2
CO (Avg)	1.8	1	2	-	2	1	1.8	-	-	-	2	1.8



UNIT I	INTRODUCTION TO STATISTICS	12
Statistics Definition - Statistical Methods - Organizing Data-Measures of Central Tendency: Mean – Median – Mode – Percentiles – Quartiles - Measures of Dispersion: Range - Quartile Deviation – Variance - Standard Deviation - Measures of Skewness: Bowley’s Coefficient of Skewness - Karl Pearson’s Coefficient of Skewness.		
UNIT II	PROBABILITY AND RANDOM VARIABLES	12
Basic definition of probability - Addition law of probability - Multiplication law of probability - Conditional probability - Bayes’ theorem - Random variables: Definition - Distribution functions - Discrete (Binomial & Poisson) - Continuous (Normal).		
UNIT III	TESTING OF HYPOTHESIS	12
Introduction of Statistical Hypothesis - One Sample Test for Means and Proportions of large sample (z test) - ANOVA (One and Two way classifications). Nonparametric Test: Chi-square Test for independence of attributes and goodness of fit - Rank sum test - Kolmogorov Smirnov test for goodness of fit - Mann Whitney U test - Kruskal Wallis Test- One sample run test.		
UNIT IV	CORRELATION AND REGRESSION	12
Correlation Analysis - Types of Correlation - Methods of studying Correlation - Correlation of grouped data - Rank Correlation-Regression Analysis.		
UNIT V	TIME SERIES ANALYSIS AND INDEX NUMBERS	12
Time series analysis: Trend analysis - Cyclical variations - Seasonal variations - Irregular variations. Index Numbers: Introduction - Types (Laspeyre’s, Paasche’s, Marshal Edgeworth and Fisher’s Ideal Index) - SAS/STAT.		
Reference (s)		
1	Levin R.I. and Rubin D.S.(2001), ‘Statistics for Management’ 7 th Edition, Prentice Hall of India Pvt Ltd., New Delhi.	
2	Srivastava T. N, Shailaja Rego (2008), ‘Statistics for Management’, 2 nd Edition, Tata McGraw Hill.	
3	Anand Sharma (2008), ‘Statistics for Management’, 2 nd Edition, Himalaya Publishing House.	



Regulation 2018		Semester I	Total Hours			60
Category	Course Code	Course Name	Hours / Week			C
			L	T	P	
C	PBA18105	FINANCIAL AND MANAGEMENT ACCOUNTING	3	1	0	4

Course Objective (s): The purpose of learning this course is to:

1	Introduce prospective managers of new ventures to prepare and analyze financial statements.
2	Emphasis on techniques, cash flows and impact of accounting principles.
3	Acquire knowledge about management control system, including planning, budgeting, reporting, analysis, and performance evaluation
4	Make students to prepare Budget on their own
5	Can apply application of Marginal costing

Course Outcome (s) (COs): At the end of this course, learners will be able to:

CO1	Identify the differences between Financial, Cost and Management Accounting.
CO2	Interpret the Analysis the Financial Statements
CO3	Can classify the cost and able to prepare the cost sheet.
CO4	Understand the concept of Budgeting and Budgetary control.
CO5	Gain Practical Knowledge through application of Marginal Costing.

CO-PO Mapping

COS	Pos										PSOs	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO 1	PSO 2
CO1	2	2	2	2	2	1	1	1	1	1	2	2
CO2	2	3	2	-	3	1	2	1	2	2	3	3
CO3	1	3	2	-	3	1	2	1	1	1	2	2
CO4	1	1	2	1	3	3	2	1	2	2	2	2
CO5	2	2	2	1	3	3	2	1	2	2	3	3
CO (Avg)	1.6	2.2	2	1.3	2.8	1.8	1.8	1	1.6	1.6	2.4	2.4

1: Slight (Low)

2: Moderate (Medium)

3: Substantial (High)



UNIT I	FINANCIAL ACCOUNTING	12
Introduction to Financial, Cost and Management Accounting - Generally Accepted Accounting Principles, Concepts and Conventions. Final accounts – Preparation of Trading and Profit and Loss Account, Balance Sheet-Basics of IFRS.		
UNIT II	ANALYSIS OF FINANCIAL STATEMENTS	12
Financial Statement Characteristics, Limitations - Ratio Analysis - Fund Flow Analysis.		
UNIT III	ANALYSIS OF FINANCIAL STATEMENTS AND COST ACCOUNTING	12
Analysis of Financial Statements: Cash Flow Analysis (as per Accounting Standard 3). Cost Accounting: Cost Accounting, Meaning and Objectives - Classification and Elements of Costs -Cost Concepts- Preparation of Cost Sheet.		
UNIT IV	BUDGETARY CONTROL	12
Budgeting and Types of Budgets - Preparation of Master, Sales, Purchase and Production Budgets - Fixed and Flexible Budgets -Cash Budget.		
UNIT V	MARGINAL COSTING	12
Marginal Costing Importance - Cost Volume Profit analysis - Break Even Analysis - Assumptions Importance of CVP Analysis - Application of Marginal Costing (Problems).		
Reference (s)		
1.	M.Y.Khan & P.K.Jain (2016), Management Accounting- Text, Problems and Cases, 6 th Edition, Tata McGraw Hill.	
2.	R.Narayanaswamy (2017), 'Financial Accounting A Managerial Perspective', 6 th Edition, PHI Learning, New Delhi.	
3.	M.L. Agarwal & Dr. L. Gupta (2018), Cost Accounting, 46 th Edition, Sahitya Bhawan Publications	
4.	Charles T. Horngren, Gary L. Sundem, John A. Elliott & Donna R. Philbrick (2017) - Introduction to Financial Accounting Pearson Education.	
5.	Jawahar Lal, Seema Srivastava, Manisha Singh (2019) -Cost Accounting 1 st Edition McGraw-Hill	



Regulation 2018		Semester I	Total Hours			45
Category	Course Code	Course Name	Hours / Week			C
			L	T	P	
C	PBA18106 (R)	LEGAL ASPECTS FOR BUSINESS	3	0	0	3

Course Objective (s): The purpose of learning this course is to:

1	Provide a general introduction to the Legal Environment and its Significance to the Business.
2	Make the Student understand with the basic Business Laws for Managers.
3	Identify the impact of law in the different aspects of Business.
4	Familiarize the students with various laws that will help them to refine the Business.
5	Make the students to understand the fundamental legal principles in developing various contracts and commercial laws in the business world.

Course Outcome (s) (COs): At the end of this course, learners will be able to:

CO1	Understand the fundamentals of Mercantile law and its elements
CO2	Identify the procedure involved in the formation of the company
CO3	Know the elements in the Negotiable Instruments Act
CO4	Apply the different methods of tax implications
CO5	Know the machineries for protection of consumers

CO-PO Mapping

COS	Pos										PSOs	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO 1	PSO 2
CO1	2	1	1	1	1	1	1	-	1	1	1	1
CO2	2	1	1	1	3	1	1	-	1	1	1	1
CO3	2	1	1	1	2	1	1	-	1	1	1	1
CO4	2	1	1	1	1	1	1	-	1	1	1	1
CO5	2	1	1	1	2	1	1	-	1	1	2	2
CO (Avg)	2	1	1	1	1.8	1	1	-	1	1	1.2	1.2

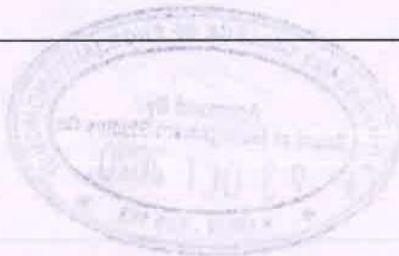
1: Slight (Low)

2: Moderate (Medium)

3: Substantial (High)



Regulation 2018	Semester I	Total Hours	45
UNIT I	MERCANTILE LAW		9
Objectives, Need and Sources of Mercantile law- Nature, Elements. THE INDIAN CONTRACT ACT 1872: Definition of a Contract – Essentials of a Valid Contract – Formation of a Contract – Indemnity & Guarantee: Bailment and Pledge. Performance of a Contract - Discharge of Contract – Remedies to Breach of Contract – Quasi Contract.			
UNIT II	COMPANY LAW AND INDUSTRIAL LAW		9
Definition - Nature and Types of Companies –Formation of a Company - Memorandum and Articles of Association – Prospectus – Power, Duties of Director - Winding up of Companies. INDUSRIAL LAW :An Overview of Factories Act - Payment of Wages Act - Payment of Bonus Act - Industrial Disputes Act			
UNIT III	NEGOTIABLE INSTRUMENTS ACT 1881		9
Definition-Types – Parties to NI-Duties, Rights, Liabilities & Discharge. Special rules for Cheque and Drafts. AGENCY :Nature - Creation, Types of Agents - Agent’s authority and Liability of Principal and Third Party - Rights and Duties of Principal, Agents and Third party - Termination of Agency.			
UNIT IV	INCOME TAX ACT		9
Direct Tax and Indirect Tax -Corporate Tax Planning – Central Sales tax – Value Added Tax – Goods and Services Tax (GST) - Concept – Scope - Methods of GST Calculation - Practical Implications of GST. RTI ACT: Overview, Right to Information – Types of information to be Disclosed & Exemption from disclosure of information under RTI Act.			
UNIT V	CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS		9
Objectives of the Act – Rights of Consumers - Types of Consumer Redressal Machinerics and Forums. INTELLECTUAL PROPERTY RIGHTS : Introduction of IPR – Patents - Copy rights – Trademarks			
Text Book(s)			
1.	N. D. Kapoor, “Elements of Mercantile Law”, (37th ed.), Sultan Chand and Company, India, Reprint 2017.		
2.	Akhileshwar Pathak, Legal Aspects of Business , 7 th Edition, Tata McGraw Hill, 2018.		
3.	Legal Aspects of Business, Padhi,P.K. PHI learning India PVT Ltd ,2017.		
Reference (s)			
1.	P.P.S.Gonga,(2008), ‘Mercantile Law’ , 4 th Edition , S.Chand & Co.Ltd, India		
2.	Dr.R.Radhakrishnan, Dr.S.Balasubramanian, Intellectual Property Rights , 1 st Edition, 2008, Excel Books, New Delhi		
3.	Ashok K Bagrial, Company law , 12 th Edition, 2007, Vikas Publishing House Pvt Ltd		
4.	Dr.C.B.Mamoria,Dr.Satish Mamoria, S.V.Gankar, ‘Dynamics of Industrial Relations 13 th Edition, 2010, Himalaya Publishing House Pvt Ltd, Mumbai		
5.	V. S. Datey, Indirect Taxes Law and Practice Taxman Publication, 44th Edition, 2020		
6.	V. S. Datey, Principles of GST & Customs Law , Taxman Publication, 2018 Edition, 2018		



Regulation 2018		Semester I			Total Hours			45	
Category	Course Code	Course Name	Hours / Week			C			
			L	T	P				
C	PBA18107	CORPORATE COMMUNICATION	3	0	0	3			

Course Objective (s): The purpose of learning this course is to:

1	Prepare students to understand and deliver effectively oral and written communication that suits the business needs
2	Prepare students to adopt for domestic and international business situations
3	Help students to plan the message by defining purpose, analyses audience, selecting channel and medium
4	Facilities them to communicate globally with confidence
5	Make students to prepare themselves the formats and channels for business.

