



**M.KUMARASAMY  
COLLEGE OF ENGINEERING**

NAAC Accredited Autonomous Institution

Approved by AICTE & Affiliated to Anna University

ISO 9001:2015 Certified Institution

Thalavapalayam, Karur, Tamilnadu.



# **DEPARTMENT OF MANAGEMENT**

## **MBA PROGRAM**

## **CURRICULUM AND SYLLABUS**

## **REGULATION - 2018**



**MASTER OF BUSINESS ADMINISTRATION**  
**Regulation 2018 Revised**

**SEMESTER – I**

Course Code	Course Title	Hours / Week			Credit	Maximum Marks		
		L	T	P		CIA	ESE	Total
		<b>THEORY</b>						
PBA18101	Management and Organizational Behavior	3	0	0	3	50	50	100
PBA18102	Managerial Economics	3	0	0	3	50	50	100
PBA18103	Business Ethics and Corporate Social Responsibility	3	0	0	3	50	50	100
PMA18101	Statistics for Management	3	1	0	4	50	50	100
PBA18105	Financial and Management Accounting	3	1	0	4	50	50	100
PBA18106	Legal Aspects for Business	3	0	0	3	50	50	100
PBA18107	Corporate Communication	3	0	0	3	50	50	100
<b>PRACTICAL</b>								
PBA18108P	Comprehensive Viva Voce I	0	0	2	2	50	50	100
<b>Total</b>					<b>25</b>			

**SEMESTER – II**

Course Code	Course Title	Hours / Week			Credit	Maximum Marks		
		L	T	P		CIA	ESE	Total
		<b>THEORY</b>						
PBA18201	Marketing Management	3	0	0	3	50	50	100
PBA18202	Production Management	3	1	0	4	50	50	100
PBA18203	Financial Management	3	1	0	4	50	50	100
PBA18204	Human Capital Management	3	0	0	3	50	50	100
PMA18202	Operations Research	3	1	0	4	50	50	100
PBA18206	Research Methodology	4	0	0	4	50	50	100
PBA18207	International Business Management	3	0	0	3	50	50	100
<b>PRACTICAL</b>								
PBA18208P	Business Application Software	0	0	4	2			100
PBA18209P	Comprehensive Viva Voce II	0	0	2	2			100
<b>Total</b>					<b>29</b>			



**SEMESTER – III**

Course Code	Course Title	Hours / Week			Credit	Maximum Marks		
		L	T	P		CIA	ESE	Total
	<b>THEORY</b>							
PBA18301	Strategic Management	4	0	0	4	50	50	100
	Elective – I	3	0	0	3	50	50	100
	Elective – II	3	0	0	3	50	50	100
	Elective – III	3	0	0	3	50	50	100
	Elective – IV	3	0	0	3	50	50	100
	Elective – V	3	0	0	3	50	50	100
	Elective – VI	3	0	0	3	50	50	100
	<b>PRACTICAL</b>							
PBA18308P	Internship Training	0	0	4	4	50	50	100
PBA18309P	Comprehensive Viva Voce III	0	0	2	2	50	50	100
	<b>Total</b>				<b>28</b>			



**SEMESTER – IV**

Course Code	Course Title	Hours/Week			Credit	Maximum Marks		
		L	T	P		CIA	ESE	Total
	<b>THEORY</b>							
	Elective-VII	3	0	0	3	50	50	100
	Elective-VIII	3	0	0	3	50	50	100
	<b>PRACTICAL</b>							
PBA18401P	Major Project Viva Voce	1	0	0	12	200	200	400
	<b>Total</b>				<b>18</b>			

CIA - Continuous Internal Assessment, ESE - End Semester Examination

**Total Credits**

Semester	Credits
Semester-I	25
Semester-II	29
Semester-III	28
Semester-IV	18
<b>Total</b>	<b>100</b>



**List of Electives**  
**Marketing**

Course Code	Course Title	Hours / Week			Credit
		L	T	P	
	<b>THEORY</b>				
PBA183M1	Rural Marketing	3	0	0	3
PBA183M2	Retail Management	3	0	0	3
PBA183M3	Services Marketing	3	0	0	3
PBA183M4	Consumer Behavior	3	0	0	3
PBA183M5	Brand Management	3	0	0	3
PBA183M6	Sales and Distribution	3	0	0	3
PBA183M7	Customer Relationship Management	3	0	0	3

**Finance**

Course Code	Course Title	Hours / Week			Credit
		L	T	P	
	<b>THEORY</b>				
PBA183F1	Security Analysis and Portfolio Management	3	0	0	3
PBA183F2	International Financial Management	3	0	0	3
PBA183F3	Commercial Banking Management	3	0	0	3
PBA183F4	Insurance and Risk Management	3	0	0	3
PBA183F6	Financial Markets and Services	3	0	0	3
PBA183F7	Banking Principles and Practices	3	0	0	3
PBA183F7(R)	Banking Principles and Practices I	3	0	0	3
PBA183F8	Banking Principles and Practices II	3	0	0	3



### Human Resource

Course Code	Course Title	Hours / Week			Credit
		L	T	P	
	<b>THEORY</b>				
PBA183H1	Entrepreneurship	3	0	0	3
PBA183H2	Training and Development	3	0	0	3
PBA183H4	Organizational Change and Development	3	0	0	3
PBA183H5	Managerial Behavior and Effectiveness	3	0	0	3
PBA183H6	Performance Management	3	0	0	3
PBA183H7	Strategic Human Resource Development	3	0	0	3

### Entrepreneurship

Course Code	Course Title	Hours / Week			Credit
		L	T	P	
	<b>THEORY</b>				
PBA183E1	Entrepreneurship And Innovation	3	0	0	3
PBA183E2	Marketing for Entrepreneurs	3	0	0	3
PBA183F5	Project Management	3	0	0	3
PBA183H3	Industrial Relations and Labor Welfare	3	0	0	3



**List of Electives**  
**Marketing**

Course Code	Course Title	Hours / Week			Credit
		L	T	P	
PBA183M1	Advertising ,Sales and Distribution Management	3	0	0	3
PBA183M2	Customer Relationship Management	3	0	0	3
PBA183M3	Digital and Social Media Marketing	3	0	0	3
PBA183M4	International Marketing	3	0	0	3
PBA183M5	Marketing Analytics	3	0	0	3
PBA183M6	Retail Management	3	0	0	3
PBA183M7	Services Marketing	3	0	0	3
PBA183M8	Strategic Brand Management	3	0	0	3

**Finance**

Course Code	Course Title	Hours / Week			Credit
		L	T	P	
PBA183F1	Banking Principles and Practices	3	0	0	3
PBA183F2	Taxation	3	0	0	3
PBA183F3	Behavioral Finance	3	0	0	3
PBA183F4	Financial Analytics	3	0	0	3
PBA183F5	Financial Markets and Services	3	0	0	3
PBA183F6	Insurance and Risk Management	3	0	0	3
PBA183F7	International Trade Finance	3	0	0	3
PBA183F8	Investment Analysis and Portfolio Management	3	0	0	3



DATE 22/03/2019

Time: 11.00am to 1.00pm

MEETING NO: 8

VENUE: TLC Lab.

### Minutes of the Meeting.

The board has approved to introduce new subjects in the elective and all the electives have eight papers.

In the marketing elective three new subjects were introduced. They are

1. Digital and Social media marketing
2. International Marketing
3. Marketing Analytics.

Instead of Brand Management paper - Strategic Brand Management was introduced  
Consumer Behavior paper was deleted.

Instead of Sales and Distribution paper - Advertising, Sales and Distribution was introduced  
Rural marketing paper was deleted.

In Finance electives three new subjects were introduced.

1. Behavioral Finance
2. Taxation
3. Financial Analytics

Instead of Security Analysis and Portfolio Management paper into Investment Analysis and Portfolio Management. was added.

Banking Principles & Practices I & II has been changed to BPI (ie) Banking Principles & Practices I & II

In Human Resource Elective four new subjects were introduced. These are

1. Human Resource Analytics
2. International Human Resource management
3. Career Management
4. Industrial Relations and Labour welfare



### Human Resource

Course Code	Course Title	Hours / Week			Credit
		L	T	P	
PBA183H1	Human Resource Analytics	3	0	0	3
PBA183H2	Industrial Relations and Labor Welfare	3	0	0	3
PBA183H3	International Human Resource Management	3	0	0	3
PBA183H4	Performance Management	3	0	0	3
PBA183H5	Career Management	3	0	0	3
PBA183H6	Strategic Human Resource Management	3	0	0	3
PBA183H7	Training and Development	3	0	0	3
PBA183H8	Competency Mapping	3	0	0	3

### Entrepreneurship

Course Code	Course Title	Hours / Week			Credit
		L	T	P	
PBA183E1	Business Analytics	3	0	0	3
PBA183E2	Business Organization and Taxation	3	0	0	3
PBA183E3	Textile Management	3	0	0	3
PBA183E4	Design Thinking	3	0	0	3
PBA183E5	Export Management and Documentation	3	0	0	3
PBA183E6	Entrepreneurial Finance	3	0	0	3
PBA183E7	Small Business Management	3	0	0	3
PBA183E8	Start-Ups and Launch Pad	3	0	0	3



DATE 22/03/2019

Time: 11:00am to 1:00pm

4. Competency Mapping. <sup>And</sup> Three papers Removed.  
In the Entrepreneurship elective, Eight new Subjects were introduced.

1. Business Analytics.
2. Business Organization and Taxation
3. Textile management
4. Design Thinking
5. Export management and Documentation
6. Entrepreneurial Finance
7. Small Business management
8. Start-ups and Launch pad.

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**Open Elective Courses Offered by MBA Department for Regulation 2018**

Course Code	Course Name	Hours / Week			C
		L	T	P	
18BMBO001T	Business Ethics and Corporate Social Responsibility	3	0	0	3
18BMBO002T	Human Capital Management	3	0	0	3
18BMBO003T	Digital and Social Media Marketing	3	0	0	3
18BMBO004T	Banking Principles and Practices	3	0	0	3
18BMBO005T	Export Management and Documentation	3	0	0	3
<b>Total Credits</b>					<b>15</b>





**MASTER OF BUSINESS ADMINISTRATION**  
**Regulation 2018**

**SEMESTER - I**

Course Code	Course Title	Hours / Week			Credit	Maximum Marks		
		L	T	P		CIA	ESE	Total
	<b>THEORY</b>							
PBA18101	Management and Organizational Behaviour	3	0	0	3	50	50	100
PBA18102	Managerial Economics	3	0	0	3	50	50	100
PBA18103	Business Ethics and Corporate Social Responsibility	3	0	0	3	50	50	100
PMA18101	Statistics for Management	3	1	0	4	50	50	100
PBA18105	Financial and Management Accounting	3	1	0	4	50	50	100
PBA18106/ PBA18106 ( R)	Legal Aspects for Business	3	0	0	3	50	50	100
PBA18107	Corporate Communication	3	0	0	3	50	50	100
	<b>PRACTICAL</b>							
PBA18108P	Comprehensive Viva Voce I	0	0	2	2	50	50	100
	<b>Total</b>				<b>25</b>			

**SEMESTER - II**

Course Code	Course Title	Hours / Week			Credit	Maximum Marks		
		L	T	P		CIA	ESE	Total
	<b>THEORY</b>							
PBA18201	Marketing Management	3	0	0	3	50	50	100
PBA18202	Production Management	3	1	0	4	50	50	100
PBA18203/ PBA18203 ( R)	Financial Management	3	1	0	4	50	50	100
PBA18204	Human Capital Management	3	0	0	3	50	50	100
PMA18202	Operations Research	3	1	0	4	50	50	100
PBA18206	Research Methodology	3	1	0	4	50	50	100
PBA18207	International Business Management	3	0	0	3	50	50	100
	<b>PRACTICAL</b>							
PBA18208P/ PBA18208P ( R)	Business Application Software	0	0	4	2	50	50	100
PBA18209P	Comprehensive Viva Voce II	0	0	2	2	50	50	100
	<b>Total</b>				<b>29</b>			



DATE 23/10/2020

Time: 10.30 am to 1.30 pm

MEETING NO: 09

VENUE : HOD CABIN

MODE : Online Through Google Meet

Minutes of the meeting

1. The Board has approved three one credit courses, viz, TIMBx course, NSF Certification course and Hindi course and also suggested to have these three one credit courses as Additional course and can include in the Consolidated Mark Statement and not to include for CGPA calculation. The course are as follows

a. 18BAXIM - For TIMBx course

b. 18BAXNSF - For NSF course

c. 18BAXHIN - For Hindi course

and this is applicable from 2020-2022 batch onwards.

2. Discussed about the syllabus revision for each course and they suggested to do the following changes.

a. PBA18106 - Legal Aspects for business  
Remove Sale of Goods Act and Income tax and to include GST importance and its concepts and scope.

b. PBA18203 - Financial Management  
Include Receivable and payable management [Problems]

**SEMESTER – III**

Course Code	Course Title	Hours / Week			Credit	Maximum Marks		
		L	T	P		CIA	ESE	Total
	<b>THEORY</b>							
PBA18301/ PBA18301(R)	Strategic Management	4	0	0	4	50	50	100
	Elective – I	3	0	0	3	50	50	100
	Elective – II	3	0	0	3	50	50	100
	Elective – III	3	0	0	3	50	50	100
	Elective – IV	3	0	0	3	50	50	100
	Elective – V	3	0	0	3	50	50	100
	Elective – VI	3	0	0	3	50	50	100
	<b>PRACTICAL</b>							
PBA18308P	Internship Training	0	0	4	4	50	50	100
PBA18309P	Comprehensive Viva Voce III	0	0	2	2	50	50	100
	<b>Total</b>				<b>28</b>			



c. PBA18208P - Business Application Software.

Include Introduction to Regression, online tools available for Education.

d. PBA18301 - Strategic Management - Remove Business Model canvas.

e. PBA183M1 - Advertising, sales and Distribution course can be divided into three courses such as

1. Advertising and sales promotion
2. sales Management
3. Distribution Management under marketing Electives.

f. PBA183F2 - Taxation

Include GST, GST in India, GST in Tamilnadu and include Basics of TNUST 1959.

g. PBA183F3 - Behavioural Finance - Reduce the content of the syllabus.

h. PBA183F4, PBA183M5, PBA183H1

For Financial Analytics, Human Resource Analytics and market Analytics the delivery mode can be modified. The board members suggested to go with industry people to handle these courses since it is new concept.

**SEMESTER – IV**

Course Code	Course Title	Hours/Week			Credit	Maximum Marks		
		L	T	P		CIA	ESE	Total
	<b>THEORY</b>							
	Elective-VII	3	0	0	3	50	50	100
	Elective-VIII	3	0	0	3	50	50	100
	<b>PRACTICAL</b>							
PBA18401P	Major Project Viva Voce	1	0	0	12	200	200	400
	<b>Total</b>				<b>18</b>			

CIA - Continuous Internal Assessment, ESE - End Semester Examination

**Total Credits**

Semester	Credits
Semester-I	25
Semester-II	29
Semester-III	28
Semester-IV	18
<b>Total</b>	<b>100</b>





i. PBA183F8 - Investment Analysis and Portfolio Management.

Include Investor Behaviours in the Post Pandemic World.

3. The board has approved the syllabus for Engineering Departments [Mech, Civil, CSE, EEE, EPE, E&I, IT] and MCA.

1. 18MBH201T - Management principles for Engineers

2. 18MBH202T - Social Engineering

3. 18LEM302T - Self Development and Entrepreneurship

4. 20PBAE113T - Customer Relationship Management [MCA]

5. 20PBAE114T - Enterprise Resource Planning [MCA]

A. To include new editions books for all courses.

5. The board has approved Open elective courses offered by MBA Department for Engineering Department.

**List of Electives**  
**Marketing**

Course Code	Course Title	Hours / Week			Credit
		L	T	P	
PBA183M1	Advertising ,Sales and Distribution Management	3	0	0	3
PBA183M2	Customer Relationship Management	3	0	0	3
PBA183M3	Digital and Social Media Marketing	3	0	0	3
PBA183M4	International Marketing	3	0	0	3
PBA183M5	Marketing Analytics	3	0	0	3
PBA183M6	Retail Management	3	0	0	3
PBA183M7	Services Marketing	3	0	0	3
PBA183M8	Strategic Brand Management	3	0	0	3
PBA183M9	Sales Management	3	0	0	3
PBA183M10	Distribution Management	3	0	0	3
PBA183M11	Advertising and Sales Promotion	3	0	0	3

**Finance**

Course Code	Course Title	Hours / Week			Credit
		L	T	P	
PBA183F1	Banking Principles and Practices	3	0	0	3
PBA183F2/ PBA183F2( R)	Taxation	3	0	0	3
PBA183F3/ PBA183F3(R )	Behavioral Finance	3	0	0	3
PBA183F4	Financial Analytics	3	0	0	3
PBA183F5	Financial Markets and Services	3	0	0	3
PBA183F6	Insurance and Risk Management	3	0	0	3
PBA183F7	International Trade Finance	3	0	0	3
PBA183F8/ PBA183F8 ( R )	Investment Analysis and Portfolio Management	3	0	0	3



### Human Resource

Course Code	Course Title	Hours / Week			Credit
		L	T	P	
PBA183H1	Human Resource Analytics	3	0	0	3
PBA183H2	Industrial Relations and Labor Welfare	3	0	0	3
PBA183H3	International Human Resource Management	3	0	0	3
PBA183H4	Performance Management	3	0	0	3
PBA183H5	Career Management	3	0	0	3
PBA183H6	Strategic Human Resource Management	3	0	0	3
PBA183H7	Training and Development	3	0	0	3
PBA183H8	Competency Mapping	3	0	0	3

### Entrepreneurship

Course Code	Course Title	Hours / Week			Credit
		L	T	P	
PBA183E1	Business Analytics	3	0	0	3
PBA183E2	Business Organization and Taxation	3	0	0	3
PBA183E3	Textile Management	3	0	0	3
PBA183E4	Design Thinking	3	0	0	3
PBA183E5	Export Management and Documentation	3	0	0	3
PBA183E6	Entrepreneurial Finance	3	0	0	3
PBA183E7	Small Business Management	3	0	0	3
PBA183E8	Start-Ups and Launch Pad	3	0	0	3



Regulation 2018		Semester I	Total Hours			45
Category	Course Code	Course Name	Hours / Week			C
			L	T	P	
C	PBA18101	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.