Course Outcome (s) (COs): At the end of this course, learners will be able to:

CO1	Apply corporate communication strategies and principles to prepare effective communication for domestic and international business situations
CO2	Deliver an effective business presentation
CO3	Utilize Analytical, Persuasion and Negotiation skills appropriate to business communication
CO4	Select appropriate formats and channels in communicating and recording the business messages
CO5	Effective use of interviewing skills in recruiting and ethics in business

CO-PO Mapping

COS	Pos										PSOs	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO 1	PSO 2
CO1	1	2	1	-	-	2	1	2	3	3	3	2
CO2	1	-	-	-	-	-	-	3	3	3	3	2
CO3	-	2	1	1	-	1	2	2	3	2	3	2
CO4	-	3	-	-	-	2	2	2	3	2	3	2
CO5	-	1	-	-	-	-	3	1	3	1	2	2
CO (Avg)	1	2	1	1	-	1.6	2	2	3	2.2	2.8	2

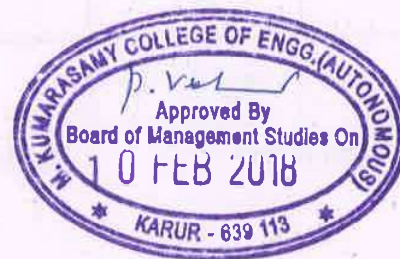
1: Slight (Low)

2: Moderate (Medium)

3: Substantial (High)



UNIT I	COMMUNICATION	9
Importance – Process – Patterns – Forms – Barriers – Functions and Principles – Interpersonal Communication – Intercultural Communication – Case Analysis – Cross Cultural Communication		
UNIT II	IMPORTANCE OF NON-VERBAL COMMUNICATION	9
Body Language – Use of Charts, Diagrams & Tables – Visual & Audio Visual Aids for Communication – Business Ethics and Etiquette – Role Play and Team Building, Social Media Etiquettes		
UNIT III	IMPORTANCE OF LISTENING	9
Speaking and Reading – Verbal Communication – Making Presentation – Persuasion – Negotiation, Public Speaking		
UNIT IV	WRITING BUSINESS LETTERS, MEMOS, E-MAIL WRITING	9
Etiquettes, Agenda, Minutes, Sales Letters, Enquiries, Orders, Cover Letters, Letters of Complaint, Project Proposal, Reports Neutral, Positive, Negative Messages		
UNIT V	GROUP DISCUSSION	9
Resume Writing – Interviewing Types, Stages, Skills for Interviewer and Interviewee – Business Meeting Etiquettes		
Reference (s)		
1.	Hory Sankar Mukerjee, Business Communication, Connecting At Work, Oxford University Press, 2 nd Edition, 2016	
2.	N.Gupta, K.Jain & P.Mahajan, Business Communication , Sahitya Bhawan Publications, 1 st Edition, 2018	
3.	Herta A Murphy, Herbert W Hildebrandt, Jane P Thomas, (2017), Effective Business Communication, McGraw Hill Education, 7 th Edition	
4.	Payal Mehra, Business Communication for Managers, Pearson Education India, 2 nd Edition, 2016	
5.	Joep Cornelissen, Corporate Communication, SAGE Publications, 2017	
6.	Lesikar, Raymond V., John D Pettit, and Mary E Flatly Lesikar's, Basic Business Communication, Tata McGraw-Hill, New Delhi, 10 th Edition, 2010	
7.	Bovee, Courtland and John V Thill, Business Communication Today, Pearson Education, New Delhi, 8 th Edition, 2008	
8.	Meenakshi Raman, Prakash Singh, (2008), Business Communication, Oxford University Press, 3 rd Edition	
9.	John M. Penrose, Robert W. Rasberry, Robert J. Myers, Business Communication for Managers, Thompson South-Western, 2009	
10.	Ramachandran K.K, Business Communication, Macmillan India Ltd, 2009	



Regulation 2018		Semester II	Total Hours			45
Category	Course Code	Course Name	Hours / Week			C
			L	T	P	
C	PBA18201(R)	MARKETING MANAGEMENT	3	0	0	3

Course Objective (s): The purpose of learning this course is to:

- 1 Learn various marketing concepts and to know how to deal customers in the market.
- 2 Understand how to attain competitive advantage position using various marketing techniques.
- 3 Identify the indicators of Management Thoughts and Practices.
- 4 Understand the changing business environment.
- 5 Make the students to understand the fundamental premise underlying market driven strategies.

Course Outcome (s) (COs): At the end of this course, learners will be able to:

- CO1 Formulate a marketing plan including marketing objectives, marketing mix, strategies, budgetary considerations and evaluation criteria
- CO2 Develop an ability to understand and develop the marketing concepts that are used to target and retain customers
- CO3 Demonstrate the ability to carry out a research project that explores marketing planning and Strategies for a specific marketing situation and also to determine strategies for developing new products and services that are consistent with evolving market needs
- CO4 Understand and develop advertising and promotional strategies
- CO5 Develop strategies for the efficient distribution of products and services and also to know the recent trends in marketing

CO-PO Mapping

COs	Pos										PSOs	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO 1	PSO 2
CO1	2	2	2	-	-	2	2	2	-	3	2	3
CO2	2	2	2	-	-	1	2	2	-	2	2	3
CO3	2	2	2	-	-	1	2	2	-	2	2	2
CO4	1	2	1	2	-	1	2	1	3	2	3	2
CO5	2	2	2	-	-	2	2	2	3	3	2	3
CO (Avg)	1.8	2	1.8	2	-	1.4	2	1.8	3	2.4	2.2	2.6

1: Slight (Low)

2: Moderate (Medium)

3: Substantial (High)



UNIT I	INTRODUCTION	9
Marketing-Nature and Scope of Marketing-Marketing vs Selling-Marketing Mix 7Ps and 4As-New Challenges of Marketing Field-The Functions of Marketing Management-Understanding Marketing Management in the Context of National and Global Market Environment-Social Media Marketing		
UNIT II	RETAINING CUSTOMER & STP	9
Market Segmentation: Levels – Importance – Procedures - Types of Segmentation - Market Targeting- Procedures- Product Positioning - Objectives - Differentiating the Product -Product Positioning Strategies - Procedure for Creating Customer Relation Management Database - E-Trading		
UNIT III	MARKETING RESEARCH	9
Marketing Information System – Market Research - Identifying and Solving Marketing Problems - Qualitative and Quantitative Research-Customer Life Cycle - Customer Life Time Value - Product Life Cycle - New Product Development Process - The Seven Steps of Marketing Research - How to Prepare Questionnaire for Conducting Market Survey - Background Verification		
UNIT IV	MARKETING PROMOTIONAL STRATEGIES	9
Competitor Analysis - Advertising Strategies for Promoting New Product vs Existing Products - Advertising Structure – Source - Advertising Budget - Types of Advertisement - Measuring Effectiveness of Advertisement – DAGMAR - Sales Promotion: Kinds of Promotion - Tools and Techniques of Sales Promotion – Push - Pull Strategies of Promotion -		
UNIT V	DISTRIBUTION SYSTEM AND RECENT TRENDS IN MARKETING	9
Online Marketing – Impact of FDI in to Indian –Cloud Sourcing- Meaning and Purpose of Channel of Distribution-Managing Distributing Channels-Channel Alternatives-Factors affecting Channel Choice-Direct Marketing and E-Commerce-Managing Retailing-Wholesaling and Logistics, Retail Distribution System in India		
Text Book(s)		
1.	Philip Kotler and Kevin Keller, Marketing Management, 15th edition, PHI, 2016	
2.	V.S.Ramaswamy and S.Namakumari, Marketing Management Planning Implementation and Control, The Indian Context, 'Noida; Macmillan India, 2013	
Reference (s)		
1.	Duglas, J Darymple, Marketing Management Text and Cases , John Wiley & Sons, 7 th Edition 2017	
2.	Micheal R Czinkota& Masaaki Kotabe, Marketing Management, Vikas Thomson Learning, 2000	
3.	Marketing, Paul Baisen et al, Oxford University Press, 2008	
4.	Paul Baines, Chriss Fil Kelly, Marketing, Asian Edition, II Edition	



Regulation 2018		Semester II	Total Hours			60
Category	Course Code	Course Name	Hours / Week			C
			L	T	P	
C	PBA18202	PRODUCTION MANAGEMENT	3	1	0	4

Course Objective (s): The purpose of learning this course is to:

1	Develop an understanding of how the operations, have strategic importance and can provide a competitive advantage in the workplace.
2	Aware about various tools and techniques used by industry for enhancing operational efficiency
3	Understand the relationship between operations and other business functions.
4	Understand techniques of location and facility planning; line balancing; job designing; and capacity planning in operations management.
5	Understand the Materials Management function starting from Demand Management through Inventory Management.

Course Outcome (s) (COs): At the end of this course, learners will be able to:

CO1	Acquire knowledge about the basic concepts of production and operations management, Types of production system
CO2	Understand the factors affecting the location decisions, types of plant layout and inventory Control techniques
CO3	Understand MRP, MRP II and ERP, MPS and lot sizing techniques
CO4	Know the dimensions of product and service quality, procedure for obtaining ISO certification and PDCA cycle
CO5	Analyze the importance of work measurement in improving the productivity of the Organization

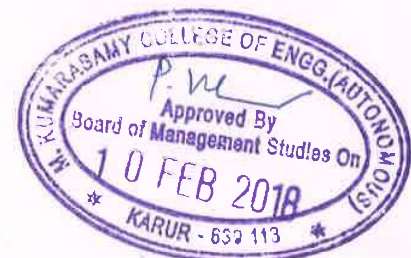
CO-PO Mapping

COS	Pos										PSOs	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO 1	PSO 2
CO1	1	1	1	3	-	-	1	1	-	2	3	2
CO2	1	1	1	3	-	-	1	1	-	2	3	2
CO3	1	1	1	3	2	-	1	1	-	2	3	2
CO4	1	1	1	3	-	-	1	1	-	2	3	2
CO5	2	2	2	3	-	2	2	2	-	3	3	3
CO (Avg)	1.2	1.2	1.2	3	2	2	1.2	1.2	-	2.2	3	2.2

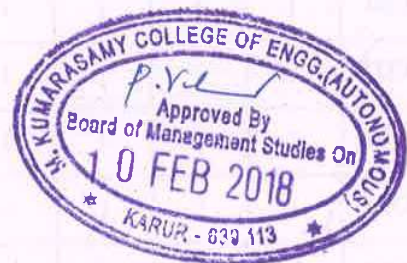
1: Slight (Low)

2: Moderate (Medium)

3: Substantial (High)



UNIT I	INTRODUCTION	12
Production and Operations Management-Evolution-Functions-Characteristics –Types of Production System-Computer Integrated Manufacturing and Service Systems-Priorities and Challenges of Operations Management-Recent Trends in POM		
UNIT II	PRODUCTION PLANNING AND INVENTORY MANAGEMENT	12
Factors Affecting Location Decisions and Techniques-Plant Layout Concepts-Types of Layout and their Characteristics-Inventory Functions & Types of Inventories- EOQ (Problem)-ABC Systems		
UNIT III	PROCESS PLANNING	12
Process Planning Characteristics and Functions-Aggregate Production Planning Framework and Strategies-MRP, MRP-II and ERP-Master Production Schedule - Capacity Requirement Planning Process		
UNIT IV	TOTAL QUALITY MANAGEMENT	12
Dimensions of Quality Management-Quality in Sales and Services-Introduction to ISO Standards- Procedures for obtaining ISO Certificates-Six Sigma-KANBAN-KAIZEN-5S-JIT-Lean Manufacturing Techniques- Waste Management-PDCA Cycle		
UNIT V	WORK MEASUREMENT AND PRODUCTIVITY	12
Time Study, Method Study, Work Measurement Methods-Using Work Measurement for Increasing Productivity-Productivity-Measuring Productivity-Methods to Improve Productivity		
Text Books(s)		
1.	Mahadevan.B, Operations Management : Theory and Practice, Pearson Education, 2 nd Edition, 2009	
2.	Norman Gaither and Greg Frazier, Operations Management, New Delhi; Thomson Learning Inc, 2010	
Reference (s)		
1.	S.N.Chary, Production and Operations Management, New Delhi; Tata McGraw Hill, 2009	
2.	Heizer J and Render B, Operations Management, Prentice Hall New Jersey, 9 th Edition, 2007	
3.	Richard B Chase, Ravi Shankar, F.Robert Jacobs, Nicholas J Aquilano, Operations and Supply Management, Tata McGraw Hill, 12 th Edition, 2010	
4.	KanishkaBedi, Production and Operations Management, New Delhi: Oxford University Press, 2011	



Regulation 2018		Semester II				Total Hours			60			
Category	Course Code	Course Name				Hours / Week			C			
						L	T	P				
C	PBA18203 (R)	FINANCIAL MANAGEMENT				3	1	0	4			
Course Objective (s): The purpose of learning this course is to:												
1	Facilitate the students to understand the operational nuances of a Finance Manager and comprehend the technique of making decisions related to finance function.											
2	Provide an in-depth view of the process in financial management of the firm.											
3	Develop knowledge on the allocation, management and funding of financial resources.											
4	Improving students' understanding of the time value of money concept and the role of a financial manager in the current competitive business scenario.											
5	Enhancing student's ability in dealing short-term dealing with day-to-day working capital decision; and also longer-term dealing, which involves major capital investment decisions and raising long-term finance.											
Course Outcome (s) (COs): At the end of this course, learners will be able to:												
CO1	Get the knowledge of basic concepts of Financial Management											
CO2	Students can compare Investments and Select the best investment alternative											
CO3	Acquaint Knowledge for computing cost of capital											
CO4	Able to understand the concept of Leverage and dividend											
CO5	Able to prepare working capital requirements for business operations											
CO-PO Mapping												
COS	Pos										PSOs	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO 1	PSO 2
CO1	1	2	1	1	3	1	3	1	1	1	2	2
CO2	2	3	2	1	3	3	3	1	1	3	2	3
CO3	1	1	1	1	3	1	1	1	1	1	2	2
CO4	1	1	1	1	3	1	1	1	1	1	1	1
CO5	1	1	1	1	3	1	1	2	2	2	3	3
CO (Avg)	1.2	1.6	1.2	1	3	1.4	1.8	1.2	1.2	1.6	2	2.2

1: Slight (Low)

2: Moderate (Medium)

3: Substantial (High)



UNIT I	INTRODUCTION TO FINANCIAL MANAGEMENT	12
Financial Management Objectives- Functions- Scope- Structure of Finance Department in an Organization- Function of Financial Manager - Time Value of Money- Compounding & Discounting Factors.		
UNIT II	PRINCIPLES OF CAPITAL BUDGETING	12
Principles and Nature of Capital Budgeting- Evaluation Techniques: Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index, Problem Solving Techniques, Financial Modelling.		
UNIT III	CAPITAL STRUCTURE AND COST OF CAPITAL	12
Meaning of Capital structure – Theories of capital Structure – Computation of Valuation of Firm. Meaning - Cost of Capital - Computation of Cost of Equity Shares-Preference Shares- Debentures- Retained Earnings- Weighted Average Cost of Capital.		
UNIT IV	LEVERAGE ANALYSIS AND DIVIDEND POLICY	12
Leverage Analysis : Meaning of Leverage – Types, Computation of Leverages - EBIT - EPS analysis- Indifference Point Analysis (Problems) Dividend Policy: Meaning of Dividend , Types/Forms of Dividends – Dividend Theories –Dividend Policy – Walter’s Model and Gordon’s Model.		
UNIT V	WORKING CAPITAL AND INVENTORY MANAGEMENT	12
Introduction - Types of Working Capital –Estimation of Working Capital Requirements (Problems) Inventory Management – Kinds of Inventories, Objectives of Inventory Management, Tools and Techniques of Inventory Management.(Theory). Receivables and Payable Management.		
Reference (s)		
1.	Kalpesh Ashar (2019), ‘Financial Management’, 4 th Edition, Vibrant Publishers.	
2.	Prasanna Chandra (2019),‘Financial Management’,10 th Edition, McGraw- Hill	
3.	Khan M Y and Jain P K, Financial Management Text, Problems and cases,8 th Edition, McGraw Hill Education Pvt,Ltd New Delhi,2018.	
4.	Sheridan Titman, Arthur J. Keown, John D. Martin (2019), ‘Financial Management Principles and Applications’, 13 th Edition, Pearson Education.	
5.	I M Pandey (2015), ‘Financial Management’, 12 th Edition, Vikas Publishing House.	
6.	Prasanna Chandra (2015),‘ Fundamentals of Financial Management’,9 th Edition, Tata McGraw- Hill	
7.	Khan M Y and Jain P K, Financial Management Text, Problems and cases,6 th Edition, McGraw Hill Education Pvt,Ltd New Delhi,2011.	
8.	P.V. Kulkarni B.G. Satyaprasad (2007), ‘Financial Management’, 13 th Edition, Himalaya Publishing House.	

60% Theory and 40% Problem



Regulation 2018		Semester II	Total Hours			45
Category	Course Code	Course Name	Hours / Week			C
			L	T	P	
C	PBA18204 (R)	HUMAN CAPITAL MANAGEMENT	3	0	0	3

Course Objective (s): The purpose of learning this course is to:

1	Enable the students to understand the HR Management and system at various levels in general and in certain specific industries or organizations.
2	Help the students focus on and analyze the issues and strategies required to select and develop manpower resources
3	Develop relevant skills necessary for application in HR related issues.
4	Enable the students to integrate the understanding of various HR concepts along with the Domain concept in order to take correct business decisions
5	Understand the issues and process of recruitment, Selection, Training, PA and other factors that comply with HRM

Course Outcome (s) (COs): At the end of this course, learners will be able to:

CO1	Understand the basic knowledge on HRM concepts.
CO2	Know about recruitment and selection process carried out in different types of concern.
CO3	Know the advantages of training programs provided by organization and be in a position to conduct training need analysis.
CO4	Possess knowledge on handling grievances in working environment.
CO5	Able to differentiate between domestic and international HRM.

CO-PO Mapping

COS	Pos										PSOs	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO 1	PSO 2
CO1	-	2	1	2	1	1	1	2	1	1	1	2
CO2	-	3	-	-	2	1	-	1	1	1	1	2
CO3	-	-	-	-	-	-	1	1	-	1	1	-
CO4	-	-	-	-	-	2	-	-	-	1	1	1
CO5	-	-	-	-	-	-	-	-	1	1	1	1
CO (Avg)	-	2.5	1	2	1.5	1.3	1	1.3	1	1	1	1.5

1: Slight (Low)

2: Moderate (Medium)

3: Substantial (High)



UNIT I	INTRODUCTION	9
Meaning and Definition of HRM -Importance of HRM, Scope of HRM - Objectives and Functions of HRM, Models of HRM, Challenges to HRM - Role of HRM – Computer Application in HRM – HR Accounting and Audit		
UNIT II	HUMAN RESOURCE PLANNING	9
Importance of Human Resource Planning- Forecasting Human Resource Requirement- Matching Supply and Demand- Source of Recruitment , Selection Process - Induction, Placement- Talent Management-Employee Retention. – Socialization Benefits		
UNIT III	TRAINING AND DEVELOPMENT	9
Principles of Learning, Objectives, Training Process-Types of Training Methods- –Purpose-Benefits. Management Development: Meaning, Scope-Objectives - Methods. Executive Development Programmes - Benefits – Self development - Knowledge Management .		
UNIT IV	PERFORMANCE MANAGEMENT	9
Performance Management Cycle- Performance Appraisal Process- Methods - Factors that Distort Appraisal, Wage and Salary Administration - Principles and Techniques of Wage Fixation. Job Evaluation- Incentive Schemes-Compensation Plan – Reward - Grievance Handling- Trade Unionism and Collective Bargaining. Career Management : Career Planning and Development.		
UNIT V	INTERNATIONAL HRM	9
Perspective and Practices of International Human Resource Management- Competencies Required for International Managers. HR Challenges & Opportunities : Domestic & MNC Perspectives- Careers in International Business – Technology and HR-Happiness Index-Human Capital Index.		
Reference (s)		
1.	K. Aswathappa “Human Resource Management, Text & Cases”, Tata McGraw Hill, 8 th edition, 2017	
2.	Biswajeet Pattanayak, “Human Resources Management”, PHI Learning, Delhi, 5 th edition, (2018).	
3.	Gary Dessler and Biju Varkkey “Human Resource Management”, Pearson, 15th edition, 2016.	
4.	Biswajeet Pattanayak, -Human Resource Management, New Delhi: Prentice Hall of India, 4 th edition 2014.	
5.	Seema Sanghi, “Human Resources Management”, Vikas Publishing House, New Delhi, 2 nd Edition, (2014).	



Regulation 2018		Semester II	Total Hours			60
Category	Course Code	Course Name	Hours / Week			C
			L	T	P	
F	PMA18202	OPERATIONS RESEARCH	3	1	0	4

Course Objective (s): The purpose of learning this course is to:

1	Acquire knowledge in the basic concepts of operations research
2	Understand how to apply the basic concepts of Linear Programming Problems, Inventory Controls and Queuing Theory on business management activities with least utilization of resources

Course Outcome (s) (COs): At the end of this course, learners will be able to:

CO1	Formulate real-world problems as a linear programming model and describe the theoretical workings
CO2	Perform sensitivity analysis to identify the direction and magnitude of change of a linear programming model's optimal solution as the input data change
CO3	Apply the knowledge of game theory concepts to articulate real-world decision situations for identifying, analyzing and practicing strategic decisions to counter the consequences
CO4	Understand and analyze managerial problems in industry so that they are able to use the resources efficiently
CO5	Use Queuing theory concepts in solving real problems arise in industry

CO-PO Mapping

COS	POs										PSOs	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO 1	PSO 2
CO1	2	1	2	-	2	1	1	-	-	-	2	2
CO2	2	1	2	-	2	1	2	-	-	-	2	2
CO3	2	1	2	-	2	1	2	-	-	-	2	2
CO4	2	1	2	-	2	1	1	-	-	-	2	2
CO5	1	1	2	-	2	1	1	-	-	-	2	1
CO (Avg)	1.8	1	2	-	2	1	1.4	-	-	-	2	1.8



UNIT I	LINEAR PROGRAMMING	12
Linear Programming - Formulation of LPP - Solution by Graphical and Simplex methods (Penalty & Two Phase).		
UNIT II	TRANSPORTATION AND ASSIGNMENT MODELS	12
Transportation Models - Balanced and Unbalanced Cases - Initial Basic feasible solution (NWCM, LCM, VAM Methods) - Optimal solution by modified distribution method - Assignment Model - Balanced and Unbalanced cases - Solution by Hungarian Method - Travelling sales man problem.		
UNIT III	INVENTORY MODELS AND GAME THEORY	12
Inventory models - EOQ and EBQ Models (With and Without Shortages) - Quantity Discount Models - Game theory - Game with pure and mixed strategies - Dominance Property - Graphical Method for 2xn and mx2 - Decision tree.		
UNIT IV	SEQUENCING AND PROJECT MANAGEMENT	12
Sequencing - Processing n jobs through two machines - Processing n jobs through m machines - Project Management - Construction of a network - Critical Path Method - PERT Analysis and problems - Crashing of Project Network.		
UNIT V	QUEUING THEORY AND REPLACEMENT MODELS	12
Queuing theory - Terminologies of queuing system - Queuing Models: Queue with infinite capacity (M/M/1) : (∞ /FIFO) - Queue with finite capacity (M/M/1) : (N/FIFO) - Queue with parallel channel system (M/M/C):(∞ /FIFO) - Queue with parallel channels and limited capacity(M/M/C):(N/FIFO) - Replacement models - Individual Replacement models and Group replacement models.		
Reference (s)		
1	Paneerselvam R (2008), 'Operations Research', 4 th Edition, Prentice Hall of India.	
2	Hamdy A Taha (2009), 'Introduction to Operations Research', 8 th Edition, Pearson Education.	
3	Donald Gross & Carl M.Harris (2012), 'Fundamentals of Queuing Theory', 4 th Edition, Wiley India Pvt. Ltd.	
4	Sankara Iyer P (2008), 'Operations Research', 2nd Edition, Tata McGraw Hill.	
5	Frederick & Mark Hillier (2005), 'Introduction to Management Science - A Modeling and case studies approach with spreadsheets', 3rd Edition, Tata McGraw Hill.	
6	Kalavathy S (2004), 'Operations Research', 2nd Edition, Vikas Publishing House.	