**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

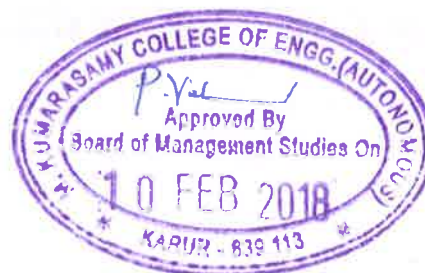
1: Slight (Low)

2: Moderate (Medium)

3: Substantial (High)



<b>UNIT I</b>	<b>INTRODUCTION TO MANAGEMENT PRINCIPLES</b>	<b>9</b>
Meaning, Definition of Management- Managerial Role - POSDCORB - Management vs Administration- Evolution of Management Thoughts- Henry Fayol's 14 Principles- Opportunities and Challenges in Management		
<b>UNIT II</b>	<b>PLANNING AND ORGANIZING</b>	<b>9</b>
Nature and Purpose of Planning - Planning Process- MBO- Types of Strategies - Decision – Types of Decision- Decision Making Process, Decision Making under Different Conditions. Nature and Purpose of Organizing- Organization Structure- Formal and Informal Groups/ Organization -Organization Chart- Meaning and Types of Departmentation- Definition of Staffing- Recruitment and Selection Process- E- Recruitment.		
<b>UNIT III</b>	<b>LEADING, CONTROLLING &amp; INTRODUCTION TO ORGANISATIONAL BEHAVIOUR</b>	<b>9</b>
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		
<b>UNIT IV</b>	<b>INDIVIDUAL BEHAVIOUR</b>	<b>9</b>
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		
<b>UNIT V</b>	<b>Organisational Climate &amp; Applications of IT in Management</b>	<b>9</b>
Organizational Culture and Climate-Factors Affecting Organizational Climate -Job Satisfaction- Determinants –Measurement. Organisational Change: Process- Resistance to Change - Organisational 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.		
<b>Reference (s)</b>		
1.	P.C.Tripathi., P.N Reddy, Principles of Management, Mcgraw Hill, 5 <sup>th</sup> Edition 2012.	
2.	Harold Koontz, Heinz Weihrich, A Ramachandra Aryasri, Tata Mcgraw Hill, Principles of Management, 2016	
3.	Charles W Hill, Stephen L Mcshane, Principles of Management, Mcgraw Hill, Special Indian Edition 2007.	
4.	Stephen P.Robbins, Timothy A Judge, Essentials of Organisational Behaviour, Pearson, 12 <sup>th</sup> Edition.	
5.	Dr.S.S.Khanka, Organisational Behaviour (Text and Cases), S Chand, 2013.	



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)



<b>UNIT I</b>	<b>INTRODUCTION</b>	<b>9</b>
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		
<b>UNIT II</b>	<b>DEMAND AND SUPPLY ANALYSIS</b>	<b>9</b>
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		
<b>UNIT III</b>	<b>MARKET AND COMPETITIVE ANALYSIS</b>	<b>9</b>
Market-Types of Market-Market Structure -Perfect Competition-Monopoly and Monopsony - Monopolistic Competition-Oligopoly and Oligopsony-Profit Maximization		
<b>UNIT IV</b>	<b>PRICING STRATEGY AND COST ANALYSIS</b>	<b>9</b>
Pricing Policies -Basic Pricing Strategies-Pricing Methods of Goods and Services-Price Discrimination. Cost Concept-Classifications and Determinants-Economies and Diseconomies of Scale		
<b>UNIT V</b>	<b>BUSINESS DECISIONS AND GOVERNMENT</b>	<b>9</b>
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		
<b>Text Book (s)</b>		
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	
<b>Reference (s)</b>		
1.	Suma Damodaran, Managerial Economics, Oxford University Press, 2012	
2.	Samuelson Nordhaus, Economics, Tata Mcgraw Hill Publishing Company Limited, 18 <sup>th</sup> 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)





<b>UNIT I</b>	<b>ETHICS</b>	<b>9</b>
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.		
<b>UNIT II</b>	<b>MANAGEMENT OF ETHICS</b>	<b>9</b>
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.		
<b>UNIT III</b>	<b>CORPORATE SOCIAL RESPONSIBILITY</b>	<b>9</b>
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.		
<b>UNIT IV</b>	<b>ISSUES IN CSR</b>	<b>9</b>
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.		
<b>UNIT V</b>	<b>GLOBAL CSR</b>	<b>9</b>
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.		
<b>Reference (s)</b>		
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 <sup>st</sup> 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



<b>UNIT I</b>	<b>INTRODUCTION TO STATISTICS</b>	<b>12</b>
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.		
<b>UNIT II</b>	<b>PROBABILITY AND RANDOM VARIABLES</b>	<b>12</b>
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).		
<b>UNIT III</b>	<b>TESTING OF HYPOTHESIS</b>	<b>12</b>
Introduction of Statistical Hypothesis - One Sample Test for Means and Proportions of large sample (z test) - ANOVA (One and Two way classifications). <b>Nonparametric Test:</b> 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.		
<b>UNIT IV</b>	<b>CORRELATION AND REGRESSION</b>	<b>12</b>
Correlation Analysis - Types of Correlation - Methods of studying Correlation - Correlation of grouped data - Rank Correlation-Regression Analysis.		
<b>UNIT V</b>	<b>TIME SERIES ANALYSIS AND INDEX NUMBERS</b>	<b>12</b>
<b>Time series analysis:</b> Trend analysis - Cyclical variations - Seasonal variations - Irregular variations. <b>Index Numbers:</b> Introduction - Types (Laspeyre’s, Paasche’s, Marshal Edgeworth and Fisher’s Ideal Index) - SAS/STAT.		
<b>Reference (s)</b>		
1	Levin R.I. and Rubin D.S.(2001), ‘Statistics for Management’ 7 <sup>th</sup> Edition, Prentice Hall of India Pvt Ltd., New Delhi.	
2	Srivastava T. N, Shailaja Rego (2008), ‘Statistics for Management’, 2 <sup>nd</sup> Edition, Tata McGraw Hill.	
3	Anand Sharma (2008), ‘Statistics for Management’, 2 <sup>nd</sup> 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)



<b>UNIT I</b>	<b>FINANCIAL ACCOUNTING</b>	<b>12</b>
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.		
<b>UNIT II</b>	<b>ANALYSIS OF FINANCIAL STATEMENTS</b>	<b>12</b>
Financial Statement Characteristics, Limitations - Ratio Analysis - Fund Flow Analysis.		
<b>UNIT III</b>	<b>ANALYSIS OF FINANCIAL STATEMENTS AND COST ACCOUNTING</b>	<b>12</b>
<b>Analysis of Financial Statements:</b> Cash Flow Analysis (as per Accounting Standard 3). <b>Cost Accounting:</b> Cost Accounting, Meaning and Objectives - Classification and Elements of Costs -Cost Concepts- Preparation of Cost Sheet.		
<b>UNIT IV</b>	<b>BUDGETARY CONTROL</b>	<b>12</b>
Budgeting and Types of Budgets - Preparation of Master, Sales, Purchase and Production Budgets - Fixed and Flexible Budgets -Cash Budget.		
<b>UNIT V</b>	<b>MARGINAL COSTING</b>	<b>12</b>
Marginal Costing Importance - Cost Volume Profit analysis - Break Even Analysis - Assumptions Importance of CVP Analysis - Application of Marginal Costing (Problems).		
<b>Reference (s)</b>		
1.	M. Y.Khan & P.K.Jain (2016), Management Accounting- Text, Problems and Cases, 6 <sup>th</sup> Edition, Tata McGraw Hill.	
2.	R.Narayanaswamy (2017), 'Financial Accounting A Managerial Perspective', 6 <sup>th</sup> Edition, PHI Learning, New Delhi.	
3.	M.L. Agarwal & Dr. L. Gupta (2018), Cost Accounting, 46 <sup>th</sup> 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 <sup>st</sup> 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
<b>UNIT I</b>	<b>MERCANTILE LAW</b>			9
Objectives, Need and Sources of Mercantile law- Nature, Elements. <b>THE INDIAN CONTRACT ACT 1872:</b> 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.				
<b>UNIT II</b>	<b>COMPANY LAW AND INDUSTRIAL LAW</b>			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. <b>INDUSRIAL LAW</b> :An Overview of Factories Act - Payment of Wages Act - Payment of Bonus Act - Industrial Disputes Act				
<b>UNIT III</b>	<b>NEGOTIABLE INSTRUMENTS ACT 1881</b>			9
Definition-Types – Parties to NI-Duties, Rights, Liabilities & Discharge. Special rules for Cheque and Drafts. <b>AGENCY</b> :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.				
<b>UNIT IV</b>	<b>INCOME TAX ACT</b>			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. <b>RTI ACT:</b> Overview, Right to Information – Types of information to be Disclosed & Exemption from disclosure of information under RTI Act.				
<b>UNIT V</b>	<b>CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS</b>			9
Objectives of the Act – Rights of Consumers - Types of Consumer Redressal Machineries and Forums. <b>INTELLECTUAL PROPERTY RIGHTS</b> : Introduction of IPR – Patents - Copy rights – Trademarks				
<b>Text Book(s)</b>				
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 <sup>th</sup> Edition, Tata McGraw Hill, 2018.			
3.	Legal Aspects of Business, Padhi,P.K. PHI learning India PVT Ltd ,2017.			
<b>Reference (s)</b>				
1.	P.P.S.Gonga,(2008), ‘Mercantile Law’, 4 <sup>th</sup> Edition , S.Chand & Co.Ltd, India			
2.	Dr.R.Radhakrishnan, Dr.S.Balasubramanian, Intellectual Property Rights, 1 <sup>st</sup> Edition, 2008, Excel Books, New Delhi			
3.	Ashok K Bagrial, Company law, 12 <sup>th</sup> Edition, 2007, Vikas Publishing House Pvt Ltd			
4.	Dr.C.B.Mamoria,Dr.Satish Mamoria, S.V.Gankar, ‘Dynamics of Industrial Relations 13 <sup>th</sup> 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	PBA18106	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. Make the Student understand with the basic Business Laws for Managers

**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
<b>UNIT I</b>	<b>MERCANTILE LAW</b>			<b>9</b>
Objectives, Need and Sources of Mercantile law- Nature, Elements. <b>THE INDIAN CONTRACT ACT 1872:</b> 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. <b>THE SALES OF GOODS ACT 1930 :</b> Sales Contract – Transfer of Title and Risk of Loss - Guarantees and Warranties in Sales Contract - Performance of Sales Contracts - Rights of an unpaid seller.				
<b>UNIT II</b>	<b>COMPANY LAW AND INDUSTRIAL LAW</b>			<b>9</b>
Definition - Nature and Types of Companies –Formation of a Company - Memorandum and Articles of Association – Prospectus – Power, Duties of Director - Winding up of Companies. <b>INDUSRIAL LAW :</b> An Overview of Factories Act - Payment of Wages Act - Payment of Bonus Act - Industrial Disputes Act				
<b>UNIT III</b>	<b>NEGOTIABLE INSTRUMENTS ACT 1881</b>			<b>9</b>
Definition-Types –Parties to NI-Duties, Rights, Liabilities & Discharge. Special rules for Cheque and Drafts. <b>AGENCY :</b> 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.				
<b>UNIT IV</b>	<b>INCOME TAX ACT</b>			<b>9</b>
Direct Tax and Indirect Tax -Corporate Tax Planning – Central Sales tax – Value Added Tax - Concept – Scope - Methods of VAT Calculation - Practical Implications of VAT. <b>RTI ACT:</b> Overview, Right to Information – Types of information to be Disclosed & Exemption from disclosure of information under RTI Act.				
<b>UNIT V</b>	<b>CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS</b>			<b>9</b>
Objectives of the Act – Rights of Consumers - Types of Consumer Redressal Machineries and Forums. <b>INTELLECTUAL PROPERTY RIGHTS :</b> Introduction of IPR – Patents - Copy rights – Trademarks				
<b>Text Book(s)</b>				
1.	N.D.Kapoor, Elements of Mercantile law, Sultan Chand and Company, India,2006			
2.	Akhileshwar Pathak, Legal Aspects of Business, 4 <sup>th</sup> Edition, Tata McGraw Hill, 2007.			
3.	P.K.Goel, Business Law for Managers, Bizentra Publishers, India,2008			
<b>Reference (s)</b>				
1.	P.P.S.Gonga,(2008), ‘_Mercantile Law’, 4 <sup>th</sup> Edition , S.Chand & Co.Ltd, India			
2.	Dr.R.Radhakrishnan, Dr.S.Balasubramanian, Intellectual Property Rights, 1 <sup>st</sup> Edition, 2008, Excel Books, New Delhi			
3.	Ashok K Bagrial, Company law, 12 <sup>th</sup> Edition, 2007, Vikas Publishing House Pvt Ltd			
4.	Dr.C.B.Mamoria,Dr.Satish Mamoria, S.V.Gankar, ‘_Dynamics of Industrial Relations 13 <sup>th</sup> Edition, 2010, Himalaya Publishing House Pvt Ltd, Mumbai			



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)



<b>UNIT I</b>	<b>COMMUNICATION</b>	<b>9</b>
Importance – Process – Patterns – Forms – Barriers – Functions and Principles – Interpersonal Communication – Intercultural Communication – Case Analysis – Cross Cultural Communication		
<b>UNIT II</b>	<b>IMPORTANCE OF NON-VERBAL COMMUNICATION</b>	<b>9</b>
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		
<b>UNIT III</b>	<b>IMPORTANCE OF LISTENING</b>	<b>9</b>
Speaking and Reading – Verbal Communication – Making Presentation – Persuasion – Negotiation, Public Speaking		
<b>UNIT IV</b>	<b>WRITING BUSINESS LETTERS, MEMOS, E-MAIL WRITING</b>	<b>9</b>
Etiquettes, Agenda, Minutes, Sales Letters, Enquiries, Orders, Cover Letters, Letters of Complaint, Project Proposal, Reports Neutral, Positive, Negative Messages		
<b>UNIT V</b>	<b>GROUP DISCUSSION</b>	<b>9</b>
Resume Writing – Interviewing Types, Stages, Skills for Interviewer and Interviewee – Business Meeting Etiquettes		
<b>Reference (s)</b>		
1.	Hory Sankar Mukerjee, Business Communication, Connecting At Work, Oxford University Press, 2 <sup>nd</sup> Edition, 2016	
2.	N.Gupta, K.Jain & P.Mahajan, Business Communication , Sahitya Bhawan Publications, 1 <sup>st</sup> Edition, 2018	
3.	Herta A Murphy, Herbert W Hildebrandt, Jane P Thomas, (2017), Effective Business Communication, McGraw Hill Education, 7 <sup>th</sup> Edition	
4.	Payal Mehra, Business Communication for Managers, Pearson Education India, 2 <sup>nd</sup> 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 <sup>th</sup> Edition, 2010	
7.	Bovee, Courtland and John V Thill, Business Communication Today, Pearson Education, New Delhi, 8 <sup>th</sup> Edition, 2008	
8.	Meenakshi Raman, Prakash Singh, (2008), Business Communication, Oxford University Press, 3 <sup>rd</sup> 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	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)



<b>UNIT I</b>	<b>INTRODUCTION</b>	<b>9</b>
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		
<b>UNIT II</b>	<b>RETAINING CUSTOMER &amp; STP</b>	<b>9</b>
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		
<b>UNIT III</b>	<b>MARKETING RESEARCH</b>	<b>9</b>
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		
<b>UNIT IV</b>	<b>MARKETING PROMOTIONAL STRATEGIES</b>	<b>9</b>
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 - Personal Selling		
<b>UNIT V</b>	<b>DISTRIBUTION SYSTEM AND RECENT TRENDS IN MARKETING</b>	<b>9</b>
Online Marketing – Merits and Demerits-E-Tailer-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		
<b>Text Book(s)</b>		
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	
<b>Reference (s)</b>		
1.	Duglas, J Darymple, Marketing Management Text and Cases , John Wiley & Sons, 7 <sup>th</sup> 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)



<b>UNIT I</b>	<b>INTRODUCTION</b>	<b>12</b>
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		
<b>UNIT II</b>	<b>PRODUCTION PLANNING AND INVENTORY MANAGEMENT</b>	<b>12</b>
Factors Affecting Location Decisions and Techniques-Plant Layout Concepts-Types of Layout and their Characteristics-Inventory Functions & Types of Inventories- -EOQ (Problem)-ABC Systems		
<b>UNIT III</b>	<b>PROCESS PLANNING</b>	<b>12</b>
Process Planning Characteristics and Functions-Aggregate Production Planning Framework and Strategies-MRP, MRP-II and ERP-Master Production Schedule - Capacity Requirement Planning Process		
<b>UNIT IV</b>	<b>TOTAL QUALITY MANAGEMENT</b>	<b>12</b>
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		
<b>UNIT V</b>	<b>WORK MEASUREMENT AND PRODUCTIVITY</b>	<b>12</b>
Time Study, Method Study, Work Measurement Methods-Using Work Measurement for Increasing Productivity-Productivity-Measuring Productivity-Methods to Improve Productivity		
<b>Text Books(s)</b>		
1.	Mahadevan.B, Operations Management : Theory and Practice, Pearson Education, 2 <sup>nd</sup> Edition, 2009	
2.	Norman Gaither and Greg Frazier, Operations Management, New Delhi; Thomson Learning Inc, 2010	
<b>Reference (s)</b>		
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 <sup>th</sup> Edition, 2007	
3.	Richard B Chase, Ravi Shankar, F.Robert Jacobs, Nicholas J Aquilano, Operations and Supply Management, Tata McGraw Hill,12 <sup>th</sup> 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			
<b>Course Objective (s):</b> 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.											
<b>Course Outcome (s) (COs):</b> 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											
<b>CO-PO Mapping</b>												
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)





<b>UNIT I</b>	<b>INTRODUCTION TO FINANCIAL MANAGEMENT</b>	<b>12</b>
Financial Management Objectives- Functions- Scope- Structure of Finance Department in an Organization-Function of Financial Manager - Time Value of Money- Compounding & Discounting Factors.		
<b>UNIT II</b>	<b>PRINCIPLES OF CAPITAL BUDGETING</b>	<b>12</b>
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.		
<b>UNIT III</b>	<b>CAPITAL STRUCTURE AND COST OF CAPITAL</b>	<b>12</b>
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.		
<b>UNIT IV</b>	<b>LEVERAGE ANALYSIS AND DIVIDEND POLICY</b>	<b>12</b>
<b>Leverage Analysis</b> : Meaning of Leverage – Types, Computation of Leverages - EBIT - EPS analysis- Indifference Point Analysis (Problems) <b>Dividend Policy:</b> Meaning of Dividend, Types/Forms of Dividends – Dividend Theories –Dividend Policy – Walter’s Model and Gordon’s Model.		
<b>UNIT V</b>	<b>WORKING CAPITAL AND INVENTORY MANAGEMENT</b>	<b>12</b>
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.		
<b>Reference (s)</b>		
1.	Kalpesh Ashar (2019), ‘Financial Management’, 4 <sup>th</sup> Edition, Vibrant Publishers.	
2.	Prasanna Chandra (2019),‘Financial Management’,10 <sup>th</sup> Edition, McGraw- Hill	
3.	Khan M Y and Jain P K, Financial Management Text, Problems and cases,8 <sup>th</sup> 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 <sup>th</sup> Edition, Pearson Education.	
5.	I M Pandey (2015), ‘Financial Management’, 12 <sup>th</sup> Edition, Vikas Publishing House.	
6.	Prasanna Chandra (2015),‘ Fundamentals of Financial Management’,9 <sup>th</sup> Edition, Tata McGraw- Hill	
7.	Khan M Y and Jain P K, Financial Management Text, Problems and cases,6 <sup>th</sup> Edition, McGraw Hill Education Pvt,Ltd New Delhi,2011.	
8.	P.V. Kulkarni B.G. Satyaprasad (2007), ‘Financial Management’, 13 <sup>th</sup> Edition, Himalaya Publishing House.	

**60% Theory and 40% Problem**



Regulation 2018		Semester II			Total Hours			60	
Category	Course Code	Course Name			Hours / Week			C	
					L	T	P		
C	PBA18203	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)



<b>UNIT I</b>	<b>INTRODUCTION TO FINANCIAL MANAGEMENT</b>	<b>12</b>
Financial Management Objectives- Functions- Scope- Structure of Finance Department in an Organization-Function of Financial Manager - Time Value of Money- Compounding & Discounting Factors.		
<b>UNIT II</b>	<b>PRINCIPLES OF CAPITAL BUDGETING</b>	<b>12</b>
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 Modeling.		
<b>UNIT III</b>	<b>CAPITAL STRUCTURE AND COST OF CAPITAL</b>	<b>12</b>
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.		
<b>UNIT IV</b>	<b>LEVERAGE ANALYSIS AND DIVIDEND POLICY</b>	<b>12</b>
<b>Leverage Analysis</b> : Meaning of Leverage – Types, Computation of Leverages - EBIT - EPS analysis- Indifference Point Analysis (Problems) <b>Dividend Policy:</b> Meaning of Dividend, Types/Forms of Dividends – Dividend Theories –Dividend Policy – Walter’s Model and Gordon’s Model.		
<b>UNIT V</b>	<b>WORKING CAPITAL AND INVENTORY MANAGEMENT</b>	<b>12</b>
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).		
<b>Reference (s)</b>		
1.	Kalpesh Ashar (2019), ‘Financial Management’, 4 <sup>th</sup> Edition, Vibrant Publishers.	
2.	Prasanna Chandra (2019), ‘Financial Management’, 10 <sup>th</sup> Edition, McGraw- Hill	
3.	Khan M Y and Jain P K, Financial Management Text, Problems and cases, 8 <sup>th</sup> 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 <sup>th</sup> Edition, Pearson Education.	
5.	I M Pandey (2015), ‘Financial Management’, 12 <sup>th</sup> Edition, Vikas Publishing House.	
6.	Prasanna Chandra (2015), ‘ Fundamentals of Financial Management’, 9 <sup>th</sup> Edition, Tata McGraw- Hill	
7.	Khan M Y and Jain P K, Financial Management Text, Problems and cases, 6 <sup>th</sup> Edition, McGraw Hill Education Pvt, Ltd New Delhi, 2011.	
8.	P.V. Kulkarni B.G. Satyaprasad (2007), ‘Financial Management’, 13 <sup>th</sup> Edition, Himalaya Publishing House.	



Regulation 2018		Semester II		Total Hours			45					
Category	Course Code	Course Name	Hours / Week			C						
			L	T	P							
C	PBA18204	HUMAN CAPITAL MANAGEMENT	3	0	0	3						
<b>Course Objective (s):</b> 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											
<b>Course Outcome (s) (COs):</b> 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.											
<b>CO-PO Mapping</b>												
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)



<b>UNIT I</b>	<b>INTRODUCTION</b>	<b>9</b>
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		
<b>UNIT II</b>	<b>HUMAN RESOURCE PLANNING</b>	<b>9</b>
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		
<b>UNIT III</b>	<b>TRAINING AND DEVELOPMENT</b>	<b>9</b>
Principles of Learning, Objectives, Training Need Analysis, Training Process-Types of Training Methods- –Purpose- Benefits- Resistance. Management Development: Meaning, Scope-Objectives - Methods. Executive Development Programmes – Common Practices - Benefits – Self development – Knowledge Management.		
<b>UNIT IV</b>	<b>PERFORMANCE MANAGEMENT</b>	<b>9</b>
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- Concept of IR- Grievance Handling- Trade Unionism and Collective Bargaining- Career Management – Career Planning and Development.		
<b>UNIT V</b>	<b>INTERNATIONAL HRM</b>	<b>9</b>
Domestic versus International Human Resource Management- 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		
<b>Reference (s)</b>		
1.	K. Aswathappa “Human Resource Management, Text & Cases”, Tata McGraw Hill, 8 <sup>th</sup> edition, 2017	
2.	Biswajeet Pattanayak, “Human Resources Management”, PHI Learning, Delhi, 5 <sup>th</sup> edition, (2018).	
3.	Gary Dessler and Biju Varkkey “Human Resource Management”, Pearson, 15th edition, 2016.	
4.	Biswajeet Pattanayak, -Human Resource Managementl, New Delhi: Prentice Hall of India,4 <sup>th</sup> edition 2014.	
5.	Seema Sanghi, “Human Resources Management”, Vikas Publishing House, New Delhi,2 <sup>nd</sup> 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						
<b>Course Objective (s):</b> 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											
<b>Course Outcome (s) (COs):</b> 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											
<b>CO-PO Mapping</b>												
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



<b>UNIT I</b>	<b>LINEAR PROGRAMMING</b>	<b>12</b>
Linear Programming - Formulation of LPP - Solution by Graphical and Simplex methods (Penalty & Two Phase).		
<b>UNIT II</b>	<b>TRANSPORTATION AND ASSIGNMENT MODELS</b>	<b>12</b>
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.		
<b>UNIT III</b>	<b>INVENTORY MODELS AND GAME THEORY</b>	<b>12</b>
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.		
<b>UNIT IV</b>	<b>SEQUENCING AND PROJECT MANAGEMENT</b>	<b>12</b>
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.		
<b>UNIT V</b>	<b>QUEUING THEORY AND REPLACEMENT MODELS</b>	<b>12</b>
Queuing theory – Terminologies of queuing system – Queuing Models: Queue with infinite capacity (M/M/1) : ( $\infty$ /FIFO) - Queue with finite capacity (M/M/1) : (N/FIFO) - Queue with parallel channel system (M/M/C):( $\infty$ /FIFO) - Queue with parallel channels and limited capacity(M/M/C):(N/FIFO) - Replacement models - Individual Replacement models and Group replacement models.		
<b>Reference (s)</b>		
1	Paneerselvam R (2008), 'Operations Research', 4 <sup>th</sup> Edition, Prentice Hall of India.	
2	Hamdy A Taha (2009), 'Introduction to Operations Research', 8 <sup>th</sup> Edition, Pearson Education.	
3	Donald Gross & Carl M.Harris (2012), 'Fundamentals of Queuing Theory', 4th 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	RESEARCH METHODOLOGY	3	1	0	4						
<b>Course Objective (s):</b> 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											
<b>Course Outcome (s) (COs):</b> 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											
<b>CO-PO Mapping</b>												
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)





<b>UNIT I</b>	<b>INTRODUCTION</b>	<b>12</b>
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		
<b>UNIT II</b>	<b>RESEARCH DESIGN AND MEASUREMENT</b>	<b>12</b>
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		
<b>UNIT III</b>	<b>DATA COLLECTION</b>	<b>12</b>
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		
<b>UNIT IV</b>	<b>DATA PREPARATION AND ANALYSIS</b>	<b>12</b>
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		
<b>UNIT V</b>	<b>REPORT DESIGN, WRITING AND ETHICS IN BUSINESS RESEARCH</b>	<b>12</b>
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.		
<b>Text Book (s)</b>		
1.	Uma Sekaran and Roger Bougie, Research methods for Business, 5th Edition, Wiley India, New Delhi, 2012.	
<b>Reference (s)</b>		
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)



<b>UNIT I</b>	<b>INTRODUCTION</b>	<b>9</b>
Meaning – Forms of International Business – International Orientations — International Business Decisions – Problems in International Business – Globalization-Meaning-Drivers and Restrainers of Globalization-Advantages of Globalization		
<b>UNIT II</b>	<b>INTERNATIONAL BUSINESS ENVIRONMENT</b>	<b>9</b>
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.		
<b>UNIT III</b>	<b>WTO and GATT</b>	<b>9</b>
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.		
<b>UNIT IV</b>	<b>MULTI NATIONAL CORPORATIONS</b>	<b>9</b>
Definitions and Concepts – Factors that Contribute for Growth of MNCs – Advantages and Disadvantages of MNC’s —Export Procedures-Import Procedures— MNCs in India.		
<b>UNIT V</b>	<b>CONTROLLING AND EVALUATION OF INTERNATIONAL BUSINESS</b>	<b>9</b>
Control for MNCs – Performance Indicators – Organization Structure and Relationships – Control Mechanisms.		
<b>Reference (s)</b>		
1.	K.Aswathappa, -International Business, Second Edition – Tata McGraw Hill Publishing – 2013.	Hill
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)



<b>UNIT I</b>	<b>MS OFFICE</b>	<b>7</b>
<p><b>MS Word</b> Create, Apply and Edit Styles- Insert Comments, Footnote- Endnote &amp; Bookmarks- Merge Documents- Mail Merge, and Labels.</p> <p><b>MS PowerPoint Presentation</b> Apply Design Template-Slide Transitions- Custom Animation- Hyperlink- Speaker Notes- Print Handouts, and Screen Navigation Tools- Movie Maker.</p> <p><b>MS Excel</b> <b>Formatting Techniques:</b> Conditional Formatting, Naming Ranges and Cells &amp; Auto-Filter and Advanced Data Filtering.</p>		
<b>UNIT II</b>	<b>TALLY</b>	<b>7</b>
Creating Company- Masters-Ledgers- Vouchers- Recording Transaction- Report Generation. Basics of ERP and SAP.		
<b>UNIT III</b>	<b>SPSS (STATISTICAL PACKAGE FOR SOCIAL SCIENCES)</b>	<b>7</b>
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.		
<b>UNIT IV</b>	<b>TOOLS FOR ANALYSIS</b>	<b>7</b>
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		
<b>UNIT V</b>	<b>ONLINE MEETING APPLICATION</b>	<b>7</b>
Online Meeting Application Tools: Google Hangouts – Microsoft Team – Zoom Meeting – GoToMeeting - Cisco WebEx - Skype		
<b>Reference (s)</b>		
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 Science, 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 II	Total Hours			35
Category	Course Code	Course Name	Hours / Week			C
			L	T	P	
P	PBA18208P	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 and to know accounting software and to get more exposure in SPSS to apply in business research.

**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 understand the implications of managing data.  
 CO5 understand the descriptive statistics and its 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)



<b>UNIT I</b>	<b>MS OFFICE</b>	<b>7</b>
<p><b>MS Word</b> Create, Apply and Edit Styles- Insert Comments, Footnote- Endnote &amp; Bookmarks- Merge Documents- Mail Merge, and Labels.</p> <p><b>MS PowerPoint Presentation</b> Apply Design Template-Slide Transitions- Custom Animation- Hyperlink- Speaker Notes- Print Handouts, and Screen Navigation Tools- Movie Maker.</p> <p><b>MS Excel</b> <b>Formatting Techniques:</b> Conditional Formatting, Naming Ranges and Cells &amp; Auto-Filter and Advanced Data Filtering.</p>		
<b>UNIT II</b>	<b>TALLY</b>	<b>7</b>
<p>Creating Company- Masters-Ledgers- Vouchers- Recording Transaction- Report Generation. Basics of ERP and SAP.</p>		
<b>UNIT III</b>	<b>SPSS (STATISTICAL PACKAGE FOR SOCIAL SCIENCES)</b>	<b>7</b>
<p>Tools for Exploring Data- Tools for Descriptive Statistics- Tools for Parametric and Non Parametric Tests.</p>		
<b>UNIT IV</b>	<b>MANAGING DATA</b>	<b>7</b>
<p>Creating and Editing a Data File. Listing Cases, Replacing Missing Values, Computing New Variables, Recording Variables, Exploring Data, Selecting Cases, Sorting Cases, Merging Files. Graphs: Creating and Editing Graphs and Charts Frequencies: Frequencies, Bar Charts, Histograms, Percentiles.</p>		
<b>UNIT V</b>	<b>DESCRIPTIVE STATISTICS</b>	<b>7</b>
<p>Measures of Central Tendency, Variability, Deviation from Normality, Size and Stability, Cross Tabulation and Chi-Square Analysis. The MEANS Procedure. Bivariate Correlation: Bivariate Correlations, Partial Correlations, and the Correlation Matrix.</p>		
<b>Reference (s)</b>		
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 Science, 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)**





<b>UNIT I</b>	<b>CONCEPTUAL FRAMEWORK OF STRATEGIC MANAGEMENT</b>	<b>12</b>
Strategy, Strategic Management Process-Developing a Strategic Vision, Mission, Setting Objectives-Indented and Emergent Strategies-Stakeholders Role in Business –Corporate Governance and Social Responsibility.		
<b>UNIT II</b>	<b>INDUSTRY ENVIRONMENTAL SCANNING</b>	<b>12</b>
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		
<b>UNIT III</b>	<b>TYPES OF STRATEGIES</b>	<b>12</b>
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.		
<b>UNIT IV</b>	<b>STRATEGIC IMPLEMENTATION AND EVALUATION</b>	<b>12</b>
Designing Organizational Structure-Strategy Implementation Process-Designing and Establishing Strategic Control System- Responsibility Centres -Strategic Change-Strategic Leadership.		
<b>UNIT V</b>	<b>RECENT TRENDS</b>	<b>12</b>
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.		
<b>Text Books (s)</b>		
1.	Hill, Schilling, Jones, Strategic Management: An Integrated Approach- Theory & Cases- 13 <sup>th</sup> Edition, Cengage.	
2.	Fred.R.David (2011), -Strategic Managementl -Concepts and Casesl, 13 <sup>th</sup> 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 <sup>th</sup> Edition ,R.Srinivasan, PHI Learning Pvt Ltd. 2016	
<b>Reference (s)</b>		
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 <sup>rd</sup> Edition-Himalaya Publications, 2009.	



Regulation 2018		Semester III	Total Hours			60
Category	Course Code	Course Name	Hours / Week			C
			L	T	P	
C	PBA18301	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 and discussing its impacts and get an unique ideas through analyzing various past and current success and failure case studies.
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**Course Outcome (s) (COs):** At the end of this course, learners will be able to:

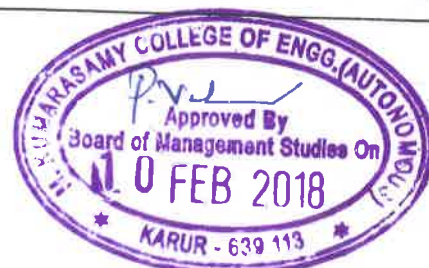
CO1	understand the strategic management process and developing strategic vision, mission and objectives.
CO2	know the methodology of industry environmental scanning.
CO3	identify the different types of strategies and its applications.
CO4	understand the design and establishing strategic control system.
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



<b>UNIT I</b>	<b>CONCEPTUAL FRAMEWORK OF STRATEGIC MANAGEMENT</b>	<b>12</b>
Strategy, Strategic Management Process-Developing a Strategic Vision, Mission, Setting Objectives- Indented and Emergent Strategies-Stakeholders Role in Business –Corporate Governance and Social Responsibility- Business Model Canvas.		
<b>UNIT II</b>	<b>INDUSTRY ENVIRONMENTAL SCANNING</b>	<b>12</b>
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		
<b>UNIT III</b>	<b>TYPES OF STRATEGIES</b>	<b>12</b>
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.		
<b>UNIT IV</b>	<b>STRATEGIC IMPLEMENTATION AND EVALUATION</b>	<b>12</b>
Designing Organizational Structure-Strategy Implementation Process-Designing and Establishing Strategic Control System- Responsibility Centres -Strategic Change-Strategic Leadership.		
<b>UNIT V</b>	<b>RECENT TRENDS</b>	<b>12</b>
Outsourcing Strategy-Blue Ocean Strategy-Defensive Strategies-Website Strategies-Managing Technology and Innovation- Strategic Issues for Non Profit Organisations -Real Time Successful Business Case Analysis.		
<b>Text Books (s)</b>		
1.	Hill, Schilling, Jones, Strategic Management: An Integrated Approach- Theory & Cases- 13 <sup>th</sup> Edition, Cengage.	
2.	Fred.R.David (2011), -Strategic Managementl -Concepts and Casesl, 13 <sup>th</sup> Edition, Prentice Hall India.	
3.	Azhar Kazmi, Strategic Management & Business Policy, 3 <sup>rd</sup> Edition, 2011, Tata Mc Graw Hill.	
<b>Reference (s)</b>		
1.	W. L Charles, Hill & Gareth and R. Jones, Strategic Management-An Integrated Approach, New Delhi: Biztantra Publishers, 2009.	
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 <sup>rd</sup> Edition-Himalaya Publications, 2009.	



Regulation 2018		ELECTIVE – MARKETING	Total Hours			45
Category	Course Code	Course Name	Hours / Week			C
			L	T	P	
E	PBA183M1	ADVERTISING, SALES AND DISTRIBUTION MANAGEMENT	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, sales and distribution policy and in organizing and managing effective advertising, sales force and marketing channels. |
|---|--|

**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 | understand the functions, structure of sales management, Identify the steps and strategies involved in Personal Selling. |
| CO3 | know the various categories of managing the sales force.   |
| CO4 | identify the participants and environment of Physical Distribution Channels.   |
| CO5 | know the selection and appointment of dealers and importance of Franchising.   |

**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)



<b>UNIT I</b>	<b>INTRODUCTION TO ADVERTISING</b>	<b>9</b>
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, Recent Trends and Relevant Case Studies in Advertising.		
<b>UNIT II</b>	<b>SALES MANAGEMENT &amp; PERSONAL SELLING</b>	<b>9</b>
Meaning & Objectives- Types & Functions of Sales Management- Sales Management Structure & Positions- Interdepartmental Relations, Estimating Market and Sales Potentials. Personal Selling- Types, Objectives & Steps, Strategies, Roles & Responsibilities.		
<b>UNIT III</b>	<b>MANAGEMENT OF SALES FORCE</b>	<b>9</b>
Determining Sales Force Size- Selection & Training- Motivation- Determining Sales Budget- Targets & Territories.		
<b>UNIT IV</b>	<b>PHYSICAL DISTRIBUTION</b>	<b>9</b>
Participants and Environment of Physical Distribution Channel Strategies, Levels of Distribution Channels - Design & Policies- Warehousing and Inventory Decisions.		
<b>UNIT V</b>	<b>CHANNEL MEMBERS</b>	<b>9</b>
Deciding the Number and Locations of Channel Members- Selection & Appointment of Dealers- Franchising- Telemarketing, e-marketing & Teleshopping-Logistics and Supply Chain Management.		
<b>Text Books (s)</b>		
1.	S.A.Chunawalla and K.C.Sethia, Foundations of Advertising Theory and Practice, Himalaya Publishing House, New Delhi.	
2.	Louis W. Stern, Adel El. Ansary and Anne T Coughlan. -Marketing Channels, 5th Edition, Prentice Hall of India, New Delhi, 1996.	
<b>Reference(s)</b>		
1.	Parameswaran, Brand Building Advertising: Concepts and Cases, Tata Mc Graw Hill, New Delhi.	
2.	Ingram (2007), 'Sales Management: Analysis and Decision Making', Cengage Learnings.	
3.	Krishna.K. Havaldhar and Vasant. M. Cavall (2007), 'Sales and Distribution Management', TMH.	
4.	Ramneek Kapoor (2007), Fundamentals of Sales Management, Macmillan.	