Regulation 2018		Semester II	Total Hours			60
Category	Course Code	Course Name	Hours / Week			C
			L	T	P	
C	PBA18206 (R)	RESEARCH METHODOLOGY	3	1	0	4

Course Objective (s): The purpose of learning this course is to:

1	Provide insight on basic of research methodologies
2	Provide proper insights on different scales and measurements
3	Create awareness on various research approaches and data collections
4	Apply specific statistical techniques using SPSS to draw inferences for decision making
5	Present the results of the research in appropriate way

Course Outcome (s) (COs): At the end of this course, learners will be able to:

CO1	Aware of the various elements of research and its applications in business
CO2	Relate the different measurement and scaling techniques
CO3	Examine the different method of data collection and sampling techniques
CO4	Assess the data through hypothesis formulation and statistical techniques
CO5	Generate effective research report

CO-PO Mapping

COS	Pos										PSOs	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO 1	PSO 2
CO1	1	1	3	1	3	1	1	1	2	1	3	3
CO2	1	1	2	1	2	1	1	1	1	1	3	2
CO3	1	1	3	2	3	2	1	1	2	1	3	2
CO4	1	1	2	2	2	2	1	1	1	1	3	2
CO5	1	1	2	1	2	1	1	1	1	1	3	2
CO (Avg)	1	1	2.4	1.4	2.4	1.4	1	1	1.4	1	3	2.2

1: Slight (Low)

2: Moderate (Medium)

3: Substantial (High)



UNIT I	INTRODUCTION	12
Business Research – Definition and Significance – The Research Process – Types of Research – Exploratory and Causal Research – Theoretical and Empirical Research – Cross –Sectional and Time – Series Research – Research Questions / Problems – Research Objectives – Research Hypotheses – Characteristics – Research in an Evolutionary Perspective – The Role of Theory in Research		
UNIT II	RESEARCH DESIGN AND MEASUREMENT	12
Research Design – Definition – Types of Research Design – Exploratory and Causal Research Design – Descriptive and Experimental Design – Different Types of Experimental Design – Validity of Findings – Internal and External Validity – Variables in Research – Measurement and Scaling – Different Scales – Construction of Instrument – Validity and Reliability of Instrument		
UNIT III	DATA COLLECTION	12
Types of Data – Primary vs Secondary Data – Methods of Primary Data Collection – Survey vs Observation – Experiments – Construction of Questionnaire and Instrument – Validation of Questionnaire – Sampling Plan – Sample Size – Determinants Optimal Sample Size – Sampling Techniques – Probability vs Non-Probability Sampling Methods		
UNIT IV	DATA PREPARATION AND ANALYSIS	12
Data Preparation – Editing – Coding –Data Entry – Validity of Data – Qualitative vs Quantitative Data Analyses – Bivariate and Multivariate Statistical Techniques – Factor Analysis – Discriminant Analysis – Cluster Analysis – Multiple Regression and Correlation – Multidimensional Scaling – Conjoint Analysis - Application of Statistical Software for Data Analysis. Non -Parametric Test : Comparisons between Mean and Variance.		
UNIT V	REPORT DESIGN, WRITING AND ETHICS IN BUSINESS RESEARCH	12
Research Report – Different Types – Contents of Report – Need of Executive Summary – Chapterization – Contents of Chapter – Report Writing – The Role of Audience – Readability – Comprehension – Tone – Final Proof – Report Format – Title of the Report – Ethics in Research – Ethical Behaviour of Research – Subjectivity and Objectivity in Research.		
Text Book (s)		
1.	Uma Sekaran and Roger Bougie, Research methods for Business, 5th Edition, Wiley India, New Delhi, 2012.	
Reference (s)		
1.	Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, 11th Edition, Tata Mc Graw Hill, New Delhi, 2012.	
2.	Alan Bryman and Emma Bell, Business Research methods, 3rd Edition, Oxford University Press, New Delhi, 2011.	
3.	William G Zikmund, Barry J Babin, Jon C.Carr, Atanu Adhikari, Mitch Griffin, Business Research methods, A South Asian Perspective, 8th Edition, Cengage Learning, New Delhi, 2012.	



Regulation 2018		Semester II	Total Hours			45
Category	Course Code	Course Name	Hours / Week			C
			L	T	P	
C	PBA18207	INTERNATIONAL BUSINESS MANAGEMENT	3	0	0	3

Course Objective (s): The purpose of learning this course is to:

- 1 enable the students to understand the concepts of International business & Globalization and get awareness about Regional trade blocks, Export & Import procedures etc.

Course Outcome (s) (COs): At the end of this course, learners will be able to:

- CO1 understand the basic concepts of international business and globalization.
 CO2 know about international trade theories and regional trade blocks.
 CO3 acquire knowledge on organizational structure and functions of GATT and WTO.
 CO4 analyze the factors that contribute for growth of MNC's and export import procedures.
 CO5 acquire knowledge on controlling mechanisms

CO-PO Mapping

COS	Pos										PSOs	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO 1	PSO 2
CO1	-	2	1	2	1	1	1	2	1	1	1	2
CO2	-	3	-	-	2	1	-	2	1	1	2	2
CO3	-	-	-	-	2	-	1	2	-	-	-	-
CO4	-	-	-	-	-	2	-	-	-	-	1	1
CO5	-	3	-	-	-	-	-	-	1	1	1	1
CO (Avg)	-	2.6	1	2	1.6	1.3	1	2	1	1	1.25	1.5

1: Slight (Low)

2: Moderate (Medium)

3: Substantial (High)



UNIT I	INTRODUCTION	9
Meaning – Forms of International Business – International Orientations — International Business Decisions – Problems in International Business – Globalization -Meaning-Drivers and Restrainers of Globalization-Advantages of Globalization		
UNIT II	INTERNATIONAL BUSINESS ENVIRONMENT	9
Economic Environment- Social / Cultural Environment- Political – Technological Environment. International trade theories – Mercantilism Theory – Theory of Absolute Advantage & Comparative Advantage – Heckscher – Ohlin Theory – The Product Life Cycle Theory – National Competitive Advantage Theory (Porter’s Diamond Model). Regional Trade Blocks-Types –Advantages and Disadvantages.		
UNIT III	WTO and GATT	9
Promotion of Global Business- The Role of GATT/WTO – The Uruguay Round Package – Organizational Structure of WTO – WTO and Anti – Dumping Measures – WTO – The Third Pillar in the Global Business- Ministerial Conferences of the WTO – India and the WTO.		
UNIT IV	MULTI NATIONAL CORPORATIONS	9
Definitions and Concepts – Factors that Contribute for Growth of MNCs – Advantages and Disadvantages of MNC’s —Export Procedures-Import Procedures— MNCs in India.		
UNIT V	CONTROLLING AND EVALUATION OF INTERNATIONAL BUSINESS	9
Control for MNCs – Performance Indicators – Organization Structure and Relationships – Control Mechanisms.		
Reference (s)		
1.	K.Asathappa, -International Business, Second Edition – Tata McGraw Hill Publishing – 2013.	
2.	P.Subba Rao, -International Business Text and Cases – Himalaya Publishing House – Revised Edition 2013.	
3.	Francis Cherunilam – International Business Text and Cases – Prentice Hall Publishing – Revised Edition 2014	
4.	John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, New Delhi, 2000.	



Regulation 2018		Semester II	Total Hours			30
Category	Course Code	Course Name	Hours / Week			C
			L	T	P	
P	PBA18208P (R)	BUSINESS APPLICATION SOFTWARE	0	0	4	2

Course Objective (s): The purpose of learning this course is to:

1	Learn basics of MS-Word, MS-Excel, MS-PowerPoint to enable to apply in business research
2	Know accounting software Tally for manage the financial activities of business Gain practical knowledge of SPSS analysis tools
3	Know how to manage the data in SPSS software
4	Get more exposure in SPSS to apply in business research.
5	Know about the applications which are using for official meetings during the emerging situations

Course Outcome (s) (COs): At the end of this course, learners will be able to:

CO1	Apply the fundamentals of MS Office Packages.
CO2	Understand the essence of Tally and its different applications.
CO3	Understand the elements of SPSS packages in business research.
CO4	Gain Knowledge about analysis data by using SPSS package.
CO5	Understand about online Meeting Applications

CO-PO Mapping

COS	Pos										PSOs	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO 1	PSO 2
CO1	-	2	1	2	1	1	1	2	1	1	1	2
CO2	-	3	-	-	2	1	-	2	1	1	2	2
CO3	-	-	-	-	2	-	1	2	-	-	-	2
CO4	-	-	-	-	-	2	-	-	-	-	1	2
CO5	-	3	-	-	-	-	-	-	1	1	1	2
CO (Avg)	-	2.6	1	2	1.6	1.3	1	2	1	1	1.2	2

1: Slight (Low)

2: Moderate (Medium)

3: Substantial (High)



UNIT I	MS OFFICE	7
MS Word Create, Apply and Edit Styles- Insert Comments, Footnote- Endnote & Bookmarks- Merge Documents- Mail Merge, and Labels.		
MS PowerPoint Presentation Apply Design Template-Slide Transitions- Custom Animation- Hyperlink- Speaker Notes- Print Handouts, and Screen Navigation Tools- Movie Maker.		
MS Excel Formatting Techniques: Conditional Formatting, Naming Ranges and Cells & Auto-Filter and Advanced Data Filtering.		
UNIT II	TALLY	7
Creating Company- Masters-Ledgers- Vouchers- Recording Transaction- Report Generation. Basics of ERP and SAP.		
UNIT III	SPSS (STATISTICAL PACKAGE FOR SOCIAL SCIENCES)	7
Tools for Exploring Data- Creating and Editing a Data File. Listing Cases, Replacing Missing Values, Computing New Variables, Recording Variables, Exploring Data, Selecting Cases, Sorting Cases, Merging Files.		
UNIT IV	TOOLS FOR ANALYSIS	7
Tools for Descriptive Statistics - Tools for Parametric and Non Parametric Tests, Graphs: Creating and Editing Graphs and Charts Frequencies: Frequencies, Bar Charts, Histograms, Percentiles. Cross Tabulation and Chi-Square Analysis. The MEANS Procedure. Bivariate Correlation , Regression		
UNIT V	ONLINE MEETING APPLICATION	7
Online Meeting Application Tools: Google Hangouts – Microsoft Team – Zoom Meeting – GoToMeeting - Cisco WebEx - Skype		
Reference (s)		
1.	Joyce Cox, -The 2007 Microsoft Office System Step by Step, Microsoft Press, 2007.	
2.	Curtis D. Frye, Microsoft Office Excel 2007 Step by Step, Microsoft Press, 2007.	
3.	Frederick S Hiller and Mark S Hiller, -Introduction to Management Sciencel, New Delhi: Tata Mc Graw Hill, 2008.	
4.	Kogent Learning Solutions Inc., -TALLY.ERP 9 in Simple Steps, New Delhi: Wiley, 2012.	
5.	Carver and Nash, -Data Analysis with SPSS Version 17, New Delhi: Cengage Learning, 2011.	



Regulation 2018		Semester III	Total Hours			60
Category	Course Code	Course Name	Hours / Week			C
			L	T	P	
C	PBA18301 (R)	STRATEGIC MANAGEMENT	4	0	0	4

Course Objective (s): The purpose of learning this course is to:

1	Understand the various strategies used by various industries across the globe.
2	Discuss impact of the strategy and get unique ideas through analyzing various past and current success and failure case studies.
3	Specify the organization's mission, vision and objectives, and to equip with skills required to manage business and non-business organizations.
4	Adopt a functional approach to management developing policies and plan to understand the analysis and implementation of strategic management in strategic Business Units.
5	Provides insights into various corporate and business level strategies.

Course Outcome (s) (COs): At the end of this course, learners will be able to:

CO1	Understand the strategic management process and developing strategic vision, mission and objectives.
CO2	Know the methodology of industry environmental scanning.
CO3	Identify the different types of strategies and its applications.
CO4	Understand the design and establishing strategic control system.
CO5	Identify the recent strategies and its trends, managing technology and innovation.

CO-PO Mapping

COS	Pos										PSOs	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO 1	PSO 2
CO1	-	2	1	2	1	1	1	2	1	1	1	2
CO2	-	3	-	-	2	1	-	2	1	1	2	2
CO3	-	-	-	-	-	-	1	2	-	-	-	-
CO4	-	-	-	-	-	2	-	-	-	-	1	1
CO5	-	-	-	-	-	-	-	-	1	1	1	1
CO (Avg)	-	2.5	1	2	1.5	1.3	1	2	1	1	1.2	1.5

1: Slight (Low)

2: Moderate (Medium)

3: Substantial (High)



UNIT I	CONCEPTUAL FRAMEWORK OF STRATEGIC MANAGEMENT	12
Strategy, Strategic Management Process-Developing a Strategic Vision, Mission, Setting Objectives-Indented and Emergent Strategies-Stakeholders Role in Business - Corporate Governance and Social Responsibility .		
UNIT II	INDUSTRY ENVIRONMENTAL SCANNING	12
External Environmental Factor Analysis-Porter's Five Forces Model-Generic Building Blocks of Competitive Analysis-IFE Matrix, SWOT Matrix -Competitive Changes During Industry Life Cycle-Avoiding Failures and Sustaining Competitive Advantage- VRIO Framework- Structure-Conduct-Performance Model- Real Time Failure Business Case Analysis		
UNIT III	TYPES OF STRATEGIES	12
Corporate Level Strategy-Business Level Strategy-Building Competitive Advantage through Functional Level Strategies-BCG Matrix-ETOP Analysis- GE 9 Cell Matrix - Disruptive Strategies -Vertical Integration-Diversification and Strategic Alliances- Merger and Acquisition-GAP Analysis-Balance Score Card- McKinsey's 7S Framework .		
UNIT IV	STRATEGIC IMPLEMENTATION AND EVALUATION	12
Designing Organizational Structure-Strategy Implementation Process- Designing and Establishing Strategic Control System - Responsibility Centres - Strategic Change - Strategic Leadership .		
UNIT V	RECENT TRENDS	12
Outsourcing Strategy-Blue Ocean Strategy- Defensive Strategies - Website Strategies -Managing Technology and Innovation - Strategic Issues for Non Profit Organizations - Real Time Successful Business Case Analysis .		
Text Books (s)		
1.	Hill, Schilling, Jones, Strategic Management: An Integrated Approach- Theory & Cases- 13 th Edition, Cengage.	
2.	Fred.R.David (2011), -Strategic Managementl -Concepts and Casesl, 13 th Edition, Prentice Hall India.	
3.	Thomas L. Wheelmen and J. David Hunger, "Concepts in Strategic Management and Business Policy: Toward Global Sustainability", (14th ed.), Pearson Education, 2016.	
4.	Strategic Management The Indian Context , 5 th Edition ,R.Srinivasan, PHI Learning Pvt Ltd. 2016	
Reference (s)		
1.	John A Pearce, Richard Robinson, Amita Mital, "Strategic Management", (12th ed.), Tata McGraw-Hill, 2016.	
2.	Thomas L Wheelen and J. David Hunger, Essentials of Strategic Management, Prentice Hall, 2010.	
3.	Robert A Pitts and David Lei Thomson, Strategic Management, South Western Publishers: 2006.	
4.	John A Pearce and Richard B Robinson, Strategic Management, New Delhi: Tata McGraw Hill, 2008.	
5.	Business Policy and Strategic Management-M.Jayarathnam-3 rd Edition-Himalaya Publications, 2009.	