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 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)



<b>UNIT I</b>	<b>INTRODUCTION</b>	<b>9</b>
Definitions - Concepts and Context of Relationship Management – Evolution - Transactional Vs Relationship Approach – CRM as a Strategic Marketing Tool – CRM Significance to the Stakeholders.		
<b>UNIT II</b>	<b>UNDERSTANDING CUSTOMERS</b>	<b>9</b>
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.		
<b>UNIT III</b>	<b>MANAGING CUSTOMER RELATIONSHIPS</b>	<b>9</b>
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.		
<b>UNIT IV</b>	<b>DEVELOPING CRM STRATEGY</b>	<b>9</b>
Sales-force Automation-Marketing Automation-Service Automation - Call Center Management- Big Data Analysis- Management of Big Data - Sales force.com-Lead Generations Strategy.		
<b>UNIT V</b>	<b>TRENDS IN CRM</b>	<b>9</b>
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.		
<b>Text Books (s)</b>		
1.	Buttle, F. (2014), Customer Relationship Management (Concept and Tools), Elsevier Butterworth- Heinemann, Oxford, UK.	
2.	Customer Relationship Management, Concept, Strategy and Tools ,3 <sup>rd</sup> Edition, V. Kumar & Werner Reinartz, Springer Texts in Business and Economics, 2018.	
<b>Reference(s)</b>		
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 e 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)**





<b>UNIT I</b>	<b>INTRODUCTION TO DIGITAL MARKETING</b>	<b>9</b>
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		
<b>UNIT II</b>	<b>DIGITAL DISPLAY ADVERTISING</b>	<b>9</b>
Concepts, Advantages & Disadvantages of Digital Display, Ad Formats, Campaign Planning and Budget, Campaign Tracking and Optimization. Ecommerce: Portals and Communities – Tie ups		
<b>UNIT III</b>	<b>MOBILE AND EMAIL MARKETING</b>	<b>9</b>
<b>Mobile Marketing:</b> Concepts, SMS content, SMS Strategy, Mobile App, Mobile Advertising <b>Email Marketing:</b> Data Email Marketing Process, Design and Content, Delivery and Discovery		
<b>UNIT IV</b>	<b>DIGITAL ANALYTICS</b>	<b>9</b>
Dashboards, Bounce Rate, Site Speed, Site Search, Conversions, Real Time Reporting, Intelligence Reporting, Customized Reporting		
<b>UNIT V</b>	<b>TRENDS IN SOCIAL MARKETING</b>	<b>9</b>
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		
<b>Text Books (s)</b>		
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 <sup>st</sup> Century, Sage Publication, 2012	
<b>Reference(s)</b>		
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 <sup>th</sup> 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	PBA183M4	INTERNATIONAL MARKETING	3	0	0	3

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

1	Understand the principles & concepts in international.
2	Provide the knowledge of marketing management in the international perspective.
3	Develop marketing strategies for the dynamic international markets.
4	Explore the role and importance of International Marketing in today's rapidly changing business environment.
5	Know the key elements of a digital marketing strategy.

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

CO1	Bring the basic learning of the opportunities and problems that face a marketer when operating abroad.
CO2	Summarize the strategies for product adaptation in international marketing environment.
CO3	Impart knowledge about policy framework and procedural aspects of export and import in international market.
CO4	Impart knowledge about Strategies, approaches and Framework for International Marketing Planning.
CO5	Application of International marketing mix for product diversification and international branding decision.

**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	-	1	3	2
CO2	2	2	2	2	-	2	3	2	-	1	3	2
CO3	1	1	1	2	1	1	1	1	-	2	3	2
CO4	2	2	2	2	-	2	3	2	-	2	3	2
CO5	2	3	2	1	-	2	2	2	2	3	3	3
CO (Avg)	1.6	1.8	1.6	1.8	1	1.6	2	1.6	2	1.8	3	2.2

1: Slight (Low)

2: Moderate (Medium)

3: Substantial (High)



<b>UNIT I</b>	<b>INTRODUCTION</b>	<b>9</b>
International Markets – Definition – Basic Modes of Entry – Nature of International Marketing Benefits of International Marketing – International Marketing Task – World Trade – India's Foreign Trade – Characteristics of MNCs - Global and Domestic Marketing - International Product Life Cycle – EPRG Framework - Institutional set up – Advisory Bodies – Commodity Organizations – Service Institutions – Government Participation in Foreign Trade		
<b>UNIT II</b>	<b>INTERNATIONAL MARKETING ENVIRONMENT</b>	<b>9</b>
Business Culture around the World- Language, Customs, Attitudes - Marketing Strategy Adjustments - Product Adaptations. Geographic Description of Market – Political Risk – Political Environment - Import Quotas – Tariffs - Customs Restrictions - Required Licenses – Registrations – Permits. Development and Scope of International Law – INCOTERMS – WTO – GATT - Current Economic Conditions of the Country or Countries Involved - Credit Worthiness of the International Buyer/Seller – Regional Economic Groupings its Influences in Market		
<b>UNIT III</b>	<b>POLICY FRAMEWORK AND PROCEDURAL ASPECTS</b>	<b>9</b>
India's Export – Import Policy – Export Policy – Promotional Measures - Export Oriented Units – Deemed Exports - Export- Import Documentation – Kinds of Documents – Principle Export Documents – Auxiliary Documents – Documents in Import Trade – Export Documentation and Procedures - Demand Estimation – GDP – Producer Consumer Target – Market Segmentation		
<b>UNIT IV</b>	<b>INTERNATIONAL MARKETING PLANNING</b>	<b>9</b>
International Market Selection – Factors Influencing – Process – Strategies And Approaches – Competition-International Marketing Research – Global Scene- International Marketing Research Procedure – Techniques – Survey – Interview Techniques – Analysis of Field Data – Research Report-International Marketing Planning and Control – Framework – Marketing Control – Control Sequence		
<b>UNIT V</b>	<b>INTERNATIONAL MARKETING MIX</b>	<b>9</b>
Developing an International Product Line, Foreign Product Diversification, International Branding Decisions, International Packaging, International Warranties and Services. International Pricing Strategy - International Promotion Strategies- Promotion Mix-International Sales Negotiations - Patterns of Global Advertising, Global Advertising Regulations, Advertising Media, International Channels of Distribution- Retailing in International Scenario, International Physical Distribution - Technological Influences in International Marketing-Current Trends in International Marketing		
<b>Text Books (s)</b>		
1.	Warren J. Keegan and Mark C. Green, Global Marketing, Prentice Hall, Third Edition	
2.	Philip .R. Cateora, John.L.Graham, Prasanth Salwan, International Marketing, Tata Mcgraw Hill, 13 th edition, (2008)	
<b>Reference(s)</b>		
1.	Onkvisit, Sak., and John J.Shaw., International Marketing, Prentice Hall of India, New Delhi	
2.	Ashok Korwar, Creating Markets across the Globe, Tata McGraw Hill, New Delhi	
3.	Thomas L. Friedman, The Lexus and the Olive Tree: Understanding Globalization, Anchor Books	



Regulation 2018		ELECTIVE – MARKETING	Total Hours			45
Category	Course Code	Course Name	Hours / Week			C
			L	T	P	
E	PBA183M5	MARKETING ANALYTICS	3	0	0	3

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

1	Demonstrate the fundamental conceptual knowledge about the concept of marketing analytics
2	Provide insights on the practical aspects and to identify methods need to perform marketing analytics.
3	Show the benefits of using a systematic and analytical approach to marketing decision-making.
4	Help students develop analytic competencies pertaining solving of marketing problems.
5	Understand the recent practices scientific and empirical approach by case studies.

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

CO1	Analyze the data using marketing metrics for marketing decision
CO2	Analyze the data using analytics tools for marketing decision
CO3	Understand the customer behavior, estimating retention and acquisition
CO4	Understand the brand analytics and evaluate it with customer preference
CO5	Construct a campaign plan, apply, analyze and evaluate in business environment

**CO-PO Mapping**

COS	Pos										PSOs	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO 1	PSO 2
CO1	3	2	3	2	-	3	3	2	-	3	3	3
CO2	3	2	3	2	-	3	3	2	-	3	3	3
CO3	2	3	2	3	-	2	2	2	3	2	3	3
CO4	2	3	2	3	-	3	2	2	-	2	3	3
CO5	3	2	3	2	-	3	3	3	3	3	3	3
CO (Avg)	2.6	2.4	2.6	2.4	-	2.8	2.6	2.2	3	2.6	3	3

1: Slight (Low)

2: Moderate (Medium)

3: Substantial (High)



<b>UNIT I</b>	<b>INTRODUCTION TO MARKETING METRICS</b>	<b>9</b>
Introduction to Marketing Metrics, Linking Marketing to Financial Consequences, Share of Heart, Share of Mind and Share of Market, Role and Importance of Marketing Metrics in Strategic Marketing Decisions		
<b>UNIT II</b>	<b>MARKET ANALYTICS</b>	<b>9</b>
Margins & Profits and Customer Profitability, Selling Price, Variable Cost, Average Variable Cost, Market Spending, Breakeven Point and Target Volume		
<b>UNIT III</b>	<b>CUSTOMER ANALYTICS</b>	<b>9</b>
Customer, Recency, Retention, Customer Life Time Value, Prospect Life Time Value, Acquisition Versus Retention Spending		
<b>UNIT IV</b>	<b>BRAND ANALYTICS</b>	<b>9</b>
Trail, Repeat, Penetration, Volume, CAGR, Fair Share Draw, Cannibalization Rate, Brand Equity Metrics, Conjoint Utilities: Segmentation, Customer Preference and Volume Projection		
<b>UNIT V</b>	<b>MARKETING CAMPAIGN MANAGEMENT</b>	<b>9</b>
Marketing Campaign Management: Types Of Campaigns, Campaign Design, Business Rules, Applications of Predictive Models, Next Best Action, Design of Experiment, Test & Control Framework, A/B Testing, Campaign List Generation, Campaign Quality Check, Campaign Rollout, Campaign Tracking		
<b>Text Books (s)</b>		
1.	Wayne Winston, Marketing Analytics Data Driven Techniques with Microsoft Excel, John Wiley & Sons Inc	
2.	Marketing Analytics, A practical guide to real Marketing Science, Mike Grigsby, Kogan Page Limited, 2015.	
3.	Philip Kotler & Ned Roberto, Marketing Metrics: 103 Key Metrics Every Marketer Needs, John Wiley & Sons Inc, December 2016	
<b>Reference(s)</b>		
1.	Stephan Sorger, Marketing Analytics – Strategic Models and Metrics, Admiral Press, 2016	
2.	Evans, Business Analytics Methods, Models and Decisions, Pearson, Upper Saddle River, J.R. (2012)	
3.	Rao, Predictive Modeling for Strategic Marketing, Prentice Hall, New Delhi, India, P.H. (2011)	



Regulation 2018		ELECTIVE – MARKETING	Total Hours			45
Category	Course Code	Course Name	Hours / Week			C
			L	T	P	
E	PBA183M6	RETAIL MANAGEMENT	3	0	0	3

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

1	Know the essential of Retail management.
2	Impact of Retail growth in Indian market.
3	Understand the retail customer needs and wants.
4	Learn promotional and distribution strategies in specific to retail marketing.
5	Show the benefits of using a systematic and analytical approach in Retail Marketing decision-making.

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

CO1	Understand the functions, challenges and trends in retail management.
CO2	Know various retail formats.
CO3	Know the role of MNC's in organized retail format.
CO4	Understand the shopping behavior of customer and the importance of retail location in Setting up retail business.
CO5	Know the recent trend in retail market for setting up successful retail business and issues in Retailing.

**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	-	2	-	-	2	1	-	2	1	1	2	2
CO3	-	-	-	-	-	-	1	1	-	-	-	-
CO4	-	-	-	-	-	2	-	-	-	-	1	1
CO5	-	-	-	-	-	-	-	-	1	1	1	1
CO (Avg)	-	2	1	2	1.5	1.3	1	1.6	1	1	1.2	1.5

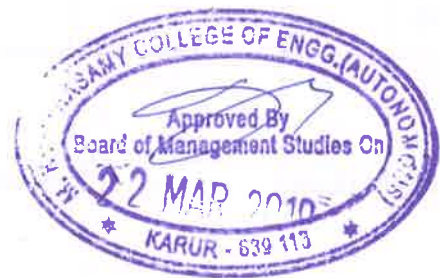
**1: Slight (Low)**

**2: Moderate (Medium)**

**3: Substantial (High)**



<b>UNIT I</b>	<b>INTRODUCTION</b>	<b>9</b>
Introduction to Retailing - Changing Retail Scene- Characteristics of Retailing -Functions of Retailing -Retail Theories-Wheel of Retailing-Trends in Retail Formats- Retail in India – Challenges.		
<b>UNIT II</b>	<b>RETAIL FORMATS &amp; RETAIL MARKETING MIX</b>	<b>9</b>
Organized and Unorganized Formats – Different Organized Retail Formats – Characteristics of Each Format – Emerging Trends in Retail Formats - MNC's Role in Organized Retail Formats- Amazon's Model-Virtual Marketing. Introduction to Retail Marketing Mix.		
<b>UNIT III</b>	<b>UNDERSTANDING CUSTOMER</b>	<b>9</b>
Shopping Behavior, Profile of Indian Shoppers, Shopping Process, Influences on Shopping Behaviour, Retail Market Segmentation- Retail Market Target and Positioning.		
<b>UNIT IV</b>	<b>SETTING UP OF RETAIL BUSINESS &amp; MANAGEMENT ASPECTS</b>	<b>9</b>
Factors Influencing Retail Market Location-Site Evaluation-Store Layout and Decisions-Retail Image- Visual Merchandising and Atmospherics-Managing Retail Personnel-Retail Management Information Systems.		
<b>UNIT V</b>	<b>RECENT TRENDS IN RETAIL MARKET &amp; ISSUES IN RETAILING</b>	<b>9</b>
Challenges in Retailing in India- CRM in Retailing- International Retailing- MIS in Retailing- HRM in Retailing-FDI in Retailing- Complaints Management System in Retailing- Social Issues and Ethical Issues in Retailing.		
<b>Text Books (s)</b>		
1.	Chetan Bajaj, Rajni Tulsi and Nandhi V Srivastava, Retail Management, New Delhi: Oxford University Press, 2010.	
2.	Pradhan Swapna, Retailing Management, New Delhi: Tata McGraw Hill, 2010.	
3.	Retail Management A Strategic Approach (13th Edition, by Barry Berman & Joel R. Evans, Pearson Publishers ,2018.	
<b>Reference(s)</b>		
1.	Michael Havy ,Baston, Aweitz and Ajay Pandit, Retail Management, Tata Mc Graw Hill, Sixth Edition, 2007	
2.	Swapna Pradhan, Retail Management -Text and Cases, Tata Mc Graw Hill, 3 <sup>rd</sup> Edition, 2009.	
3.	Dunne, Retailing, Cengage Learning, 2nd Edition, 2008.	
4.	Ramkrishnan and Y.R.Srinivasan, Indian Retailing Text and Cases, Oxford University Press, 2008.	
5.	Sinha Piyush Kumar and Uniyal Dwarika, Managing Retailing-Text and cases, Oxford University Press, 2007.	



Regulation 2018		ELECTIVE – MARKETING	Total Hours			45
Category	Course Code	Course Name	Hours / Week			C
			L	T	P	
E	PBA183M7	SERVICES MARKETING	3	0	0	3

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

1	Assist the students to take active role and lead as executives in service organization as service sector generates more revenue than manufacturing sector and acts as indispensable position in today's competitive scenario.
2	Appreciate the challenges involved in managing the services and analyze the Strategies to deal with these challenges.
3	Give insights about the foundations of services marketing, customer expectations of services and gap existing in the service delivery processes and service Quality.
4	Develop and justify marketing planning and control systems appropriate to service-based activities
5	Identify the challenges faced in services delivery as outlined in the services gap model.

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

CO1	Understand and implement the basic concept and trend in services marketing.
CO2	Know the customer requirements in service marketing.
CO3	Know on how to build relationships with customers.
CO4	Develop effective communication, pricing and distribution strategies.
CO5	Improve service quality and productivity.

**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	2	1	2	1	1	1.25	1.5

1: Slight (Low)

2: Moderate (Medium)

3: Substantial (High)





<b>UNIT I</b>	<b>BASIC CONCEPTS OF SERVICES</b>	<b>9</b>
Introduction to Services Marketing-Characteristics-Comparison of Goods and Services in Marketing- Unique Characteristics of Services-Classification of Services-Role of Service Sector Organizations in Developing Indian Economy -Services Marketing Challenges and Trends in India - Opportunities in Services Sector Organizations for Management Graduates-Emerging Services Sectors in India.		
<b>UNIT II</b>	<b>UNDERSTANDING CUSTOMER REQUIREMENTS</b>	<b>9</b>
Positioning Services in Competitive Markets - Listening to Customers through Research - Building Customer Relationships - Service Marketing Process-Market Segmentation-Impact of Service Quality in Services-SERQUAL and RATER Dimensions- Blueprinting-GAP Model in Service Quality.		
<b>UNIT III</b>	<b>CUSTOMER RELATIONS</b>	<b>9</b>
Goals, Benefits, Life Time Value of a Customer, Factors, Estimation, Retention Strategies. Service Marketing Triangle- Service Recovery: Impact of Service Failure, Response of Customers, Recovery Strategies, Service Guarantees.		
<b>UNIT IV</b>	<b>MANAGING SERVICE PROMISES</b>	<b>9</b>
Integrated Services Marketing Communications-Pricing of Services - Distributing Services through Physical and Electronic Channels - Improving Service Quality and Productivity.		
<b>UNIT V</b>	<b>SERVICE STRATEGIES</b>	<b>9</b>
Service Marketing Strategies for Health – Hospitality – Tourism – Financial –Transportation-Logistics - Educational – Entertainment & Public Utility Information Technique Services-IT Service Quality.		
<b>Text Books (s)</b>		
1.	R. Srinivasan, Services Marketing – The Indian Context, New Delhi: Prentice Hall of India, 2012.	
2.	Services Marketing: Integrating Customer Focus Across the Firm, 7 <sup>th</sup> Edition, Valarie A. Zeithaml & Dwayne D. Gremler & Mary Jo Bitner, 2018.	
<b>Reference(s)</b>		
1.	Halen Woodroffe, Services Marketing, MacMillan, 2003.	
2.	Steve Baron, Service Marketing, New Delhi: Sage Publications, 2010.	
3.	James A. Fitzsimmons Mona J. Fitzsimmons, Service Management - Operations, Strategy, Information Technology, Tata Mc Graw Hill, 10/e, 2011	
4.	Zeithaml Et.al, Services Marketing, McGraw-Hill Education India. Latest Edition.	



Regulation 2018		ELECTIVE – MARKETING	Total Hours			45
Category	Course Code	Course Name	Hours / Week			C
			L	T	P	
E	PBA183M8	STRATEGIC BRAND MANAGEMENT	3	0	0	3

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

- 1 Learn various concepts about brand management.
- 2 Learn how to manage existing and new brand in the market.
- 3 Study how to build and analysis the brand in the market.
- 4 Examine the impact of Brand Positioning in Marketing.
- 5 Familiarize the students with Branding Challenges.

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

- |     |  |
|-----|--|
| CO1 | Acquire knowledge about the basic concepts of brand and different types of brand   |
| CO2 | Understand the elements of a brand, brand positioning, codes and promises  |
| CO3 | Analyze the various brand name decisions such as product branding, line branding and range Branding etc                        |
| CO4 | Know the global branding strategies, the role of brand managers, branding challenges and Opportunities                         |
| CO5 | Understand the concepts of brand extension, brand licensing and portfolio management, how to eliminate a brand from the market |

**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	-	-	1	3	2
CO2	1	1	1	3	-	1	1	-	-	1	3	2
CO3	1	2	1	2	-	1	2	-	-	3	3	3
CO4	1	1	1	3	-	1	2	1	1	1	3	2
CO5	1	1	1	3	-	1	1	-	-	1	3	2
CO (Av)	1	1.2	1	2.8	-	1	1.4	1	1	1.4	3	2.2

**1: Slight (Low)**

**2: Moderate (Medium)**

**3: Substantial (High)**



Regulation 2018	ELECTIVE – MARKETING	Total Hours	45
<b>UNIT I</b>	<b>INTRODUCTION</b>		9
Branding - Definition, Concept -Evolution-Functions- Significance of Brands-Product Vs Brand - Strategic Brand Management Process-Building Strong Indian Brands- Different Types of Brands – Co branding – Store Brands			
<b>UNIT II</b>	<b>CONSTITUENTS OF A BRAND</b>		9
Brand Elements-Brand Identity-Brand image and Personality-Brand DNA-Kernel-Codes and Promises-Brand Positioning-POD and POP			
<b>UNIT III</b>	<b>BRANDING DECISIONS</b>		9
Brand Name Decisions: Product Branding, Line Branding, Umbrella Branding, Double Branding, Range Branding, Endorsement Branding			
<b>UNIT IV</b>	<b>BRAND PERFORMANCE</b>		9
Measuring Brand Performance – Brand Equity Management – Global Branding strategies – Brand Audit – Brand Equity Measurement – Brand Leverage –Role of Brand Managers– Branding Challenges & Opportunities			
<b>UNIT V</b>	<b>STRATEGY IN BRAND</b>		9
Brand Extension-Brand Licensing-Brand Architecture and Portfolio Management-Brand Transfer- Strategic Issues in Brand Management-Re Branding and Re-Launching- Brand Revitalization-Brand Valuation-Methods-Brand Elimination			
<b>Text Books (s)</b>			
1.	Kevin Lane Keller – Strategic Brand Management, Building Measuring & Managing Brand Equity, 5 <sup>th</sup> Edition, Pearson Education-2013		
2.	Kapferer J.N, Strategic Brand Management, Kogan Press, Fourth Edition, 2008		
<b>Reference(s)</b>			
1.	Kirti Dutta, Brand Management Principles and Practices, New Delhi: Oxford University Press Revised Edition, 2014		
2.	Sharad Sarin, Strategic Brand Management for B2B Markets, New Delhi: Sage Publications, 2013		
3.	Moorthi YLR, Brand Management, Vikas Publishing House, I edition,		
4.	Ramesh Kumar, Managing Indian Brands, Vikas Publication, India, 2012		



Regulation 2018		ELECTIVE – MARKETING	Total Hours			45
Category	Course Code	Course Name	Hours / Week			C
			L	T	P	
E	PBA183M9	SALES MANAGEMENT	3	0	0	3

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

1	To know the proficient sales process and sales force management.
2	Creating awareness of current sales management practices and relevant managerial issues and how to manage a sales force.
3	Build awareness of current sales management practices and relevant managerial issues.
4	Learn how to manage and motivate a professional sales force.
5	Know the importance of sales territories & quotas.

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

CO1	Understand the functions, structure of Sales Management.
CO2	Identify The role of Sales Management in Strategic Planning.
CO3	Know the various categories of managing the sales force and to identify the ways to recruit select and train the sales people.
CO4	Identify the steps and strategies involved in Personal Selling.
CO5	Make out and pertain the ways to control the sales persons effort.

**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)**



<b>UNIT I</b>	<b>SALES MANAGEMENT</b>	<b>9</b>
Introduction to Sales Management: Meaning & Objectives- Types & Functions of Sales Management- Sales Management Structure & Positions- Interdepartmental Relations. Estimating Market and Sales Potentials – Functions of a Sales manager, Sales management skills.		
<b>UNIT II</b>	<b>STRATEGIC ROLE OF SALES MANAGEMENT</b>	<b>9</b>
Organizational Strategies and Sales Function - Organizational Strategy Levels- Corporate strategy- Business strategy- Marketing strategy-Sales Strategy- Integrating Organizational Strategies- Role of SBU in Sales Function- Purpose of Sales Organization, Setting up a Sales Organization, Types of Sales Organization Structure,		
<b>UNIT III</b>	<b>MANAGEMENT OF SALES FORCE</b>	<b>9</b>
Determining Sales Force Size-- Determining Sales Budget- Recruitment and selection of sales force, Training, motivating and compensating the sales force, controlling the sales force, - Case Analysis.		
<b>UNIT IV</b>	<b>PERSONAL SELLING AND SALES FORECASTING</b>	<b>9</b>
Personal Selling- Types, Objectives & Steps, Strategies, Roles & Responsibilities. Prospecting, Sales Resistance, Closing Sales, Selling Objectives, Analyzing Market Potential, Sales Forecasting Methods: Qualitative Methods, Quantitative Methods		
<b>UNIT V</b>	<b>CONTROLLING THE SALES EFFORT</b>	<b>9</b>
Purpose of Sales Budget, Objective in Using Quotas, Procedure of Setting Quota, Limitations of Quota System, Concept of Sales Territory, Need for Establishment and Revision, of Sales Territory, Assignment of Sales Personnel to Territories, Importance of Customer Feedback By Sales Personnel.		
<b>Text Books (s)</b>		
1.	Sales Management, Richant.R.Still, Edward.W .Gundiff and Norman.A.P.Govoni, Prentice Hall of India.	
2.	Charles M. Futrell, “Fundamentals of Selling: Customers for life through service”, (12th ed.), Tata McGraw Hill, New Delhi, 2014.	
<b>Reference(s)</b>		
1.	Sales Management: In the Indian Perspective, “Vaswar DasGupta”, PHI.	
2.	Krishna.K. Havaldhar and Vasant. M. Cavall (2007), ‘Sales and Distribution Management’, TMH.	
3.	Ramneek Kapoor (2015), Fundamentals of Sales Management, Macmillan.	
4.	Sales Management: Analysis and Decision Making, Sixth Edition ,Thomas N. Ingram, Raymond W. LaForge, Ramon A. Avila, Charles H. Schwepker, Jr., Michael R. Williams, Thomson South-Western	



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)



<b>UNIT I</b>	<b>DISTRIBUTION MANAGEMENT</b>	<b>9</b>
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.		
<b>UNIT II</b>	<b>CHANNEL DESIGN &amp; MEMBERS</b>	<b>9</b>
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.		
<b>UNIT III</b>	<b>DISTRIBUTION PLANNING AND CONTROL</b>	<b>9</b>
Selection and Motivation of Intermediaries, Channel Dynamics – Vertical Marketing Systems and Horizontal Marketing Systems, Multichannel Marketing Systems, Channel Conflict and Management, Evaluation and Control.		
<b>UNIT IV</b>	<b>PHYSICAL DISTRIBUTION AND LOGISTICS</b>	<b>9</b>
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.		
<b>UNIT V</b>	<b>SUPPLY CHAIN MANAGEMENT</b>	<b>9</b>
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.		
<b>Text Books (s)</b>		
1.	Sales and Distribution Management, Krishna K Havalldhar and Vasant M Cavale Tata Mcgraw Hill.	
2.	Sales and Distribution Management, An Indian Perspective, Pingali Venugopal, Sage Publications.	
<b>Reference(s)</b>		
1.	Basics of Distribution Management A Logistical Approach, Sathish K Kapoor & Purvakansal, PHI Learning.	
2.	Logistics & Supply Chain Management 5 <sup>th</sup> 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.

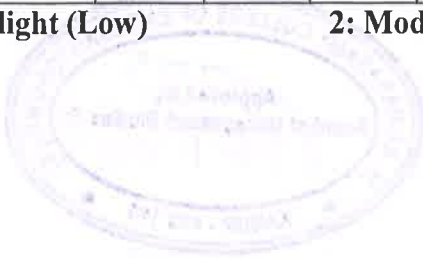
**CO-PO Mapping**

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)





<b>UNIT I</b>	<b>INTRODUCTION TO ADVERTISING</b>	<b>9</b>
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.		
<b>UNIT II</b>	<b>MEDIA PLANNING AND STRATEGY</b>	<b>9</b>
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.		
<b>UNIT III</b>	<b>ADVERTISEMENT TYPES</b>	<b>9</b>
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.		
<b>UNIT IV</b>	<b>COPY DECISION AND ADVERTISING AGENCY</b>	<b>9</b>
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.		
<b>UNIT V</b>	<b>SALES PROMOTION</b>	<b>9</b>
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 .		
<b>Text Books (s)</b>		
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	
<b>Reference(s)</b>		
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	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, basic accountancy and legal aspects necessary for carrying out day to day banking operations

**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

1: Slight (Low)

2: Moderate (Medium)

3: Substantial (High)



<b>UNIT I</b>	<b>INDIAN FINANCIAL SYSTEM</b>	<b>9</b>
Recent Developments in the Indian Financial System - 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 .		
<b>UNIT II</b>	<b>FUNCTIONS OF BANK</b>	<b>9</b>
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		
<b>UNIT III</b>	<b>DOCUMENTS AND PROCEDURES</b>	<b>9</b>
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		
<b>UNIT IV</b>	<b>BANKING TECHNOLOGY</b>	<b>9</b>
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.		
<b>UNIT V</b>	<b>SUPPORT SERVICES</b>	<b>9</b>
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.		
<b>Reference (s)</b>		
1.	Principles and Practices of Banking -, author by IIBF, 3 <sup>rd</sup> Edition, 2015 by Macmillan Publication	
2.	Legal and Regulatory Aspects of Banking – JAIIB, author by IIBF, 3 <sup>rd</sup> 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 <sup>rd</sup> Edition, 2015 by Macmillan Publication	
5.	Legal and Regulatory Aspects of Banking – JAIIB, author by IIBF, 3 <sup>rd</sup> Edition, 2015 by Macmillan Publication.	

**1: Slight (Low)**

**2: Moderate (Medium)**

**3: Substantial (High)**



Regulation 2018		ELECTIVE – FINANCE	Total Hours			45
Category	Course Code	Course Name	Hours / Week			C
			L	T	P	
E	PBA183F2 (R)	TAXATION	3	0	0	3

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

1	Understand the basics of taxation
2	Know the various Direct Taxation Schemes
3	Indirect tax and its implications and learn the future trends in GST
4	Study the overview of CENVAT
5	Know the practices of Customs act.

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

CO1	Understand the basics of taxation.
CO2	Comprehend the direct tax principles and overview of various heads of sources of income.
CO3	Understand the conceptual framework of indirect tax and its implications.
CO4	Know the service tax applications and overview of CENVAT.
CO5	Understand the principles and practices of Customs Act-1962.

**CO-PO Mapping**

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

**1: Slight (Low)**

**2: Moderate (Medium)**

**3: Substantial (High)**



<b>UNIT I</b>	<b>INTRODUCTION</b>	<b>9</b>
Basics of Taxation - Principles and Cannons - Differences of Direct Tax and Indirect Tax – Status-Tax Planning – Exempted Incomes – Filing of Returns.		
<b>UNIT II</b>	<b>INTRODUCTION TO DIRECT TAX</b>	<b>9</b>
Direct Taxation- Overview Income From Salaries, House Property, Business and Profession - Income From Capital Gains and Income From Other Sources – Basic Provisions and Exemption.		
<b>UNIT III</b>	<b>INTRODUCTION TO GOODS AND SERVICES TAX</b>	<b>9</b>
Basics of TNGST – Methodology of GST- Subsuming of taxes- constitutional background - Benefits of implementing GST- Structure of GST- Central Goods and Services Tax - State Goods and Services Tax - UTGST – Integrated Goods and Services Tax - Important concepts and definitions under CGST Act and IGST Act GSTN - HSN Code - SAC code - GST council – Structure, Power and Functions. Future Trends in Taxation - GST.		
<b>UNIT IV</b>	<b>THE SERVICE TAX</b>	<b>9</b>
Service Tax - Introduction, Nature of Service Tax, Service Provider and Service Receiver - Registration Procedure, Records to be Maintained - Negative List of Services, Exemptions and Abatements - Valuation of Taxable Services - Exemptions and Abatements – Payment of Service Tax, Return – CENVAT Credit Rules – Export and Import of Services.		
<b>UNIT V</b>	<b>THE CUSTOMS ACT-1962</b>	<b>9</b>
The Customs Act, 1962 - Details of Procedure in Relation to Levy, Collection and Exemption From Customs Duties - Documents to be Prepared and Presented to Customs Authorities; Valuation of Goods; Clearance of Imported and Exported Goods - Procedure -Detailed Procedure in Relation to Transportation and Warehousing - Relevant Rules and Regulations - Drawback of Customs Duties Paid - Preparation and Submission of Drawback Claim Forms.		
<b>Text Books (s)</b>		
1	V.S. Datey, Indirect Taxes –Law & Practice, Revised Edition (as per latest Assessment B.Com (PA)), Taxmann Publications Pvt Ltd.	
2	Income Tax Law and Practice; Year 2015 – VP Gaur, Kalyani Publishers.	
<b>Reference (s)</b>		
1	Dr. V. Balachandran, Indirect Taxation, Revised Edition (as per latest Assessment B.Com (PA), Sultan Chand & Sons.	
2	Dinkar Pagare and Dr. V. Balachandran, Business Taxation, Revised Edition (as per latest Assessment B.Com (PA)), Sultan Chand & Sons.	
3	Business Taxation by T.S.Reddy & Dr.Y.Hari Prasad Reddy, Margham	



Regulation 2018		ELECTIVE – FINANCE	Total Hours			45
Category	Course Code	Course Name	Hours / Week			C
			L	T	P	
E	PBA183F2	TAXATION	3	0	0	3

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

1 understand the basics of taxation, principles of direct tax, various heads of sources of income, indirect tax and its implications, service tax and concept of CENVAT, principles of Customs Act.

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

CO1	understand the basics of taxation.
CO2	comprehend the direct tax principles and overview of various heads of sources of income.
CO3	understand the conceptual framework of indirect tax and its implications.
CO4	know the service tax applications and overview of CENVAT.
CO5	understand the principles and practices of Customs Act-1962.

**CO-PO Mapping**

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

1: Slight (Low)

2: Moderate (Medium)

3: Substantial (High)



<b>UNIT I</b>	<b>INTRODUCTION</b>	<b>9</b>
Basics of Taxation - Principles and Cannons - Differences of Direct Tax and Indirect Tax – Status-Tax Planning – Exempted Incomes – Filing of Returns.		
<b>UNIT II</b>	<b>INTRODUCTION TO DIRECT TAX</b>	<b>9</b>
Direct Taxation- Overview Income From Salaries, House Property, Business and Profession - Income From Capital Gains and Income From Other Sources – Basic Provisions and Exemption.		
<b>UNIT III</b>	<b>INTRODUCTION TO INDIRECT TAX</b>	<b>9</b>
Indirect Taxation - Basics of TNGST – CST, Cess, VAT – Excise Duty, Customs Duty – Principles-Provisions- Exemptions- Regulations – Future Trends in Taxation - GST.		
<b>UNIT IV</b>	<b>THE SERVICE TAX</b>	<b>9</b>
Service Tax - Introduction, Nature of Service Tax, Service Provider and Service Receiver - Registration Procedure, Records to be Maintained - Negative List of Services, Exemptions and Abatements - Valuation of Taxable Services - Exemptions and Abatements – Payment of Service Tax, Return – CENVAT Credit Rules – Export and Import of Services.		
<b>UNIT V</b>	<b>THE CUSTOMS ACT-1962</b>	<b>9</b>
The Customs Act, 1962 - Details of Procedure in Relation to Levy, Collection and Exemption From Customs Duties - Documents to be Prepared and Presented to Customs Authorities; Valuation of Goods; Clearance of Imported and Exported Goods - Procedure -Detailed Procedure in Relation to Transportation and Warehousing - Relevant Rules and Regulations - Drawback of Customs Duties Paid - Preparation and Submission of Drawback Claim Forms.		
<b>Text Books (s)</b>		
1	V.S. Datey, Indirect Taxes –Law & Practice, Revised Edition (as per latest Assessment B.Com (PA)), Taxmann Publications Pvt Ltd.	
2	Income Tax Law and Practice; Year 2015 – VP Gaur, Kalyani Publishers.	
<b>Reference (s)</b>		
1	Dr. V. Balachandran, Indirect Taxation, Revised Edition (as per latest Assessment B.Com (PA)), Sultan Chand & Sons.	
2	Dinkar Pagare and Dr. V. Balachandran, Business Taxation, Revised Edition (as per latest Assessment B.Com (PA)), Sultan Chand & Sons.	
3	Business Taxation by T.S.Reddy & Dr.Y.Hari Prasad Reddy, Margham	



Regulation 2018		ELECTIVE – FINANCE	Total Hours			45
Category	Course Code	Course Name	Hours / Week			C
			L	T	P	
E	PBA183F3 (R)	BEHAVIORAL FINANCE	3	0	0	3

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

1	Link between the peculiarities of human behavior and aspects of financial and investment management, as well as corporate and risk management
2	Introduce the basics of behavioral finance and financial markets
3	Puts various –behavioral mechanisms into more basic psychological framework spanning the mechanisms of information perception, emotions, memory, and attention
4	Focused on behavioral factors influencing financial markets and corporate world
5	Import vivid understanding on financial decision making in relation to risk taking

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

CO1	Aware of human preferences nationality in relation with market efficiency
CO2	Identify persistent or systematic behavioral factors that influence investment behavior
CO3	Identify persistent or systematic external factors that influence investment behavior
CO4	Understand how behavioral factors influencing the financial markets
CO5	Identify the financial decision making errors that can be avoided by understanding neuro physiology and neuro economics