Regulation 2018		ELECTIVE - MARKETING	Total Hours			45
Category	Course Code	Course Name	Hours / Week			C
			L	T	P	
E	PBA183M2	CUSTOMER RELATIONSHIP MANAGEMENT	3	0	0	3

Course Objective (s): The purpose of learning this course is to:

1	Learn Customer Relationship Management concepts, techniques and strategies.
2	Understand how to build strong relationship with customers and learn how to retain the same.
3	To examine and explore the role and importance of Customer Relationship Management in today's rapidly changing business environment.
4	Focus on how Customer Relationship Management can be utilized by organizations and how its effectiveness can be measured.
5	Know the key elements of Customer Relationship Marketing strategy.

Course Outcome (s) (COs): At the end of this course, learners will be able to:

CO1	Acquire knowledge on how to use CRM as a strategic marketing tool and develop CRM strategy.
CO2	Gain knowledge on methods of selecting profitable customer segments.
CO3	Understand how to acquire and retain customers.
CO4	Understand the strategy to generate sales leads.
CO5	Gain knowledge on basic concepts of data warehousing, data mining and other CRM software packages.

CO-PO Mapping

COS	Pos										PSOs	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO 1	PSO 2
CO1	-	2	1	2	1	1	1	2	1	1	2	2
CO2	-	3	-	-	2	1	-	1	1	1	2	2
CO3	-	-	-	-	-	-	1	1	-	-	-	-
CO4	-	-	-	-	-	2	-	-	-	-	1	1
CO5	-	-	-	-	-	-	-	-	1	1	1	1
CO (Avg)	-	2.5	1	2	1.5	1.3	1	1.3	1	1	1.5	1.5

1: Slight (Low)

2: Moderate (Medium)

3: Substantial (High)



UNIT I	INTRODUCTION	9
Definitions - Concepts and Context of Relationship Management – Evolution - Transactional Vs Relationship Approach – CRM as a Strategic Marketing Tool – CRM Significance to the Stakeholders.		
UNIT II	UNDERSTANDING CUSTOMERS	9
Customer Information Database – Customer Profile Analysis - Customer Perception, Expectations Analysis– Customer Behavior in Relationship Perspectives- Individual and Group Customer's - Customer Life Time Value – Selection of Profitable Customer Segments.		
UNIT III	MANAGING CUSTOMER RELATIONSHIPS	9
Creating and Managing Networks- Creating Value for Customers- Zone of Tolerance- Managing the Customer Lifecycle: Customer Acquisition- Strategies for Profitable Dialog with Customers- Customer Retention and Development- Customer Loyalty and Involvement- Role of CRM Managers.		
UNIT IV	DEVELOPING CRM STRATEGY	9
Sales-force Automation-Marketing Automation-Service Automation - Call Center Management- Big Data Analysis - Management of Big Data - Sales force.com- Lead Generations Strategy.		
UNIT V	TRENDS IN CRM	9
e-CRM Solutions – Data Warehousing – Design Considerations, Approaches, Architecture- Data Mining for CRM – Techniques, Tools & Platform, Data Mining Best Practices- Click Stream Analysis- An Introduction to CRM Software Packages- Siebel, Oracle, People soft, My SAPCRM.		
Text Books (s)		
1.	Buttle, F. (2014), Customer Relationship Management (Concept and Tools), Elsevier Butterworth- Heinemann, Oxford, UK.	
2.	Customer Relationship Management, Concept, Strategy and Tools ,3 rd Edition, V. Kumar & Werner Reinartz, Springer Texts in Business and Economics, 2018.	
Reference(s)		
1.	G.Shainesh, Jagdish, N.Sheth, Customer Relationships Management- Strategic Perspective, Mac millan, 2013.	
2.	H.Peeru Mohamed and A.Sahadevan, Customer Relations Management, Vikas Publishing, 2014.	
3.	Francis Buttle, Customer Relationship Management: Concepts & Tools, Elsevier, 2012.	
4.	Zikmund. Customer Relationship Management, Wiley, 2012.	
5.	Anil Maheswari, Data Analytics, Mc Graw Hill Education (India) Private Limited, 2014.	



Regulation 2018		ELECTIVE – MARKETING	Total Hours			45
Category	Course Code	Course Name	Hours / Week			C
			L	T	P	
E	PBA183M3	DIGITAL AND SOCIAL MEDIA MARKETING	3	0	0	3

Course Objective (s): The purpose of learning this course is to:

- 1 Familiarize the students on digital marketing concepts.
- 2 Equip the students on designing content for digital marketing.
- 3 Enable the students to develop and implement digital marketing initiatives.
- 4 Know the key elements of a digital marketing strategy.
- 5 Study how the effectiveness of a digital marketing campaign can be measured.

Course Outcome (s) (COs): At the end of this course, learners will be able to:

- CO1 Summarize the basic digital marketing concepts and channels
- CO2 Develop the display ads and implant with other platforms
- CO3 Apply the digital marketing strategies for mobiles and various displays
- CO4 Evaluate the digital analytics reports
- CO5 Apply the social media marketing strategies in business organization

CO-PO Mapping

COS	Pos										PSOs	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO 1	PSO 2
CO1	2	2	1	2	-	1	2	-	2	1	3	3
CO2	2	2	1	2	-	1	2	-	3	1	3	3
CO3	2	2	1	2	-	1	3	-	3	1	3	3
CO4	3	2	3	2	-	3	3	2	2	3	3	3
CO5	2	2	1	2	-	1	3	-	3	1	3	3
CO (Avg)	2.2	2	1.4	2	-	1.4	2.6	2	2.6	1.4	3	3

1: Slight (Low)

2: Moderate (Medium)

3: Substantial (High)



UNIT I	INTRODUCTION TO DIGITAL MARKETING	9
Concepts, Key Elements, Social Media Networking Sites, Characteristics & Implications of Digital Marketing. Search Engine Optimization: Concepts, Benefits of SEO, Search Behaviour, Optimization Process, Analysis and Review		
UNIT II	DIGITAL DISPLAY ADVERTISING	9
Concepts, Advantages & Disadvantages of Digital Display, Ad Formats, Campaign Planning and Budget, Campaign Tracking and Optimization. Ecommerce: Portals and Communities – Tie ups		
UNIT III	MOBILE AND EMAIL MARKETING	9
Mobile Marketing: Concepts, SMS content, SMS Strategy, Mobile App, Mobile Advertising		
Email Marketing: Data Email Marketing Process, Design and Content, Delivery and Discovery		
UNIT IV	DIGITAL ANALYTICS	9
Dashboards, Bounce Rate, Site Speed, Site Search, Conversions, Real Time Reporting, Intelligence Reporting, Customized Reporting		
UNIT V	TRENDS IN SOCIAL MARKETING	9
Future of Social Marketing - Setting Priorities in Social Marketing - Repositioning Strategies- Future of Public Sector – NGO - Private Sector Social Marketing. Social Media Marketing - Importance - Big Brands & Small Business - Social Media Tools –Marketing with Social Network Sites, Blogging, Micro Blogging, Podcasting with Podomatic		
Text Books (s)		
1.	Ian Dodson, The Art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns, New Jersey, John Wiley & Sons, 2016	
2.	Alan R. Andreasen, Social Marketing in the 21 st Century, Sage Publication, 2012	
Reference(s)		
1.	Bell, David R., The Surprising Influence of the Real World on How we Search, Shop, and Sell in the Virtual One, Boston, New Harvest, 2014	
2.	Kaufman, Ira and Chris Horton, Digital Marketing: Integrating Strategy and Tactics with Values, New York, Routledge, 2014	
3.	Stokes, Rob and the Minds of Quirk, eMarketing: The Essential guide to Marketing in a Digital World, Quirky Education (Pty.) Ltd., 5 th Edition, 2013	
4.	Miller, Michael. The ultimate web marketing guide. Pearson Education, 2010	



Regulation 2018		ELECTIVE – MARKETING	Total Hours			45
Category	Course Code	Course Name	Hours / Week			C
			L	T	P	
E	PBA183M10	DISTRIBUTION MANAGEMENT	3	0	0	3

Course Objective (s): The purpose of learning this course is to:

1	Familiarize the students with the concepts which are helpful in developing a sound distribution policy.
2	Familiarize The Students in organizing and managing the marketing channels.
3	Identify in building a supply chain network for being competitive.
4	Understand the latest scenario in SCM and Logistics.
5	Recognize the strategies adopted for an effective SCM.

Course Outcome (s) (COs): At the end of this course, learners will be able to:

CO1	Understand Nature of Distribution Management and its Levels.
CO2	Recognize linkage between Channel Design and Channel Objectives.
CO3	Identify the relationship between channel selection and control.
CO4	Know about the role of logistics in physical distribution.
CO5	Acquainted with the impact of supply chain management in channel strategies.

CO-PO Mapping

COS	Pos										PSOs	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO 1	PSO 2
CO1	3	2	2	2	2	-	-	2	2	1	-	1
CO2	3	2	2	2	2	-	-	2	2	1	-	1
CO3	2	2	2	2	2	-	-	2	2	1	-	1
CO4	3	2	2	2	2	-	-	2	2	1	-	1
CO5	2	2	2	2	2	-	-	2	2	1	-	1
CO (Avg)	2.60	2.00	2.00	2.00	2.00	-	-	2.00	2.00	1.00	-	1.00

1:Slight (Low)

2: Moderate (Medium)

3: Substantial (High)



UNIT I	DISTRIBUTION MANAGEMENT	9
Introduction need and scope of distribution management, levels of channels, and institutions for channels- Retailing, Wholesaling, Designing Channel Systems, and Channel Management. Physical Distribution- Participants and Environment of Physical Distribution Channel Strategies, Design & Policies- Warehousing and Inventory Decisions.		
UNIT II	CHANNEL DESIGN & MEMBERS	9
Steps in Channel Design, Selection of Appropriate Channel, Channel Motivation. Marketing Channel, Function of Marketing Channel, Objective of Marketing Intermediaries Channel, Types of Intermediaries, and Contemporary Channel Scenario in India. Deciding the Number and Locations of Channel Members- Selection & Appointment of Dealers- Franchising-Telemarketing, e-marketing & Teleshopping.		
UNIT III	DISTRIBUTION PLANNING AND CONTROL	9
Selection and Motivation of Intermediaries, Channel Dynamics – Vertical Marketing Systems and Horizontal Marketing Systems, Multichannel Marketing Systems, Channel Conflict and Management, Evaluation and Control.		
UNIT IV	PHYSICAL DISTRIBUTION AND LOGISTICS	9
Issues in Physical Distribution, Distribution Channels for FMCG and Industrial Products, Sales Planning for Industrial Distributors, Logistics Integration for Customer Satisfaction, Integration of Sales and Distribution Strategy.		
UNIT V	SUPPLY CHAIN MANAGEMENT	9
Supply Chain Designs and Synchronization, Supply Chain Relationships and Supply Chain Strategies, Supply Chain Performance Measurements, Service Supply Chains, Retail Logistics and Reverse Logistics. Smart practices in SCM: 21st century Supply Chains.		
Text Books (s)		
1.	Sales and Distribution Management, Krishna K Havaldhar and Vasant M Cavale Tata Mcgraw Hill.	
2.	Sales and Distribution Management, An Indian Perspective, Pingali Venugopal, Sage Publications.	
Reference(s)		
1.	Basics of Distribution Management A Logistical Approach, Sathish K Kapoor & Purvakansal, PHI Learning.	
2.	Logistics & Supply Chain Management 5 th Edition, Martin Christopher, FT Publications.	