**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)**

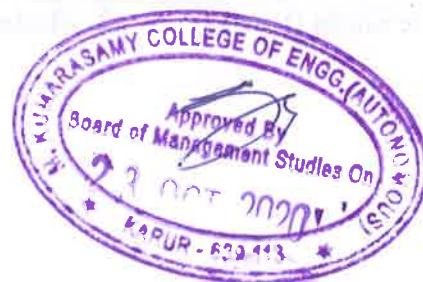
**2: Moderate (Medium)**

**3: Substantial (High)**





<b>UNIT I</b>	<b>PERCEPTION, HUMAN PREFERENCES, RATIONALITY, AND MARKET EFFICIENCY</b>	<b>9</b>
Cognitive Information Perception. Weber Law. Subjective Probability. Representativeness, Anchoring, Asymmetric Perception of Gains and Losses, Framing and Other Behavioral Effects. Decision-Making Under Risk and Uncertainty. Expected Utility as a Basis for Decision-Making. The Evolution of Theories Based on Expected Utility Concept. Decision-Making in Historical Prospective, Allais and Elsberg's Paradoxes. Rationality from an Economics and Evolutionary Prospective.		
<b>UNIT II</b>	<b>BEHAVIOURAL FACTORS AND FINANCIAL MARKETS</b>	<b>9</b>
Empirical Data That Challenge The Efficient Markets Hypothesis. Fundamental Information and Financial Markets. Information Available for Market Participants and Market Efficiency. Market Predictability. The Concept of Limits of Arbitrage and Model by Shleifer and Vishny. Asset Management and Behavioral Factors.		
<b>UNIT III</b>	<b>EXTERNAL FACTORS AND INVESTOR BEHAVIOUR</b>	<b>9</b>
Weather, Emotions, and Financial Markets: Sunshine, Geomagnetic Activity. Mechanisms of The External Factor Influence on Risk Perception and Attitudes. Connection to Human Psychophysiology and Emotional Regulation. Misattribution as a Mechanism for External Factors Influence. Emotional Content of News Articles and Their Correlation with Market Dynamics.		
<b>UNIT IV</b>	<b>BEHAVIOURAL CORPORATE FINANCE</b>	<b>9</b>
Behavioural Factors and Corporate Decisions on Capital Structure and Dividend Policy. Timing of Good and Bad Corporate News Announcement. Mergers and Acquisitions and The Winner's Curse. IPO Underpricing. Systematic Excessive Optimism and Overconfidence in Managers 'Decisions. Sunk Costs and Mental Accounting. Evolutionary Explanations for Behavioral Effects.		
<b>UNIT V</b>	<b>EMOTIONS AND DECISION-MAKING, THE SCIENCE OF NEUROECONOMICS</b>	<b>9</b>
Experimental Measurement of Risk-Related Preferences: Measuring Risk Through Probabilistic Set of Gambles, Through Questionnaire. Emotional Mechanisms in Modulating Risk-Taking Attitude. Neurophysiology of Risk-Taking. Personality Traits and Risk Attitudes in Different Domains. Neurophysiology of Decision-Making, The Role of Hormones and Neurotransmitters.		
<b>Text Books (s)</b>		
1.	Pompian, Michael M. Behavioral Finance and Wealth Management. Wiley: New Jersey.	
<b>Reference (s)</b>		
1	Behavioral Corporate Finance, Hersh Shefrin, Tata Mc Graw Hill Irwin Publishers	
2	The Psychology of Investing (4th Edition), Pearson Prentice Hall, John R. Nofsinger	
3	What Investors Really Want, Learn the lessons of behavioral Finance, Meir Statman, McGraw-Hill	



Regulation 2018		ELECTIVE – FINANCE	Total Hours			45
Category	Course Code	Course Name	Hours / Week			C
			L	T	P	
E	PBA183F3	BEHAVIORAL FINANCE	3	0	0	3

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

1	link between the peculiarities of human behaviour and aspects of financial and investment management, as well as corporate and risk management
2	introduce the basics of behavioural finance and financial markets
3	puts various -behavioural mechanisms into more basic psychological framework spanning the mechanisms of information perception, emotions, memory, and attention
4	focused on behavioural factors influencing financial markets and corporate world
5	import vivid understanding on financial decision making in relation to risk taking

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

CO1	aware of human preferences nationality in relation with market efficiency
CO2	identify persistent or systematic behavioral factors that influence investment behavior
CO3	identify persistent or systematic external factors that influence investment behavior
CO4	understand how behavioral factors influencing the financial markets
CO5	uidentify the financial decision making errors that can be avoided by understanding neuro physiology and neuro economics

**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)**



<b>UNIT I</b>	<b>PERCEPTION, HUMAN PREFERENCES, RATIONALITY, AND MARKET EFFICIENCY</b>	<b>9</b>
Cognitive Information Perception. Weber Law. Subjective Probability. Representativeness, Anchoring, Asymmetric Perception of Gains and Losses, Framing and Other Behavioral Effects. Decision-Making Under Risk and Uncertainty. Expected Utility as a Basis for Decision-Making. The Evolution of Theories Based on Expected Utility Concept. Decision-Making in Historical Prospective, Allais and Elsbeg's Paradoxes. Rationality from an Economics and Evolutionary Prospective. Different Ways to Define Rationality Why Humans Often Act Outside of the Economic Rationality Framework. Herbert Simon and Bounded Rationality. Investor Rationality and Market Efficiency. Empirical Data That Questions Market Efficiency		
<b>UNIT II</b>	<b>BEHAVIOURAL FACTORS AND FINANCIAL MARKETS</b>	<b>9</b>
Empirical Data That Challenge The Efficient Markets Hypothesis. Fundamental Information and Financial Markets. Information Available for Market Participants and Market Efficiency. Market Predictability. The Concept of Limits of Arbitrage and Model by Shleifer and Vishny. Asset Management and Behavioural Factors. Active Portfolio Management: Return Statistics and Sources of Systematic Underperformance. Fundamental Information, Technical Analysis, and Behavioural Factors		
<b>UNIT III</b>	<b>EXTERNAL FACTORS AND INVESTOR BEHAVIOUR</b>	<b>9</b>
Weather, Emotions, and Financial Markets: Sunshine, Geomagnetic Activity. Mechanisms of The External Factor Influence on Risk Perception and Attitudes. Connection to Human Psychophysiology and Emotional Regulation. Misattribution as a Mechanism for External Factors Influence. Emotional Content of News Articles and Their Correlation with Market Dynamics. Social Trends and Market Dynamics: Music, Fashion, Demographics		
<b>UNIT IV</b>	<b>BEHAVIOURAL CORPORATE FINANCE</b>	<b>9</b>
Behavioural Factors and Corporate Decisions on Capital Structure and Dividend Policy. Timing of Good and Bad Corporate News Announcement. Mergers and Acquisitions and The Winner's Curse. IPO Underpricing. Systematic Excessive Optimism and Overconfidence in Managers' Decisions. Sunk Costs and Mental Accounting. Evolutionary Explanations for Behavioural Effects. Evidence from Behavioural Game Theory. Systematic Approach to Using Behavioural Factors in Corporate Decision-Making		
<b>UNIT V</b>	<b>EMOTIONS AND DECISION-MAKING, THE SCIENCE OF NEUROECONOMICS</b>	<b>9</b>
Experimental Measurement of Risk-Related Preferences: Measuring Risk Through Probabilistic Set of Gambles, Through Questionnaire. Emotional Mechanisms in Modulating Risk-Taking Attitude. Neurophysiology of Risk-Taking. Personality Traits and Risk Attitudes in Different Domains. Neurophysiology of Decision-Making, The Role of Hormones and Neurotransmitters. How Tools from Cognitive Neuroscience can Aid in Understanding the Basics of The Economic Behavior. Introduction to The Science of Neuroeconomics. Neuromarketing		
<b>Text Books (s)</b>		
1.	Pompian, Michael M. Behavioral Finance and Wealth Management. Wiley: New Jersey.	
<b>Reference (s)</b>		
1	Behavioral Corporate Finance, Hersh Shefrin, Tata Mc Graw Hill Irwin Publishers	
2	The Psychology of Investing (4th Edition), Pearson Prentice Hall, John R. Nofsinger	
3	What Investors Really Want, Learn the lessons of behavioral Finance, Meir Statman, McGraw-Hill	



Regulation 2018		ELECTIVE – FINANCE	Total Hours			45
Category	Course Code	Course Name	Hours / Week			C
			L	T	P	
E	PBA183F4	FINANCIAL ANALYTICS	3	0	0	3

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

1	identify the different risks involved in finance area
2	Impart knowledge on measurements related to risks
3	understand and solve the different risks pertaining to stock market and its instruments
4	provide insights to instruments related to risk management
5	provide insights to other issues integrated to risk management

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

CO1	identify and classify different financial risks
CO2	measure different types of risks in financial area
CO3	manage risks related to different functions of business
CO4	know about different instruments for risk management
CO5	know about other issues integrated to risk management

**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)



<b>UNIT I</b>	<b>INTRODUCTION TO RISK</b>	<b>9</b>
Understanding Risk- Nature of Risk -Source of Risk - Need for Risk Management - Benefits of Risk Management - Risk Management Approaches - Risk Classification - Credit Risk - Market Risk - Operational Risk and Other Risk		
<b>UNIT II</b>	<b>RISK MEASUREMENTS</b>	<b>9</b>
Measurement of Risk – Credit Risk Measurement - Market Risk Measurement - Interest Rate Risk Measurement - Asset Liability Management - Measurement of Operational Risk		
<b>UNIT III</b>	<b>RISK MANAGEMENT</b>	<b>9</b>
Risk Management - Managing Credit Risk - Managing Operational Risk - Managing Market Risk – Insurance		
<b>UNIT IV</b>	<b>RISK IN INSTRUMENTS</b>	<b>9</b>
Tools for Risk Management – Derivatives - Combinations of Derivative Instruments - Neutral and Volatile Strategies - Credit Derivatives - Credit Ratings - Swaps		
<b>UNIT V</b>	<b>REGULATION AND OTHER ISSUES</b>	<b>9</b>
Other Issues in Risk Management – Regulatory Framework - Basel Committee - Legal Issues - Accounting Issues - Tax Issues - MIS and Reporting - Integrated Risk Management		
<b>Text Book (s)</b>		
1	Financial Risk Management by Dun & Bradstreet, TMH	
<b>Reference (s)</b>		
1	Risk Management and Financial Institutions by John C Hull , Pearson	
2	Strategic Risk Taking by Aswath Damodharan, Pearson	



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)



<b>UNIT I</b>	<b>INDIAN FINANCIAL SYSTEM</b>	<b>9</b>
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		
<b>UNIT II</b>	<b>NEW ISSUE MARKET</b>	<b>9</b>
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		
<b>UNIT III</b>	<b>MERCHANT BANKING &amp; MUTUAL FUND</b>	<b>9</b>
<b>Merchant Banking</b> Definition, Origin of Merchant Banking – Merchant Banking in India - Services of Merchant Banks –Problems and Scope of Merchant Banking in India.		
<b>Mutual fund</b> Mutual Fund - Meaning, Types, Functions, Advantages, Private and Public Sector Mutual Funds, Growth of Mutual Funds in India.		
<b>UNIT IV</b>	<b>LEASING &amp; HIRE PURCHASE</b>	<b>9</b>
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.		
<b>UNIT V</b>	<b>Other Fund Based Services</b>	<b>9</b>
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.		
<b>Reference (s)</b>		
1.	Gordon and Natarajan, 2018 Financial Markets and Services, Himalaya Publishing House.10 <sup>th</sup> edition	
2.	Vasant Desai, the Indian Financial System, Himalaya Publishing House, 5 <sup>th</sup> 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 <sup>nd</sup> 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						
<b>Course Objective (s):</b> 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.											
<b>Course Outcome (s) (COs):</b> 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											
<b>CO-PO Mapping</b>												
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)





<b>UNIT I</b>	<b>INSURANCE IN INDIA</b>	<b>9</b>
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.		
<b>UNIT II</b>	<b>LIFE AND HEALTH INSURANCE</b>	<b>9</b>
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.		
<b>UNIT III</b>	<b>GENERAL INSURANCE</b>	<b>9</b>
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.		
<b>UNIT IV</b>	<b>INTRODUCTION TO RISK MANAGEMENT</b>	<b>9</b>
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.		
<b>UNIT V</b>	<b>RISK MANAGEMENT BY INDIVIDUAL</b>	<b>9</b>
Factors Affecting Individual Demands for Insurance – Risk Management by Corporation – Corporate Risk Management Process – Types of Risk Managing Firms.		
<b>Reference (s)</b>		
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	PBA183F7	INTERNATIONAL TRADE FINANCE	3	0	0	3

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

- |   |   |
|---|---|
| 1 | introduce Foreign exchange market concepts and evolution of monetary systems and mechanisms of international trade and settlements Discuss various theoretical models for determining exchange rates, Overview of BoP and its impact on Forex rates Introduce the role of derivatives and hedging instruments |
|---|---|

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

- |     |   |
|-----|---|
| CO1 | able to gain the practical knowledge and its implications on International Finance.           |
| CO2 | gain practical Knowledge on Foreign Exchange Market   |
| CO3 | explain the basic concepts behind Forex market operations.                                    |
| CO4 | solve simple Forex related problems in spot and forward transactions                          |
| CO5 | explain the functions of international financial institutions and their settlement 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	-	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)



<b>UNIT I</b>	<b>INTRODUCTION TO FOREIGN EXCHANGE MARKET &amp; FOREIGN TRADE POLICY</b>	<b>9</b>
Foreign Exchange Markets - Structure - Market Players – Determination of Foreign Exchange Rates – FEMA – Overview of Foreign Trade Policy of India – DGFT		
<b>UNIT II</b>	<b>INTERNATIONAL MONETARY SYSTEM &amp; ITS IMPLICATIONS</b>	<b>9</b>
International Monetary System – Gold Standard, Gold Exchange Standard, The Bretton Woods System, Exchange Rate Regimes, Exchange Rate Policy, and Monetary Policy, International Liquidity and International Reserves.		
<b>UNIT III</b>	<b>FOREX MANAGEMENT</b>	<b>9</b>
Foreign Exchange Markets – Spot Prices and Forward Prices – Factors Influencing Exchange Rates – The effects of Exchange Rates in Foreign Trade – Tools for Hedging against Exchange Rate Variations – Forward, Futures and Currency Options – FEMA – Determination of Foreign Exchange Rate and Forecasting.		
<b>UNIT IV</b>	<b>INTERNATIONAL CREDIT POLICY AGENCIES &amp; ITS OPERATIONS</b>	<b>9</b>
International Credit Policy Agencies and Global Capital Markets - International Credit and Money Markets- International Bond Market – International Equity Market. Equity and Debt Products like ECBs, ADRs, GDRs - ECCBs and other Types of Bonds etc., Syndication of Loans.		
<b>UNIT V</b>	<b>DERIVATIVE MARKETS &amp; EXPORT PROMOTION</b>	<b>9</b>
Foreign Exchange Exposure and Risk Management- Hedging- Overview- Techniques- Forwards- Futures- Options and Swaps. Government Organizations Promoting Exports – Export Incentives: Duty Exemption – IT Concession – Marketing Assistance – EPCG, DEPB – Advance License –Export Promotion – EPZ – EQU – SEZ and Export House.		
<b>Text Book (s)</b>		
1.	Apte P.G.,2011, Tata McGraw Hill, International Financial Management,	
2.	Jeff Madura,2011, Cengage Learning, 9th Edition International Corporate Finance.	
3.	Eun and Resnik,2011, Tata McGraw Hill, 5th Edition, International Financial Management,	
4.	Alan C. Shapiro, 2010, PHI Learning, 5th Edition ,Multinational Financial Management,	
<b>Reference(s)</b>		
1.	Thummuluri Siddaih (2010) , International Financial Management, New Delhi, Pearson	

**1: Slight (Low)**

**2: Moderate (Medium)**

**3: Substantial (High)**



Regulation 2018		ELECTIVE – FINANCE	Total Hours			45
Category	Course Code	Course Name	Hours / Week			C
			L	T	P	
E	PBA183F8 (R)	INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT	3	0	0	3

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

1	Introduce the concept of investment, investment alternatives with choice and evaluation based on risk and return concepts
2	Understand the techniques involved in deciding upon purchase or sale of securities
3	Get an idea about fundamental security analysis
4	Get an idea about technical security analysis
5	Provide perspective on portfolio selection, evaluation and revision

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

CO1	Identify the different investment opportunities available
CO2	Understand the functions of securities market
CO3	Analyze the share price using different techniques of fundamental analysis
CO4	Analyze the share price using different techniques of technical analysis/ technical chart
CO5	Understand the process of analysis, selection, revision and evaluation of Portfolio

**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	2	1	1	1	2
CO2	1	1	-	-	2	1	-	1	1	1	1	2
CO3	1	1	-	-	-	-	1	1	-	1	1	-
CO4	1	1	-	-	-	2	-	-	-	1	1	1
CO5	1	1	-	-	-	-	-	-	1	1	1	1
CO (Avg)	1	1	1	2	1.5	1.3	1	1.3	1	1	1	1.5

1: Slight (Low)

2: Moderate (Medium)

3: Substantial (High)



<b>UNIT I</b>	<b>INVESTMENT SETTING</b>	<b>9</b>
Financial and Economic Meaning of Investment – Characteristics and Objectives of Investment – Types of Investment – Investment Alternatives – Choice and Evaluation – Risk and Return Concepts – Investment Behavior after COVID19 Pandemic Period.		
<b>UNIT II</b>	<b>SECURITIES MARKETS</b>	<b>9</b>
Financial Market - Segments – Types - - Participants in Financial Market – Regulatory Environment, Primary Market – Methods of Floating New Issues, Book Building – Role of Primary Market – Regulation of Primary Market, Stock Exchanges in India – BSE, OTCEI , NSE, ISE, and Regulations of Stock Exchanges – Trading System in Stock Exchanges –SEBI		
<b>UNIT III</b>	<b>FUNDAMENTAL ANALYSIS</b>	<b>9</b>
Economic Analysis – Economic Forecasting and Stock Investment Decisions – Forecasting Techniques. Industry Analysis : Industry Classification, Industry Life Cycle – Company Analysis Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds Investor Ratios		
<b>UNIT IV</b>	<b>TECHNICAL ANALYSIS</b>	<b>9</b>
Fundamental Analysis vs Technical Analysis – Charting Methods – Market Indicators, Trend – Trend Reversals – Patterns - Moving Average – Exponential Moving Average – Oscillators – Market Indicators – Efficient Market Theory		
<b>UNIT V</b>	<b>PORTFOLIO MANAGEMENT</b>	<b>9</b>
Portfolio Analysis – Portfolio Selection –Capital Asset Pricing Model – Portfolio Revision Portfolio Evaluation – Mutual Funds		
<b>Text Books (s)</b>		
1.	S. Kevin , Securities Analysis and Portfolio Management , PHI Learning , 2012	
<b>Reference (s)</b>		
1.	Donald E.Fischer & Ronald J.Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8th edition, 2011.	
2.	Prasannachandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2011.	
3.	Reilly & Brown, Investment Analysis and Portfolio Management, Cengage, 10th edition, 2016.	



Regulation 2018		ELECTIVE – FINANCE	Total Hours			45
Category	Course Code	Course Name	Hours / Week			C
			L	T	P	
E	PBA183F8	INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT	3	0	0	3

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

1	introduce the concept of investment, investment alternatives with choice and evaluation based on risk and return concepts
2	understand the techniques involved in deciding upon purchase or sale of securities
3	get an idea about fundamental security analysis
4	get an idea about technical security analysis
5	provide perspective on portfolio selection, evaluation and revision

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

CO1	identify the different investment opportunities available
CO2	understand the functions of securities market
CO3	analyze the share price using different techniques of fundamental analysis
CO4	analyze the share price using different techniques of technical analysis/ technical chart
CO5	understand the process of analysis, selection, revision and evaluation of Portfolio

**CO-PO Mapping**

COS	Pos										PSOs	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2
CO1	1	1	1	2	1	1	1	2	1	1	1	2
CO2	1	1	-	-	2	1	-	1	1	1	1	2
CO3	1	1	-	-	-	-	1	1	-	1	1	-
CO4	1	1	-	-	-	2	-	-	-	1	1	1
CO5	1	1	-	-	-	-	-	-	1	1	1	1
CO (Avg)	1	1	1	2	1.5	1.3	1	1.3	1	1	1	1.5

1: Slight (Low)

2: Moderate (Medium)

3: Substantial (High)



<b>UNIT I</b>	<b>INVESTMENT SETTING</b>	<b>9</b>
Financial and Economic Meaning of Investment – Characteristics and Objectives of Investment – Types of Investment – Investment Alternatives – Choice and Evaluation – Risk and Return Concepts		
<b>UNIT II</b>	<b>SECURITIES MARKETS</b>	<b>9</b>
Financial Market - Segments – Types - - Participants in Financial Market – Regulatory Environment, Primary Market – Methods of Floating New Issues, Book Building – Role of Primary Market – Regulation of Primary Market, Stock Exchanges in India – BSE, OTCEI , NSE, ISE, and Regulations of Stock Exchanges – Trading System in Stock Exchanges –SEBI		
<b>UNIT III</b>	<b>FUNDAMENTAL ANALYSIS</b>	<b>9</b>
Economic Analysis – Economic Forecasting and Stock Investment Decisions – Forecasting Techniques. Industry Analysis : Industry Classification, Industry Life Cycle – Company Analysis Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds Investor Ratios		
<b>UNIT IV</b>	<b>TECHNICAL ANALYSIS</b>	<b>9</b>
Fundamental Analysis vs Technical Analysis – Charting Methods – Market Indicators. Trend – Trend Reversals – Patterns - Moving Average – Exponential Moving Average – Oscillators – Market Indicators – Efficient Market Theory		
<b>UNIT V</b>	<b>PORTFOLIO MANAGEMENT</b>	<b>9</b>
Portfolio Analysis – Portfolio Selection –Capital Asset Pricing Model – Portfolio Revision Portfolio Evaluation – Mutual Funds		
<b>Text Books (s)</b>		
1.	S. Kevin , Securities Analysis and Portfolio Management , PHI Learning , 2012	
<b>Reference (s)</b>		
1.	Donald E.Fischer & Ronald J.Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8th edition, 2011.	
2.	Prasannachandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2011.	
3.	Reilly & Brown, Investment Analysis and Portfolio Management, Cengage, 10th edition, 2016.	



Regulation 2018		ELECTIVE –HUMAN RESOURCE	Total Hours			45
Category	Course Code	Course Name	Hours / Week			C
			L	T	P	
E	PBA183H1	HUMAN RESOURCE ANALYTICS	3	0	0	3

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

1	Provide the knowledge and necessary skills for carrying out job roles in the domain of HR analytics
2	Gain knowledge on Employee Engagement Measurement Process
3	Able to understand HR practice and HR Audit
4	Able to solve HR Problems
5	Evaluate the return on Investment

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

CO1	Gain knowledge about HR Process and Technology used
CO2	Students can able to understand the Employee Engagement Measurement Process
CO3	Students can get the practical knowledge and HR practice and HR Audit
CO4	Gain practical exposure to solve HR problems
CO5	Able to evaluate the return on Investment Analysis

**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	3	1	1	-	3	2	1	1
CO2	1	1	1	1	-	-	1	-	1	2	1	1
CO3	-	2	-	2	-	2	2	2	2	2	2	2
CO4	-	2	-	2	-	2	-	-	2	2	2	1
CO5	-	-	-	-	2	-	-	-	1	1	1	1
CO (Avg)	1	1.5	1	2	2.5	1.6	1.3	2	1.8	1.8	1.4	1.2

1: Slight (Low)

2: Moderate (Medium)

3: Substantial (High)





<b>UNIT I</b>	<b>INTRODUCTION TO HR ANALYTICS</b>	<b>9</b>
Overview of HR Process, HR as an Expense, The Analytics and Prediction Strategic Human Capital Measures, Business Analysis and Rational Action. Benefits of Analytics in HR Improving HR Process, Intersection of People and Profits. Technology Used, SWOT Analysis of HR analytics.		
<b>UNIT II</b>	<b>EMPLOYEE ENGAGEMENT MEASUREMENT PROCESS</b>	<b>9</b>
Attracting, Motivating and Retaining People Organization Gap and Alignment Analytics. Process to Assess and prioritize Organization Gaps and Identify Alignment Opportunities. HR Alignment Inventory. Developing performance metrics/Predicting future 'performance' Developing metrics to Capture the Fallouts of HR Policies.		
<b>UNIT III</b>	<b>ORGANIZATION-WIDE ALIGNMENT AUDITS</b>	<b>9</b>
Assessing the individual components and the holistic system and the best practices, clarifying organizational practices and gaps, Recruitment Analytics and On Boarding Analytics Staffing Analytics Performance & Skill Gap Analytics Compensation & Benefit Analytics Training & Learning Analytics Promotion and Succession Planning Analytics Compliance Analytics Attrition & Retention Analytics, Identification of Key Business Objectives Conducting HR Practice Audits Conducting On-Site Visits Performing Data Triangulation		
<b>UNIT IV</b>	<b>APPROACH TO HR SOLUTIONS</b>	<b>9</b>
Identifying Job Responsibilities, Tasks, and Employee Attributes needed on Different Jobs to assure Mission-Critical goals. Assessing Competencies as a Consistent Foundation for Organization/Job Design, Succession and Compensation. HR Dashboards Advanced Data Analytics (Forecasting, Predicting and Segmentation etc.) & Business Insights High End Consulting, KPI Catalogue Creation.		
<b>UNIT V</b>	<b>PROGRAM EVALUATION AND RETURN-ON-INVESTMENT ANALYSIS</b>	<b>9</b>
Applied Research for Data-Driven Organization Change and Improvement using sophisticated HR Analysis and Metrics. Clarifying HR issues and Drive Focused, Systematic Organization Change. Evaluating Critical HR Initiatives and/or Business Objectives. Make Program Improvements and Shifts		
<b>Text Book(s)</b>		
1.	Jac Fitz-enz ;The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments American Management Association, 2010.	
<b>Reference(s)</b>		
1.	John W. Boudreau Beyond HR : The New Science of Human Capital , Harvard Business School Press 2007.	
2.	Ramesh Soundararajan and Kuldeep Singh ,Winning on HR Analytics: Leveraging Data for Competitive Advantage. 2016	
3.	Dr Martin Edwards and Kirsten Edwards - Predictive HR Analytics: Mastering the HR Metric March 2019	
4.	Manish Gupta Pratyush Banerjee, Jatin Pandey - Practical Applications of HR Analytics: A Step-by-Step Guide July 2019.	
5.	Dipak Kumar Bhattacharyya - HR Analytics: Understanding Theories and Applications May 2017.	



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)



<b>UNIT I</b>	<b>INDUSTRIAL RELATIONS</b>	<b>9</b>
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.		
<b>UNIT II</b>	<b>TRADE UNIONS ACT 1926</b>	<b>9</b>
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.		
<b>UNIT III</b>	<b>INDUSTRIAL CONFLICTS</b>	<b>9</b>
Disputes – Impact – Causes – Strikes –Types- Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication.		
<b>UNIT IV</b>	<b>INDUSTRIAL SAFETY &amp; LABOUR WELFARE</b>	<b>9</b>
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.		
<b>UNIT V</b>	<b>WELFARE OF SPECIAL CATEGORIES OF LABOUR</b>	<b>9</b>
The Maternity Benefit Act- Recommendations Welfare of Special Categories of Labour-Contract Rules and Enforcement.		
<b>Text Book (s)</b>		
1.	Industrial Jurisprudence & Labour Legislations, A.M.Sarma, 9 <sup>th</sup> Revised Edition, Himalaya Publishing House.	
2.	Handbook of Industrial Law, N.D.Kapoor 12 <sup>th</sup> Edition, S. Chand & Sons.	
<b>Reference(s)</b>		
1.	C.B. Mamoria and Sathish Mamoria, Dynamics of Industrial Relations, New Delhi: Himalaya Publishing House, 6 <sup>th</sup> edition, 2016.	
2.	Subramanian V, The Industrial Disputes Act 1947, Madras Book Agency, 2017.	
3.	Srivastava, Industrial Relations and Labour laws, Vikas, 6 <sup>th</sup> Edition, 2012.	
4.	Bulchandani K.R., The Industrial Relations & Personnel Management, Himalaya Publishing House, 2 <sup>nd</sup> Edition 2008.	



Regulation 2018		ELECTIVE –HUMAN RESOURCE	Total Hours			45
Category	Course Code	Course Name	Hours / Week			C
			L	T	P	
E	PBA183H3	INTERNATIONAL HUMAN RESOURCE MANAGEMENT	3	0	0	3

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

1	understand the difference between Domestic HRM and International HRM
2	identify different strategies for cultural development
3	analyze the importance of cross border relationship in business
4	gain knowledge on international performance measures
5	monitor different HRM practices

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

CO1	able to differentiate between Domestic and International HRM.
CO2	estimate factors driving standardization and localization.
CO3	design the roles of an expatriate.
CO4	appraise employees working as an expatriate using performance standards.
CO5	sort out issues related to international industrial assignments.

**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)



<b>UNIT I</b>	<b>INTRODUCTION</b>	<b>9</b>
Defining International HRM-Differences between Domestic and International HRM, Variables that Moderate Differences between Domestic and International HRM, Extent of Reliance of the Multinational on its Home-Country Domestic Market, Attitudes of Senior Management to International Operations, Applying a Strategic View of IHRM and the Changing Context of IHRM		
<b>UNIT II</b>	<b>CULTURAL CONTEXT</b>	<b>9</b>
The Cultural Context of IHRM-The Development of Cultures, the Organizational Context-Standardization and Localization of HRM Practices, Factors Driving Standardization, Factors Driving Localization, the Path to Global Status & Control Mechanisms.		
<b>UNIT III</b>	<b>CROSS BORDER M &amp; A</b>	<b>9</b>
IHRM in Cross-Border Mergers & Acquisitions, , Cross-Border Alliances, Cross-Border Mergers and Acquisitions, Sourcing Human Resources for Global Markets – Staffing, Recruitment and Selection, Approaches to Staffing, Transferring Staff for International Business Activities The Roles of an Expatriate, the Roles of Non-Expatriates , Recruitment and Selection of International Managers, Expatriate Failure and Success, Selection Criteria, Expatriate Selection Processes in Practice.		
<b>UNIT IV</b>	<b>INTERNATIONAL PERFORMANCE MANAGEMENT</b>	<b>9</b>
International Performance Management-Multinational Performance Management, Control and Performance Management, Performance Appraisal of International Employees. International Training, Development and Careers- Components of Effective Pre-Departure Training Programs, the Effectiveness of Pre-Departure Training, Developing Staff Through International Assignments, Trends in International Training and Development, Designing a Repatriation Program.		
<b>UNIT V</b>	<b>INTERNATIONAL COMPENSATION</b>	<b>9</b>
International Compensation- Key Components of an International Compensation Program for Expatriates, Approaches to International Compensation of Expatriates and Tentative Conclusions: Patterns in Complexity, Challenges and Choices. International Industrial Relations and the Global Institutional Context- Key Issues in International Industrial Relations, Trade Unions and International Industrial Relations.		
<b>Text Book (s)</b>		
1.	Dowling, P. (2008). International Human Resource Management: Managing people in a Multinational Context. Cengage Learning.	
2.	Aswathappa, K., & Dash, S. (2013). International Human Resource Management: Text and Cases. Tata-McGraw Hill, New Delhi.	
<b>Reference (s)</b>		
1.	Briscoe, DR, Shculer, R & Tarique, I 2012, International Human Resource Management, 4 th edition, Prentice-Hall, Englewood Cliffs.	
2.	Deresky, H 2006, International Management: Managing across Borders and Cultures, 5 th edition, Harper Collins, New York.	
3.	Dessler, G & Huat, TC 2006, Human Resource Management. An Asian Perspective, Prentice-Hall, Singapore.	
4.	Edwards, T & Rees, C 2006, International Human Resource Management, Prentice-Hall, Harlow.	
5.	Hodgetts, RM & Luthans, F 2003 International Management: Culture, Strategy and Behaviour, 4 th edition, Irwin McGraw-Hill, Boston.	
6.	Briscoe, DR, Shculer, R & Tarique, I 2012, International Human Resource Management, 4 th edition, Prentice-Hall, Englewood Cliffs.	



Regulation 2018		ELECTIVE –HUMAN RESOURCE	Total Hours			45
Category	Course Code	Course Name	Hours / Week			C
			L	T	P	
E	PBA183H4	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 |

**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 behaviours 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        |

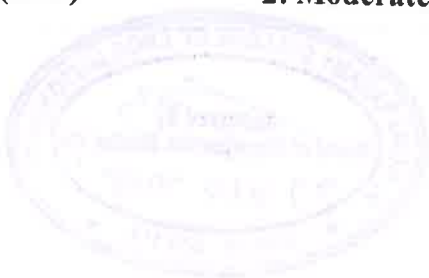
**CO-PO Mapping**

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)



<b>UNIT I</b>	<b>INTRODUCTION</b>	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		
<b>UNIT II</b>	<b>PERFORMANCE MANAGEMENT PROCESS</b>	9
Definition, Performance Management Process, Performance Planning - Theories of Goal Setting, Principles and Process of Setting Performance Criteria- Methodologies for Performance Criteria -Performance Dimensions- Approaches to Measure Performance: Traits, Behavior and Results.		
<b>UNIT III</b>	<b>APPROACHES IN MEASURING PERFORMANCE</b>	9
Approaches in Measuring Performance- Determining Accountabilities, Objectives and Performance Standards, Methods of Measuring Results, Methods of Measuring Behaviours- Comparative System, Absolute System, Developing Appraisal Forms		
<b>UNIT IV</b>	<b>PERFORMANCE REVIEW</b>	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.		
<b>UNIT V</b>	<b>REWARDS AND RECOGNITION</b>	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.		
<b>Reference (s)</b>		
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	PBA183H5	CAREER MANAGEMENT	3	0	0	3

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

1	Obtain knowledge about models of career management use appropriate methods and tools for determining personal career path
2	Demonstrate a clearer understanding of the career exploration process and how their own skills and interests match up to a chosen major/career path.
3	Assist students in learning about job opportunities in their intended career path
4	Understand of how their academic learning and career development are intertwined inseparable elements of the student experience.
5	To manage career related issues

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

CO1	Gain Knowledge on career management and Talent Management.
CO2	Acquaint knowledge on Self-Assessment
CO3	Students can able to identify their domain while planning their career.
CO4	Able to understand the concept of the big picture and career chart.
CO5	It provide a framework for students to manage career related issues in 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	1	2	2
CO2	-	-	-	1	-	1	-	-	-	-	-	-
CO3	-	-	1	1	-	1	1	-	-	-	1	1
CO4	-	-	1	1	-	1	-	-	1	1	1	1
CO5	1	1	1	1	-	1	-	-	-	-	1	1
CO (Avg)	1	1	1	1	-	1	1	-	1	1	1.2	1.2

1: Slight (Low)

2: Moderate (Medium)

3: Substantial (High)





<b>UNIT I</b>	<b>INTRODUCTION</b>	<b>9</b>
Career Management and Talent Management – Basic Concepts and Differences - Components - Need and Scope of Personal Career Management		
<b>UNIT II</b>	<b>CAREER PLANNING</b>	<b>9</b>
Career Literacy – Career Anchors - Methods of Career Planning - Self-Assessment - Personality - Identifying Personal and Professional Talents		
<b>UNIT III</b>	<b>CAREER RESEARCH</b>	<b>9</b>
Setting Objectives – Identifying Domain, Job and Career Planning Barriers		
<b>UNIT IV</b>	<b>CAREER MAPPING</b>	<b>9</b>
Planning Checklist – Designing Career Chart - The Big Picture - Review and Adjust		
<b>UNIT V</b>	<b>CAREER MANAGEMENT AND DECISION MAKING</b>	<b>9</b>
Aligning with Organization Goals – Handling Performance Review – Continuous Learning – Discussing Career Progression – Career Plateauing - Managing Career Change.		
<b>Reference (s)</b>		
1	Jeffrey.H Greenhaus, Gerard A. Callanan, Veronica M. Godshalh, Career Management, Thomson South Western, e/3, ISBN:981-254-895-5	
2	Jeffrey.H Greenhaus, Gerard A. Callanan, Veronica M. Godshalh, Career Management for life 5 <sup>th</sup> Edition 2019	



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)



<b>UNIT I</b>	<b>HUMAN RESOURCE DEVELOPMENT</b>	<b>9</b>
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.		
<b>UNIT II</b>	<b>E-HRM</b>	<b>9</b>
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		
<b>UNIT III</b>	<b>CROSS CULTURAL HRM</b>	<b>9</b>
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.		
<b>UNIT IV</b>	<b>CAREER AND COMPETENCY DEVELOPMENT</b>	<b>9</b>
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.		
<b>UNIT V</b>	<b>EMPLOYEE COACHING AND COUNSELING</b>	<b>9</b>
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.		
<b>Reference (s)</b>		
1.	Tanuja Agarwala, -Strategic Human Resource Managementl, Oxford University Press, New Delhi, 2012.	
2.	Charles R. Greer, -Strategic Human Resource Management – A General Management Approachl (2 <sup>nd</sup> 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:

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

1	Enables the students to understand the need for training.
2	Help them understand the difference between training and development.
3	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)	-	2.6	1	2	1.6	1.3	1	2	1	1	1.2	1.5

1: Slight (Low)

2: Moderate (Medium)

3: Substantial (High)



<b>UNIT I</b>	<b>INTRODUCTION</b>	<b>9</b>
Meaning, Definition, Objectives, benefits, Training Process, Need Assessment Process, level - Organizational Analysis, Person Analysis and Task Analysis. Context Analysis and Skill Gap Analysis.		
<b>UNIT II</b>	<b>DESIGNING TRAINING PROGRAMME</b>	<b>9</b>
Designing Training Programme - Training Methods - Train the Trainer Programme- Developing Effective Trainers.		
<b>UNIT III</b>	<b>LEARNING</b>	<b>9</b>
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.		
<b>UNIT IV</b>	<b>TRANSFER OF TRAINING</b>	<b>9</b>
Transfer of Training- Factors influencing Transfer of Training- Training Evaluation design and practices.		
<b>UNIT V</b>	<b>TRAINING AUDIT</b>	<b>9</b>
Training Audit- Management Development Programme- Strategies for providing Development- Employee Empowerment- Challenges and Opportunities in Training and Development. Use of Technology in E-Learning.		
<b>Reference (s)</b>		
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.	