Regulation 2018		ELECTIVE – MARKETING	Total Hours			45
Category	Course Code	Course Name	Hours / Week			C
			L	T	P	
E	PBA183M11	ADVERTISING AND SALES PROMOTION	3	0	0	3

Course Objective (s): The purpose of learning this course is to:

1	Acquaint the students with the concepts which are helpful in developing a sound advertising concept.
2	Organize and manage effective advertising and Sales Promotion activities.
3	Introduces students about the essential concepts and techniques for the development and designing of effective Promotional Strategy.
4	Familiarize the students about the various Sales Promotional Tools.
5	Know how Advertising fits into the marketing mix.

Course Outcome (s) (COs): At the end of this course, learners will be able to:

CO1	Understand the conceptual framework of Advertising and its implications.
CO2	Recognize the Advertisement Media Planning and its impact.
CO3	Identify the different types of Advertisement as a Promotional Tool.
CO4	Evaluate the role of Advertising Agency in Marketing Mix.
CO5	Know the various tools and techniques used in sales promotion.

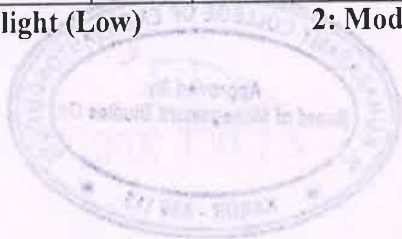
CO-PO Mapping

COS	Pos										PSOs	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO 1	PSO 2
CO1	3	2	2	2	2	-	-	2	2	1	-	1
CO2	3	2	2	2	2	-	-	2	2	1	-	1
CO3	2	2	2	2	2	-	-	2	2	1	-	1
CO4	3	2	2	2	2	-	-	2	2	1	-	1
CO5	2	2	2	2	2	-	-	2	2	1	-	1
CO (Avg)	2.60	2.00	2.00	2.00	2.00	-	-	2.00	2.00	1.00	-	1.00

1: Slight (Low)

2: Moderate (Medium)

3: Substantial (High)



UNIT I	INTRODUCTION TO ADVERTISING	9
Concept and Definition of Advertisement - Importance - Objectives - Communication Mix - Advertising and Publicity - Classification of Advertising - Social and Economic Implications of Advertisements - Setting Advertisement Objectives-Benefits of Advertising, DAGMAR Approach-Recent Trends and Relevant Case Studies in Advertising.		
UNIT II	MEDIA PLANNING AND STRATEGY	9
Advertising planning - Media plan – Type and choice criteria – Reach and frequency of advertisements – Cost of advertisements - related to sales – Media strategy and scheduling. Design and execution of advertisements -Message development- case studies.		
UNIT III	ADVERTISEMENT TYPES	9
Different types of advertisements – Layout – Design appeal – Copy structure – Advertisement production – Print – Radio. T.V. and Web advertisements – Media Research – Testing validity and Reliability of ads – Measuring impact of advertisements – Case Studies.		
UNIT IV	COPY DECISION AND ADVERTISING AGENCY	9
Advertising Copy -elements of a copy - essentials of a good copy- objectives of copy - Advertising agency - The Ad Agency's Role - Types of Ad Agencies- Evaluating Agencies- Structure and Role of a full fledge service Ad agency-Case Studies.		
UNIT V	SALES PROMOTION	9
Scope and role of sale promotion – Definition – Objectives of sales promotion - sales promotion techniques – Trade oriented and consumer oriented Sales promotion – Requirement identification – Designing of sales promotion campaign – Involvement of salesmen and dealers – Out sourcing sales Promotion -National and international promotion strategies-Case Studies .		
Text Books (s)		
1.	S.A.Chunawalla and K.C.Sethia, Foundations of Advertising Theory and Practice, Himalaya Publishing House, New Delhi.	
2.	George E Belch and Michel A Belch, Advertising & Promotion, Tata McGraw Hill, 10th edition, 2014	
Reference(s)		
1.	Parameswaran, Brand Building Advertising: Concepts and Cases, Tata Mc Graw Hill, New Delhi.	
2.	Terence A. Shimp and J.Craig Andrews, Advertising Promotion and other aspects of Integrated Marketing Communications, CENGAGE Learning, 9th edition, 2016	
3.	Julian Cummings, Sales Promotion: How to Create, Implement and Integrate Campaigns that Really Work, Kogan Page, London, Fifth Edition ,2010	



Regulation 2018		ELECTIVE – FINANCE	Total Hours			45
Category	Course Code	Course Name	Hours / Week			C
			L	T	P	
E	PBA183F1 (R)	BANKING PRINCIPLES AND PRACTICES	3	0	0	3

Course Objective (s): The purpose of learning this course is to:

1	Providing required level of basic knowledge in banking and financial services, Banking technology, customer relations.
2	Provide basic Knowledge of accountancy and legal aspects necessary for carrying out day to day banking operations.
3	Gain Knowledge about different documentation Procedure and elements of financial Inclusion.
4	Acquire Knowledge about Recent trends in Banking Technology
5	Know about different Services provided in the Banking Industry

Course Outcome (s) (COs): At the end of this course, learners will be able to:

CO1	Identify the regulatory provisions governing Banks and Elements of Banc assurance
CO2	Understand the KYC Guidelines and Duties and Responsibilities of Bankers
CO3	Know the Different Documentation Procedure and Elements of Financial Inclusion
CO4	Identify the Banking Technology Implications and Supporting Services for Bank Products
CO5	Understand the Various Supporting Services in Banking

CO-PO Mapping

COS	Pos										PSOs	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO 1	PSO 2
CO1	-	2	1	2	1	1	1	2	1	1	2	2
CO2	-	3	-	-	2	1	-	1	1	1	2	2
CO3	-	-	-	-	-	-	1	1	-	-	-	-
CO4	-	-	-	-	-	2	-	-	-	-	1	1
CO5	-	-	-	-	-	-	-	-	1	1	1	1
CO (Avg)	-	2.5	1	2	1.5	1.3	1	1.3	1	1	1.5	1.5



UNIT I	INDIAN FINANCIAL SYSTEM	9
Banking System – Recent Development in Banking System – New Age Marketing and its Types. Market Structure and Financial Innovation, RBI Major Functions, Role and Functions of Banks - Regulatory Provisions / Enactments Governing Banks - Whole Sale Banking - Retail Banking - International Banking, Insurance Companies, Banc assurance.		
UNIT II	FUNCTIONS OF BANK	9
Opening of Accounts for Various Types of Customers –Banker Customer Relations, KYC Guidelines - Different Deposit Products - Mandate and Power of Attorney, Banker's Lien, Right of Set Off - Garnishee Order, Attachment Order etc. - Payment of Collection of Cheque - Duties and Responsibilities of Paying and Collecting Banker - Protection Available to them under NI Act - Endorsements, Forged Instruments - Bouncing of Cheques and their Implications		
UNIT III	DOCUMENTS AND PROCEDURES	9
Different Types of Documents - Documentation Procedure, Stamping of Documents - Securities - Different Modes of Charging - Types of Collaterals and their Characteristics - Priority Sector Lending - Targets, Issues, Problems - Financial Inclusion		
UNIT IV	BANKING TECHNOLOGY	9
E-Banking - Core Banking - Electronic products - Electronic Payment System - Online Banking - Electronic Fund Transfer System: RTGS, NEFT & SWIFT. Information Technology - Current trends - Global developments in Banking Technology - Computer Audit - Information System Audit.		
UNIT V	SUPPORT SERVICES	9
Marketing of Banking Services Products - Marketing Management - Marketing of Services - Product Life Cycle, New Product Development - Diversification - Pricing of Bank Products - Factors Influencing - Direct and Indirect Channels of Bank Products-Selling Function in a Bank- Tele Marketing / Mobile Phone Banking.		
Reference (s)		
1.	Principles and Practices of Banking -, author by IIBF, 3 rd Edition, 2015 by Macmillan Publication	
2.	Legal and Regulatory Aspects of Banking -- JAIB, author by IIBF, 3 rd Edition, 2015 by Macmillan Publication.	
3.	Principles & Practices of Banking 3rd Edition, Indian Institute Of Banking and Finance.	
4.	Principles and Practices of Banking -, author by IIBF, 3 rd Edition, 2015 by Macmillan Publication	
5.	Legal and Regulatory Aspects of Banking -- JAIB, author by IIBF, 3 rd Edition, 2015 by Macmillan Publication.	



Regulation 2018		ELECTIVE – FINANCE	Total Hours			45
Category	Course Code	Course Name	Hours / Week			C
			L	T	P	
E	PBA183F5	FINANCIAL MARKETS AND SERVICES	3	0	0	3

Course Objective (s): The purpose of learning this course is to:

1	To provide an understanding of various financial services
2	To understand regulatory framework governing the financial market
3	Expose the procedures involved in handling financial services

Course Outcome (s) (COs): At the end of this course, learners will be able to:

CO1	get Practical Knowledge about various financial Instruments.
CO2	identify the trading system in the stock Exchanges.
CO3	services done in Indian financial System
CO4	identify the overview of Leasing and Hire Purchase
CO5	understand the various other Fund Based Services

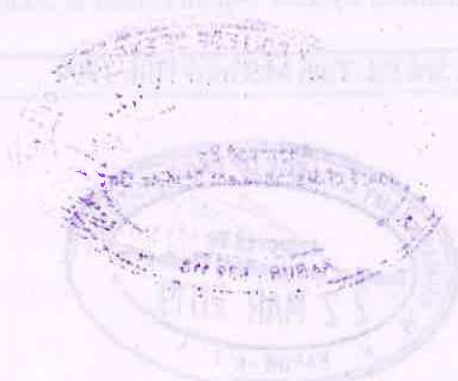
CO-PO Mapping

COS	Pos										PSOs	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO 1	PSO 2
CO1	-	2	1	2	1	1	1	2	1	1	1	2
CO2	-	3	2	-	2	1	-	2	1	1	2	1
CO3	-	-	-	-	2	-	1	2	-	-	-	-
CO4	-	-	2	-	-	2	-	-	-	-	1	1
CO5	-	-	1	-	-	-	-	-	-	-	-	-
CO (Avg)	-	2.5	1.5	2	1.6	1.3	1	2	1	1	1.3	1.3

1: Slight (Low)

2: Moderate (Medium)

3: Substantial (High)



UNIT I	INDIAN FINANCIAL SYSTEM	9
Functions of the Financial System – Financial Concepts– Financial Assets – Financial Intermediaries – Financial Markets Classification – Financial Rates of Return – Financial Instruments – Development of Financial System in India – Legislative Support – Weakness of Indian Financial System		
UNIT II	NEW ISSUE MARKET	9
Meaning and Advantages– New Issue Market and Stock Exchange – Functions – General Guidelines for New Issue – Methods of Floating – Players – Recent Trends. Secondary Market: Stock Exchanges – <u>Listing of Securities</u> – Registration of Stock Brokers– Method of Trading in Stock Exchange – Defects of Capital Market – Recent Developments		
UNIT III	MERCHANT BANKING & MUTUAL FUND	9
Merchant Banking Definition, Origin of Merchant Banking – Merchant Banking in India - Services of Merchant Banks –Problems and Scope of Merchant Banking in India.		
Mutual fund Mutual Fund - Meaning, Types, Functions, Advantages, Private and Public Sector Mutual Funds, Growth of Mutual Funds in India.		
UNIT IV	LEASING & HIRE PURCHASE	9
Meaning of Leasing, Types, History and Development of Lease Finance – Legal Aspects – Contents of Lease Agreement – Structure of Leasing Industry, Problem and Prospects of Leasing Industry. Hire Purchase: Features - Legal Position – <u>Hire Purchase and Installment Sale</u> – Hire Purchase and Leasing – Banks and Hire Purchase Business – Bank Credit.		
UNIT V	Other Fund Based Services	9
Consumer Credit –Credit Cards-Real Estate Financing-Bill Discounting - Credit Rating - Mechanism, Role of CRISIL. Forfeiting: Definition – Types, of forfeiting- Benefits-Drawbacks. Factoring Vs forfeiting.		
Reference (s)		
1.	Gordon and Natarajan, 2018 Financial Markets and Services, Himalaya Publishing House.10 th edition	
2.	Vasant Desai, the Indian Financial System, Himalaya Publishing House, 5 th Edition 2017	
3.	Jeff Madura, 2001 Financial Markets and Institutions, 12th Ed., South-Western College Publishing.	
4.	Varshney P.N., and D.K. Mittal, 2000 Indian Financial System, Sultan Chand & Sons, 2 nd Edition	
5.	Bhole L.M, Financial Institutions and Markets, 5rd Ed. Tata McGraw Hill, 1999	



Regulation 2018		ELECTIVE – FINANCE	Total Hours			45
Category	Course Code	Course Name	Hours / Week			C
			L	T	P	
E	PBA183F6	INSURANCE AND RISK MANAGEMENT	3	0	0	3

Course Objective (s): The purpose of learning this course is to:

1	examine the way in which business and society make an assessment of, control and transfer risk. It is designed for the student with no previous knowledge of risk management.
2	acquire the knowledge of various insurance and risk factors.

Course Outcome (s) (COs): At the end of this course, learners will be able to:

CO1	understand the concept of Insurance and the types of Insurance.
CO2	acquaint the knowledge of Mediclaim Policies and Reinsurance.
CO3	able to gain Knowledge on general insurance
CO4	able to gain practical knowledge how to handle risk
CO5	develop practical skills through professional development seminars, internships, and/or a practicum insurance and Risk Management

CO-PO Mapping

COS	Pos										PSOs	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO 1	PSO 2
CO1	1	-	-	1	-	-	2	2	-	-	1	1
CO2	-	-	-	-	-	-	-	-	-	-	-	-
CO3	1	-	-	1	-	-	2	2	-	-	1	1
CO4	-	-	-	-	-	-	-	-	-	-	-	-
CO5	1	-	-	-	1	1	-	-	-	-	-	-
CO (Avg)	1	-	-	1	1	1	2	2	-	-	1	1

1: Slight (Low)

2: Moderate (Medium)

3: Substantial (High)



UNIT I	INSURANCE IN INDIA	9
Principles and Practices of Insurance- Nature of Insurance Contracts – History and Evolution of Insurance in India – IRDA – Duties, Powers and Functions of IRDA- Indian Insurance Industry –And Overview- Privatization of Insurance – Public and Private Insurance - Recent Development in Insurance sector.		
UNIT II	LIFE AND HEALTH INSURANCE	9
Life insurance- Nature- Classification of Policies - Annuities, Surrender Value-Calculation of Premium- Health Insurance – Product Design – Mediclaime Policies in Public and Private Sector Insurance- Life Insurance Product – Assignment and Nomination- Re- Insurance - Nature and Types of Re- insurance.		
UNIT III	GENERAL INSURANCE	9
General Insurance – Liability Insurance – Prospectus of Liability Insurance- Fire Insurance: Kinds of Policies, Payment of Claims – Progress of Fire Insurance-Marine Insurance: Policies, Policy Condition Marine Losses – Motor Insurance: Kinds of Policies – Procedure of Motor Insurance - Difference between Life and General Insurance, Rural Insurance.		
UNIT IV	INTRODUCTION TO RISK MANAGEMENT	9
The Concept of Risk –Risk vs Uncertainty – Types of Risk – Risk Identification – Risk Management in Life and General Insurance –Principles of General Insurance – Methods of Handling Risk.		
UNIT V	RISK MANAGEMENT BY INDIVIDUAL	9
Factors Affecting Individual Demands for Insurance – Risk Management by Corporation – Corporate Risk Management Process – Types of Risk Managing Firms.		
Reference (s)		
1.	M.N.Mishra,S.B.Mishra –Insurance Principles and Practice, S.Chant & Company – 2008	
2.	M.J.Mathew ,Insurance Principles and Practice . RBSA Publication – 2008	



Regulation 2018		ELECTIVE – FINANCE	Total Hours			45
Category	Course Code	Course Name	Hours / Week			C
			L	T	P	
E	PBA183F5	FINANCIAL MARKETS AND SERVICES	3	0	0	3

Course Objective (s): The purpose of learning this course is to:

1	To provide an understanding of various financial services
2	To understand regulatory framework governing the financial market
3	Expose the procedures involved in handling financial services

Course Outcome (s) (COs): At the end of this course, learners will be able to:

CO1	get Practical Knowledge about various financial Instruments.
CO2	identify the trading system in the stock Exchanges.
CO3	services done in Indian financial System
CO4	identify the overview of Leasing and Hire Purchase
CO5	understand the various other Fund Based Services

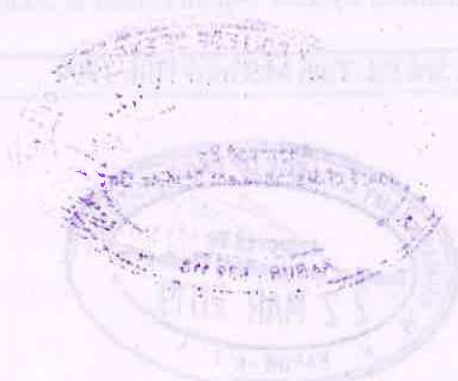
CO-PO Mapping

COS	Pos										PSOs	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO 1	PSO 2
CO1	-	2	1	2	1	1	1	2	1	1	1	2
CO2	-	3	2	-	2	1	-	2	1	1	2	1
CO3	-	-	-	-	2	-	1	2	-	-	-	-
CO4	-	-	2	-	-	2	-	-	-	-	1	1
CO5	-	-	1	-	-	-	-	-	-	-	-	-
CO (Avg)	-	2.5	1.5	2	1.6	1.3	1	2	1	1	1.3	1.3

1: Slight (Low)

2: Moderate (Medium)

3: Substantial (High)



UNIT I	INDIAN FINANCIAL SYSTEM	9
Functions of the Financial System – Financial Concepts– Financial Assets – Financial Intermediaries – Financial Markets Classification – Financial Rates of Return – Financial Instruments – Development of Financial System in India – Legislative Support – Weakness of Indian Financial System		
UNIT II	NEW ISSUE MARKET	9
Meaning and Advantages– New Issue Market and Stock Exchange – Functions – General Guidelines for New Issue – Methods of Floating – Players – Recent Trends. Secondary Market: Stock Exchanges – Listing of Securities – Registration of Stock Brokers– Method of Trading in Stock Exchange – Defects of Capital Market – Recent Developments		
UNIT III	MERCHANT BANKING & MUTUAL FUND	9
Merchant Banking Definition, Origin of Merchant Banking – Merchant Banking in India - Services of Merchant Banks –Problems and Scope of Merchant Banking in India.		
Mutual fund Mutual Fund - Meaning, Types, Functions, Advantages, Private and Public Sector Mutual Funds, Growth of Mutual Funds in India.		
UNIT IV	LEASING & HIRE PURCHASE	9
Meaning of Leasing, Types, History and Development of Lease Finance – Legal Aspects – Contents of Lease Agreement – Structure of Leasing Industry, Problem and Prospects of Leasing Industry. Hire Purchase: Features - Legal Position – Hire Purchase and Installment Sale – Hire Purchase and Leasing – Banks and Hire Purchase Business – Bank Credit.		
UNIT V	Other Fund Based Services	9
Consumer Credit –Credit Cards-Real Estate Financing-Bill Discounting - Credit Rating - Mechanism, Role of CRISIL. Forfeiting: Definition – Types, of forfeiting- Benefits-Drawbacks. Factoring Vs forfeiting.		
Reference (s)		
1.	Gordon and Natarajan, 2018 Financial Markets and Services, Himalaya Publishing House.10 th edition	
2.	Vasant Desai, the Indian Financial System, Himalaya Publishing House, 5 th Edition 2017	
3.	Jeff Madura, 2001 Financial Markets and Institutions, 12th Ed., South-Western College Publishing.	
4.	Varshney P.N., and D.K. Mittal, 2000 Indian Financial System, Sultan Chand & Sons, 2 nd Edition	
5.	Bhole L.M, Financial Institutions and Markets, 5rd Ed. Tata McGraw Hill, 1999	



Regulation 2018		ELECTIVE – FINANCE	Total Hours			45
Category	Course Code	Course Name	Hours / Week			C
			L	T	P	
E	PBA183F6	INSURANCE AND RISK MANAGEMENT	3	0	0	3

Course Objective (s): The purpose of learning this course is to:

1	examine the way in which business and society make an assessment of, control and transfer risk. It is designed for the student with no previous knowledge of risk management.
2	acquire the knowledge of various insurance and risk factors.

Course Outcome (s) (COs): At the end of this course, learners will be able to:

CO1	understand the concept of Insurance and the types of Insurance.
CO2	acquaint the knowledge of Mediclaim Policies and Reinsurance.
CO3	able to gain Knowledge on general insurance
CO4	able to gain practical knowledge how to handle risk
CO5	develop practical skills through professional development seminars, internships, and/or a practicum insurance and Risk Management

CO-PO Mapping

COS	Pos										PSOs	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO 1	PSO 2
CO1	1	-	-	1	-	-	2	2	-	-	1	1
CO2	-	-	-	-	-	-	-	-	-	-	-	-
CO3	1	-	-	1	-	-	2	2	-	-	1	1
CO4	-	-	-	-	-	-	-	-	-	-	-	-
CO5	1	-	-	-	1	1	-	-	-	-	-	-
CO (Avg)	1	-	-	1	1	1	2	2	-	-	1	1

1: Slight (Low)

2: Moderate (Medium)

3: Substantial (High)



UNIT I	INSURANCE IN INDIA	9
Principles and Practices of Insurance- Nature of Insurance Contracts – History and Evolution of Insurance in India – IRDA – Duties, Powers and Functions of IRDA- Indian Insurance Industry –And Overview- Privatization of Insurance – Public and Private Insurance - Recent Development in Insurance sector.		
UNIT II	LIFE AND HEALTH INSURANCE	9
Life insurance- Nature- Classification of Policies - Annuities, Surrender Value-Calculation of Premium- Health Insurance – Product Design – Mediclaim Policies in Public and Private Sector Insurance- Life Insurance Product – Assignment and Nomination- Re- Insurance - Nature and Types of Re- insurance.		
UNIT III	GENERAL INSURANCE	9
General Insurance – Liability Insurance – Prospectus of Liability Insurance- Fire Insurance: Kinds of Policies, Payment of Claims – Progress of Fire Insurance-Marine Insurance: Policies, Policy Condition Marine Losses – Motor Insurance: Kinds of Policies – Procedure of Motor Insurance - Difference between Life and General Insurance, Rural Insurance.		
UNIT IV	INTRODUCTION TO RISK MANAGEMENT	9
The Concept of Risk –Risk vs Uncertainty – Types of Risk – Risk Identification –Risk Management in Life and General Insurance –Principles of General Insurance – Methods of Handling Risk.		
UNIT V	RISK MANAGEMENT BY INDIVIDUAL	9
Factors Affecting Individual Demands for Insurance – Risk Management by Corporation – Corporate Risk Management Process – Types of Risk Managing Firms.		
Reference (s)		
1.	M.N.Mishra,S.B.Mishra –Insurance Principles and Practice, S.Chant & Company – 2008	
2.	M.J.Mathew ,Insurance Principles and Practice . RBSA Publication – 2008	



Regulation 2018		ELECTIVE –HUMAN RESOURCE	Total Hours			45
Category	Course Code	Course Name	Hours / Week			C
			L	T	P	
E	PBA183H2	INDUSTRIAL RELATIONS AND LABOR WELFARE	3	0	0	3

Course Objective (s): The purpose of learning this course is to:

- 1 make the students understand Industrial Relations and Trade Union.

Course Outcome (s) (COs): At the end of this course, learners will be able to:

- CO1 understand the overview of industrial relations and industrial relations problems in public sector.
 CO2 know the elements of trade union formation, powers and privileges.
 CO3 exhibit the Industrial Disputes Act and machinery to settle the same.
 CO4 understand the various Acts relevant to industrial applications.
 CO5 know the different welfare measures of special categories of labour.

CO-PO Mapping

COS	Pos										PSOs	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO 1	PSO 2
CO1	-	2	1	2	1	1	1	2	1	1	2	2
CO2	-	3	-	-	2	1	-	2	1	1	2	2
CO3	-	-	-	-	-	-	1	2	-	-	-	-
CO4	-	-	-	-	-	2	-	-	-	-	1	1
CO5	-	-	-	-	-	-	-	-	1	1	1	1
CO (Avg)	-	2.5	1	2	1.5	1.3	1	2	1	1	1.5	1.5

1: Slight (Low)

2: Moderate (Medium)

3: Substantial (High)



UNIT I	INDUSTRIAL RELATIONS	9
Concepts, Importance, Objectives, Scope, Approaches to Industrial Relations, Evolution, Conditions for Successful Industrial Relations, National Commission on Industrial Relations - Causes of Poor Industrial Relations- Industrial Relations Problems in the Public Sector.		
UNIT II	TRADE UNIONS ACT 1926	9
Trade Unions Act 1926, Registration of Trade Union, Duties and Liabilities of Registered Trade Union, Rights and Privileges of Registered Trade Unions, Amalgamation and Dissolution, Submission of Returns, Penalties and Fines, Power to Make Regulations.		
UNIT III	INDUSTRIAL CONFLICTS	9
Disputes – Impact – Causes – Strikes –Types- Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication.		
UNIT IV	INDUSTRIAL SAFETY & LABOUR WELFARE	9
Industrial Safety and Labour Welfare- Welfare Officer in Indian Industry - Occupational Health and Hazards-Counseling- Contract Labour (Regulation and Abolition) Act, 1970- Employees State Insurance Act, 1948. Payment of Gratuity Act, 1972, Workmen Compensation Act, 1923.		
UNIT V	WELFARE OF SPECIAL CATEGORIES OF LABOUR	9
The Maternity Benefit Act- Recommendations Welfare of Special Categories of Labour-Contract Rules and Enforcement.		
Text Book (s)		
1.	Industrial Jurisprudence & Labour Legislations, A.M.Sarma, 9 th Revised Edition, Himalaya Publishing House.	
2.	Handbook of Industrial Law, N.D.Kapoor 12 th Edition, S. Chand & Sons.	
Reference(s)		
1.	C.B. Mamoria and Sathish Mamoria, Dynamics of Industrial Relations, New Delhi: Himalaya Publishing House, 6 th edition, 2016.	
2.	Subramanian V, The Industrial Disputes Act 1947, Madras Book Agency, 2017.	
3.	Srivastava, Industrial Relations and Labour laws, Vikas, 6 th Edition, 2012.	
4.	Bulchandani K.R., The Industrial Relations & Personnel Management, Himalaya Publishing House, 2 nd Edition 2008.	



Regulation 2018		ELECTIVE – HUMAN RESOURCE	Total Hours			45
Category	Course Code	Course Name	Hours / Week			C
			L	T	P	
E	PBA183H4 (R)	PERFORMANCE MANAGEMENT	3	0	0	3

Course Objective (s): The purpose of learning this course is to:

1	Understand the concept and importance of Performance Management
2	Understand the process, method and potential of employees during the performance appraisal
3	Examines the importance of an effective performance management system in helping organizations define and achieve short and long term goals
4	Emphasizes the importance of measuring the effectiveness of human resource activities that are designed to enhance individual and organizational performance
5	Know the purpose of team performance Management

Course Outcome (s) (COs): At the end of this course, learners will be able to:

CO1	Understand the process involved in performance management
CO2	Identify the methodologies for performance criterion and its approaches
CO3	Exhibit the methods of measuring behavior's and developing appraisal forms
CO4	Know the methods of appraising employees and its influencing factors
CO5	Comprehend the purpose and challenge of team performance management

CO-PO Mapping

COS	Pos										PSOs	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO 1	PSO 2
CO1	-	2	1	2	1	1	1	2	1	1	2	2
CO2	-	3	-	-	2	1	-	1	1	1	2	2
CO3	-	-	-	-	-	-	1	1	-	-	-	-
CO4	-	-	-	-	-	2	-	-	-	-	1	1
CO5	-	-	-	-	-	-	-	-	1	1	1	1
CO (Avg)	-	2.5	1	2	1.5	1.3	1	1.3	1	1	1.5	1.5

1: Slight (Low)

2: Moderate (Medium)

3: Substantial (High)



UNIT I	INTRODUCTION	9
Meaning, Importance, Purpose, Historical Developments, Performance appraisal Vs Performance Management – Danger of Poorly Implemented PMS- Integrating with other HR and Development Activities - KRA and KPI - Performance Improvements - Implementing Performance Management System		
UNIT II	PERFORMANCE MANAGEMENT PROCESS	9
Definition, Performance Management Process, Performance Planning - Theories of Goal Setting, Principles and Process of Setting Performance Criteria - Methodologies for Performance Criteria -Performance Dimensions.		
UNIT III	APPROACHES IN MEASURING PERFORMANCE	9
Approaches in Measuring Performance- Determining Accountabilities, Objectives and Performance Standards , Methods of Measuring Results, Methods of Measuring Behaviors- Comparative System, Absolute System, Developing Appraisal Forms		
UNIT IV	PERFORMANCE REVIEW	9
Pilot Study, Monitoring, Methods of Monitoring, Significance of Performance Review and Discussion Evaluating Individual Performance, Different Methods of Appraisal, Factors Affecting Appraisal Errors Giving Feedback, Development Plans, Supervisors Role, Counseling and Coaching- Coaching Styles Process.		
UNIT V	REWARDS AND RECOGNITION	9
Rewards and Recognition, Traditional Pay Plans, Contingent Pay Plans, Managing Team Performance – Definition- Importance- Types and Implication- Purpose and Challenge of team Performance Management- Rewarding Team Performance - Pay for Performance- Comparison of Pay Plans – Simulators of Overall Performance Management Systems.		
Reference (s)		
1.	Performance Management and Appraisal Systems – HR tools for Global Competitiveness – by T.V. Rao, Response Books, A division of Sage Publications, 2004.	
2.	Herman Aguinis., -Performance Managementl, New Delhi: Pearson International, 2012.	
3.	Kohli A S, Deb T, -Performance Managementl, New Delhi: Oxford University Press, 2010	
4.	Robert Bacal, -Performance Managementl, New Delhi: McGraw-Hill, 2011.	



Regulation 2018		ELECTIVE –HUMAN RESOURCE	Total Hours			45
Category	Course Code	Course Name	Hours / Week			C
			L	T	P	
E	PBA183H6	STRATEGIC HUMAN RESOURCE MANAGEMENT	3	0	0	3

Course Objective (s): The purpose of learning this course is to:

- 1 identify recent trends of HRD
- 2 evaluate the importance of E- HRM concepts
- 3 help students understand the importance of cross cultural education and training programs
- 4 analyze their position they occupy in their career stage
- 5 enhance them with the knowledge of the tools, techniques and methods in SHRD

Course Outcome (s) (COs): At the end of this course, learners will be able to:

- | | |
|-----|---|
| CO1 | have attained basic knowledge on HRD concepts and acquired basic knowledge about various roles of HRD professionals. |
| CO2 | should be aware of E- HRM concepts and in dealing with issues related to employee privacy. |
| CO3 | should be able to differentiate between domestic and international HRD and attained basic knowledge on repatriation concepts. |
| CO4 | should attain knowledge on career development and should be able to incorporate competencies throughout various processes. |
| CO5 | should be aware of coaching concepts and be able to differentiate between eastern and western practices. |

CO-PO Mapping

COS	Pos										PSOs	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO 1	PSO 2
CO1	3	2	2	2	2	-	-	2	2	1	-	1
CO2	3	2	2	2	2	-	-	2	2	1	-	1
CO3	2	2	2	2	2	-	-	2	2	1	-	1
CO4	3	2	2	2	2	-	-	2	2	1	-	1
CO5	2	2	2	2	2	-	-	2	2	1	-	1
CO (Avg)	2.60	2.00	2.00	2.00	2.00	-	-	2.00	2.00	1.00	-	1.00

1: Slight (Low)

2: Moderate (Medium)

3: Substantial (High)



UNIT I	HUMAN RESOURCE DEVELOPMENT	9
Concepts- Scope- Significance- Features – HRD Functions - Roles of HRD Professionals - HRD Philosophy- Strategic Framework for HRM and HRD – Vision, Mission and Values – HRD Program Implementation and Evaluation - Recent trends of HRD in Indian context - Bench Marking and HRD Audit.		
UNIT II	E-HRM	9
e- Employee profile– e- Selection and Recruitment - Virtual Learning and Orientation – e – Training and Development – e- Performance Management and Compensation Design - – Development and Implementation of HRIS – Designing HR Portals – Issues in Employee Privacy – Employee Surveys Online		
UNIT III	CROSS CULTURAL HRM	9
Domestic Vs International HRD - Cultural Dynamics - Culture Assessment - Cross Cultural Education and Training Programs – Leadership and Strategic HR Issues in International Assignments – Current Challenges in Outsourcing, Cross Border M&A, Repatriation – Building Multi Cultural Organization – International Compensation.		
UNIT IV	CAREER AND COMPETENCY DEVELOPMENT	9
Career Concepts – Roles – Career Stages – Career Planning and Process – Career Development Models – Career Motivation and Enrichment – Managing Career Plateaus – Designing Effective Career Development Systems – Competencies and Career Management – Competency Mapping Models – Equity and Competency Based Compensation.		
UNIT V	EMPLOYEE COACHING AND COUNSELING	9
Need for Coaching – Role of HR in Coaching – Coaching and Performance – Skills for Effective Coaching – Coaching Effectiveness - Need for Counseling – Role of HR in Counseling – Components of Counseling Programs – Counseling Effectiveness – Employee Health and Welfare Programs – Work Stress – Sources – Consequences – Stress Management Techniques - Eastern and Western Practices – Self Management and Emotional Intelligence.		
Reference (s)		
1.	Tanuja Agarwala, -Strategic Human Resource Management, Oxford University Press, New Delhi, 2012.	
2.	Charles R. Greer, -Strategic Human Resource Management – A General Management Approachl (2 nd Edition), Pearson Education (p) Ltd., New Delhi 2001.	
3.	Monir Tayeb. International Human Resource Management. Oxford. 2007	
4.	R.V. Rao, HRD Experiences, Intervention Strategies, Saga Publications, 2009	
5.	Paul Boselie. Strategic Human Resource Management. Tata McGraw Hill. 2011.	



Regulation 2018		ELECTIVE –HUMAN RESOURCE	Total Hours			45
Category	Course Code	Course Name	Hours / Week			C
			L	T	P	
E	PBA183H7	TRAINING AND DEVELOPMENT	3	0	0	3

Course Objective (s): The purpose of learning this course is to:

- To make the students understand the difference between training and Development and Learning and Transfer of Training.

Course Outcome (s) (COs): At the end of this course, learners will be able to:

- Enables the students to understand the need for training.
- Help them understand the difference between training and development.
- Familiarize training methods, design, evaluation.

CO-PO Mapping

COS	Pos										PSOs	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO 1	PSO 2
CO1	-	2	1	2	1	1	1	2	1	1	1	2
CO2	-	3	-	-	2	1	-	2	1	1	2	2
CO3	-	-	-	-	2	-	1	2	-	-	-	-
CO4	-	-	-	-	-	2	-	-	-	-	1	1
CO5	-	3	-	-	-	-	-	-	1	1	1	1
CO (Avg)	-	1.6	0.2	0.4	1	0.8	0.4	1.5	0.6	0.6	1	1.2

1: Slight (Low)

2: Moderate (Medium)

3: Substantial (High)



UNIT I	INTRODUCTION	9
Meaning, Definition, Objectives, benefits, Training Process, Need Assessment Process, level - Organizational Analysis, Person Analysis and Task Analysis. Context Analysis and Skill Gap Analysis.		
UNIT II	DESIGNING TRAINING PROGRAMME	9
Designing Training Programme - Training Methods - Train the Trainer Programme- Developing Effective Trainers.		
UNIT III	LEARNING	9
Learning, Principles of Learning, Learning Curve, Learning Theories, Competency Mapping- Learning and talent development strategies- Learning Process - Different models – Learning model- Virtual learning –Experiential Learning-Learning Management Systems.		
UNIT IV	TRANSFER OF TRAINING	9
Transfer of Training- Factors influencing Transfer of Training- Training Evaluation design and practices.		
UNIT V	TRAINING AUDIT	9
Training Audit- Management Development Programme- Strategies for providing Development- Employee Empowerment- Challenges and Opportunities in Training and Development. Use of Technology in E-Learning.		
Reference (s)		
1.	Raymond A Noe, Employee Training and Development, New Delhi: Tata McGraw Hill Education Private Limited, 5th Edition, 2012.	
2.	Dr.B.Janakiram, (2008), ‘_Training & Development‘, Biztantra Publishers, Indian Text Edition, New Delhi.	
3.	P Nick Blanchard and James W Thacker, Effective Training -Systems, Strategies and Practices, New Delhi: Pearson Education, 5th Edition 2012.	