Regulation 2018		ELECTIVE –HUMAN RESOURCE	Total Hours			45
Category	Course Code	Course Name	Hours / Week			C
			L	T	P	
E	PBA183H8	COMPETENCY MAPPING	3	0	0	3

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

1	Memorize the process of competency mapping and profiling.
2	Learn the art of customization and institutionalization.
3	Aware of the implementation pre-requisites and strategies.
4	Competency Assessments and Competency Mappings.
5	Illustrate the integration of competency profiling to other HR applications.

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

1	Students would be able to understand competency frame work and various implementations in modern corporate life .
2	Students would also be able to recognize why to promote the competency culture in the modern organizations.
3	Students would be able to illustrate the integration of the HR Function and how the How HR processes are connected with the organization strategy.
4	The students would be able to differentiate the various types of competencies i.e. team competency, role competency .
5	The students would also be able to understand the process of competency Assessment.

**CO-PO Mapping**

COS	Pos										PSOs	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO 1	PSO 2
CO1	-	1	2	2	1	1	1	2	1	1	1	2
CO2	-	-	3	-	2	1	-	2	1	1	2	2
CO3	-	-	-	-	2	-	1	1	-	-	-	-
CO4	-	-	-	-	-	2	-	-	-	-	1	1
CO5	-	-	3	-	-	-	-	-	1	2	1	1
CO (Avg)	-	1	2.6	2	1.6	1.3	1	1.6	1	1.3	1.2	1.5

1: Slight (Low)

2: Moderate (Medium)



<b>UNIT I</b>	<b>INTRODUCTION</b>	<b>9</b>
Competency – Concept, Meaning, Types/Classification and usage of competencies at entry and mid career level.		
<b>UNIT II</b>	<b>PROCESS OF COMPETENCY MAPPING</b>	<b>9</b>
Process of Competency Mapping – Identifying competency requirement for various sectors of employment / various jobs IT, ITeS, Insurance, Banking and other Financial Service, Entertainment, Health Service, Private Education and Training, defining competency requirements - skills, tasks, activities and technologies / techniques used for various types of jobs in Service Sector		
<b>UNIT III</b>	<b>HUMAN RESOURCE MANAGEMENT AND CAREER PLANNING</b>	<b>9</b>
Human Resource Management and Career Planning : Human resource Planning, Man power demand, forecasting Analysis of performance and productivity, recruitment: function, policies and sources, screening of applicants, Testing attitudes, induction and its steps, Training and Development: Need for training, performance appraisal and standards.		
<b>UNIT IV</b>	<b>COMPETENCY MAPPING</b>	<b>9</b>
Competency Mapping – Meaning, purpose and Benefits, Competency mapping at different levels – Corporate companies/institutions, HR interview and Individual level. Methods of Competency Mapping – Assessment Centre, Critical Incident Techniques, Questionnaire method, Psychometric tests		
<b>UNIT V</b>	<b>COMPETENCY MODELS</b>	<b>9</b>
Competency Models – Steps in Developing a valid competency model – Goleman’s emotional intelligence model – Aspects of emotional intelligence – Self awareness – Social awareness – Self management – Relationship management		
<b>Reference (s)</b>		
1.	Lance A.Berger and Dorothy R.Berger, 2004, The Talent Management Handbook, Tata McGrawHill Publishing Company Limited, New Delhi.	
2.	Margaret Dale and Paul Iles, 2002, Assessing Management Skills – a guide to competencies and evaluation techniques, Jaico Publishing House, Mumbai.	
3.	Lyle M.Spencer, Signe M. Spencer, 2008, Competence at work models for Superior Performance, Wiley India Pvt. Ltd, New Delhi.	
4.	Michael Armstrong and Helen Murlis, 2005, Handbook of Reward Management, Crest Publishing House, New Delhi.	
5.	Radha R.Sharma, 2004, 360 Degree Feedback, Competency Mapping and Assessment Centres for Personal and Business Development, Tata McGraw-Hill Publishing Company Limited, New Delhi.	



Regulation 2018		<b>ELECTIVE – ENTREPRENEURSHIP DEVELOPMENT</b>	Total Hours			45
Category	Course Code	Course Name	Hours / Week			C
			L	T	P	
E	PBA183E1	BUSINESS ANALYTICS	3	0	0	3

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

- |   |   |
|---|---|
| 1 | To make the students understand the entire Lifecycle of Business Analytics and enable them to choose a specialized field within this area |
|---|---|

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

- |   |   |
|---|---|
| 1 | The tools and techniques of analytical decision making                |
| 2 | The characteristics and implementation approaches of data warehousing |
| 3 | On how to translate business context                                  |
| 4 | The concept of data analysis and interpretation                       |
| 5 | The concept of analytic delivery                                      |

**CO-PO Mapping**

COS	Pos										PSOs	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2
CO1	3	3	2	2	-	1	2	-	-	3	3	3
CO2	2	2	3	-	-	2	3	-	-	3	3	3
CO3	2	3	1	1	-	1	3	2	3	2	3	2
CO4	2	3	2	2	-	1	2	-	-	2	3	2
CO5	2	3	2	-	-	2	2	2	3	1	2	3
CO (Avg)	2.2	2.8	2	1.6	-	1.4	2.4	2	3	2.2	2.8	2.6

1: Slight (Low)

2: Moderate (Medium)

3: Substantial (High)





<b>UNIT I</b>	<b>ANALYTICAL DECISION MAKING</b>	<b>9</b>
The nature of emerging business environment- Data as a strategic asset- analytical competition- embedding analytic in business process- Reporting / Descriptive Analytics, Modelling or Predictive analytics, Data-Driven Strategies- analytics and business performance- building analytical culture- Industry trends in analytics-review techniques and tools		
<b>UNIT II</b>	<b>DATA WAREHOUSING</b>	<b>9</b>
Basic concepts of database-Introduction to data warehouse- Characteristics of DWH- OLTP Vs OLAP Databases- Fact Table Vs Dimension Table- Concepts of Schemas- ETL and Reporting tools-Data Cleaning, Data Integration and Transformation, Data Reduction-implementing approaches for data warehouse- data marts-case studies		
<b>UNIT III</b>	<b>TRANSLATING BUSINESS CONTEXT</b>	<b>9</b>
The art and science of understanding business contexts-stages of enhanced analytics capabilities- defining metrics- categories and levels of metrics- defining KPIs- linking the strategic outcomes and KPIs- use of KPI directories for different industry segments- aligning technologies in the analytics domain- case studies.		
<b>UNIT IV</b>	<b>DATA ANALYSIS AND INTERPRETATION</b>	<b>9</b>
Identifying core KPIs- Review of data analytics techniques choice of techniques- developing a hybrid model with specific tools- sourcing data-validating data and models- using high-level framework and integrating with tools- case studies		
<b>UNIT V</b>	<b>ANALYTICS DELIVERY</b>	<b>9</b>
Balanced score card and other performance management systems - Report design and development- Data visualization -Dashboard - Business Activity Monitoring- case studies		
<b>Text Book (s)</b>		
1	Thomas H. Davenport; Jeanne G. Harris, Competing on Analytics: The New Science of Winning, 2007	
2	Turban, Aronson, King, Sharda " <i>Business Intelligence</i> ", Pearson Publications, 2008	
<b>Reference (s)</b>		
1	Analytics at Work: Smarter Decisions, Better Results Tom Davenport, Jeanne G. Harris, Robert Morison (February 2010)	



Regulation 2018		ELECTIVE – ENTREPRENEURSHIP DEVELOPMENT	Total Hours			45
Category	Course Code	Course Name	Hours / Week			C
			L	T	P	
E	PBA183E2	BUSINESS ORGANIZATION AND TAXATION	3	0	0	3

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

1	To know the various forms of organization
2	To promote an enterprise and selection of suitable form of organization
3	To know the relevant law to form organization and raise capital
4	To learn all tax related aspects in business

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

1	Clear knowledge of form of organization
2	Promotion and registration
3	Taxation knowledge in business
4	Managing the firm properly
5	Application of different tax in business

**CO-PO Mapping**

COS	Pos										PSOs	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2
CO1	1	2	-	3	-	1	1	2	3	2	3	3
CO2	1	2	1	2	-	2	1	2	3	-	3	3
CO3	1	2	-	1	3	2	3	-	-	2	3	2
CO4	1	2	1	-	-	1	1	3	3	2	3	3
CO5	1	2	1	-	3	1	2	2	-	1	3	3
CO (Avg)	1	2	1	2	3	1.4	1.6	2.2	3	1.7	3	2.8

1: Slight (Low)

2: Moderate (Medium)

3: Substantial (High)



<b>UNIT I</b>	<b>FORMS OF BUSINESS ORGANISATION</b>	<b>9</b>
Nature and scope of Business, Forms of Business Organisation – Sole Trader, Partnership firms, Companies and Co-operative Societies – Public Enterprise.		
<b>UNIT II</b>	<b>LOCATION OF BUSINESS AND RAISING FUNDS</b>	<b>9</b>
Location of Business – Factors influencing location, localization of industries- Size of forms, Sources of Finance – Shares, Debentures, Public Deposits, Bank Credit and Trade Credit – Relative Merits and Demerits		
<b>UNIT III</b>	<b>STOCK EXCHANGE FUNCTIONS – EQUITY AND DEBT MANAGEMENT</b>	<b>9</b>
Stock Exchange - Functions – Procedure of Trading – Functions of SEBI – DEMAT of shares- Equity and debt management - Trade Association-Chamber of Commerce		
<b>UNIT IV</b>	<b>TAXATION I</b>	<b>9</b>
Income Tax Act 1961 – Important Definitions – Computation of Income under various heads. Income from salaries – Income from House Property. Computation of Income under various heads. Business or Profession – Capital Gain. Income from other sources – set off and carry forward and set off losses – Deduction in total income. Wealth Tax Act – Definitions –Valuation of various Assets – Computation of net wealth (Problems) – Exempted wealth		
<b>UNIT V</b>	<b>TAXATION II</b>	<b>9</b>
VAT (Value Added Tax) Meaning, Applicability, Coverage of goods under VAT,-- Tax Payers Identification Number (TIN) – Modes of charging sales tax – Levy of purchase tax. Central Sales Tax Act, Central Excise Act, 1944 – Levy and Collection – Purpose of charging excise duty – Excisable goods – Concepts of manufacturer – Customs Act, 1962- Definitions, -Types of duty – Prohibition on importation and exportation of goods – Dutiable Goods U/S 26		
<b>Text Book (s)</b>		
1	Y.K.Bhushan – Business Organisation and Management – Sultan chand& sons	
2	Shukla - Business Organisation and Management – S.Chand& Company Ltd.,	
<b>Reference (s)</b>		
1	GOI Websites	
2	SEBI Website	



Regulation 2018		<b>ELECTIVE – ENTREPRENEURSHIP DEVELOPMENT</b>	Total Hours			45
Category	Course Code	Course Name	Hours / Week			C
			L	T	P	
E	PBA183E3	TEXTILE MANAGEMENT	3	0	0	3

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

1	Know the business skills that are needed to manage the textile industry.
2	Learn about analyzing problems in the textile Industry
3	Manage brand ownership
4	Design, market campaigns, control and marketing strategy
5	Gain practical knowledge about Textile Industry, Fashion Industry and Apparel industry

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

1	Understand the overview of textile industry
2	Knows about the segment of textile industry
3	Gains knowledge about apparel industry
4	Gains knowledge about fashion industry
5	Practical exposure about how to trade in apparel industry and fashion industry

**CO-PO Mapping**

COS	Pos										PSOs	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2
CO1	1	2	-	3	-	1	1	2	3	2	3	3
CO2	1	2	1	2	-	2	1	2	3	-	3	3
CO3	1	2	-	1	3	2	3	-	-	2	3	2
CO4	1	2	1	-	-	1	1	3	3	2	3	3
CO5	1	2	1	-	3	1	2	2	-	1	3	3
CO (Avg)	1	2	1	2	3	1.4	1.6	2.2	3	1.7	3	2.8

1: Slight (Low)

2: Moderate (Medium)

3: Substantial (High)



<b>UNIT I</b>	<b>OVERVIEW OF THE TEXTILES INDUSTRY</b>	<b>9</b>
<p>Overview of the textiles industry- Overview of global and Indian textile industry -Nature, size, structure and trade of various sectors of the industry - Evolution and Growth - Employment prospects-supporting institutions and organizations-Trade promotion services (AEPC, CMAI, PEXCIL, etc.)- Handloom and Handicrafts Development Corporation, Silk Board, KVIC, CCIC, NIFT, IIT, NID -Textile research associations- Textile Committee, etc.</p>		
<b>UNIT II</b>	<b>SEGMENTS OF THE TEXTILE INDUSTRY</b>	<b>9</b>
<p>Major segments of the Textile industry-Organized textile sector- Decentralized sector Handloom and power loom sector- Cotton and man-made filament yarn industry-Woolen textile industry- Sericulture-Other fibers</p>		
<b>UNIT III</b>	<b>APPAREL INDUSTRY</b>	<b>9</b>
<p>Apparel industry in India-Overview of global and Indian apparel industry-History and its development in recent years- Size and nature of the industry- Regional features and structure of the industry-Small and medium scale enterprises- design studios, organized sector.</p>		
<b>UNIT IV</b>	<b>FASHION INDUSTRY</b>	<b>9</b>
<p>Fashion Industry-Fashion overview- Fashion trade-Nature and sectoral overview of the fashion industry- Fashion retailing- retail stores, Department stores, boutiques, chain stores, discount stores, factory outlets, e-tailing etc- Role of professionals in the fashion industry.</p>		
<b>UNIT V</b>	<b>TRADE IN APPAREL AND TEXTILES</b>	<b>9</b>
<p>Trade in Apparel and Textiles-Opportunities and Challenges- Export and Import- Indian apparel export and important product category- Domestic market and domestic brands-Export Promotion Councils of India.</p>		
<b>Reference (s)</b>		
1	Compendium of Textiles Statistics, Textile Commissioner, Govt. of India.	
2	Jung E. Ha-Brookshire, Global Sourcing In The Textile And Apparel Industry, 2017	
3	Han, H. and the Staff of Vault, Vault Career Guide to the Fashion Industry: Step into a fashionable career with insider advice, 2nd Edition, Vault Inc., USA, 2003.	
4	Jarnow, J. A., Guerreiro, M. & Judelle, B., Inside the Fashion Business, John Wiley, USA, 1981.	



Regulation 2018		<b>ELECTIVE – ENTREPRENEURSHIP DEVELOPMENT</b>	Total Hours			45
Category	Course Code	Course Name	Hours / Week			C
			L	T	P	
E	PBA183E4	DESIGN THINKING	3	0	0	3

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

1	Introduce key tenets of design thinking
2	Involve students in research to understand the users for the designed environment
3	Involve students in research to understand the problem for the designed environment
4	Build a rigorous and idea and concepts for design
5	Involve students in testing and results interpretation for attaining the end goal

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

1	Know the concept and importance of design thinking
2	Understand the customers and gain deep insights about users
3	Identify define and reframe problems
4	Generate ideas and concepts that are more effective than those that already exist
5	Conduct user test and results interpretation for attaining the end goal

**CO-PO Mapping**

COS	Pos										PSOs	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2
CO1	-	3	-	3	-	-	-	-	-	2	3	2
CO2	1	3	1	2	-	1	2	2	1	3	3	3
CO3	3	3	3	2	-	3	3	3	-	3	3	3
CO4	3	3	3	2	-	3	3	3	-	3	3	3
CO5	3	3	3	2	-	3	3	3	3	3	3	3
CO (Avg)	2.5	3	2.5	2.2	-	2.5	2.7	2.7	2	2.8	3	2.8

1: Slight (Low)

2: Moderate (Medium)

3: Substantial (High)



<b>UNIT I</b>	<b>AN INTRODUCTION TO THE DESIGN THINKING</b>	<b>9</b>
The Need for Creative and Design Thinking, Mental Models of Creativity- Creating Better Business and the Double Loop Framework		
<b>UNIT II</b>	<b>HUMAN- CENTERED DESIGN &amp; ACHIEVING DEEP CUSTOMER UNDERSTANDING</b>	<b>9</b>
Identify and Understand What Customers -Target Users- Techniques for Achieving Deep Customer Understanding		
<b>UNIT III</b>	<b>IDENTIFYING OPPORTUNITY AREAS: PROBLEM FRAMING &amp; DEFINITION</b>	<b>9</b>
Framing a Powerful Cognitive Mechanism- Problem Frames and Informed by Insights –Deep Customer Understanding, Reshape Problem Frames to Open Up New Paths for Thinking, Redefine Problems, and Identify Areas of Opportunity		
<b>UNIT IV</b>	<b>IDEA GENERATION &amp; CONCEPT DEVELOPMENT</b>	<b>9</b>
Approaches to Innovative Thinking and Techniques for Idea Generation - Facilitating Originality- Nominal Group Technique, Round Robin, and Creative Matrix-Systematic Inventive Thinking (SIT) Approach and Its Tools. Role of Prototyping, Experimenting, and Iteration Play in the Development of Ideas-Reliability vs Validity		
<b>UNIT V</b>	<b>TEST STAGE IN DESIGN PROCESS</b>	<b>9</b>
Introduction to Testing, Conducting a User Test - Guidelines for Test Planning, Improving Test Results, Negative Feedback and Interpretation, The End Goal- Desirable, Feasible and Viable Solution.		
<b>Reference (s)</b>		
1	Nigel Cross, Design Thinking, BERG Publishing, 2011	
2	Brown Tim, Change By Design, 2018	
3	Patrick Van Der Pijl, Justin Lokitz , Lisa Kay Solomon Design a Better Business: New Tools, Skills, and Mindset for Strategy and Innovation, Wiley, 2016	
4	Tim Brown, Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation, Harper Collins, 2009	



Regulation 2018		<b>ELECTIVE – ENTREPRENEURSHIP DEVELOPMENT</b>	Total Hours			45
Category	Course Code	Course Name	Hours / Week			C
			L	T	P	
E	PBA183E5	<b>EXPORT MANAGEMENT AND DOCUMENTATION</b>	3	0	0	3

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

1	Acquaint the student with the Export and Import policies and procedures
2	Highlight about various authorities of the government, export organization, commodity, Boards and services institutions operating in the field of foreign trade
3	Understand the various incentives and facilities offered to exporters
4	Familiarize with the licensing formalities in export trade
5	Understand the various types of export houses

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

1	Understand the international trading environment and practices
2	Prepare export and customs documents
3	Understand the procedure for realizing export proceeds
4	Implement the export formalities
5	To differentiate between different types of export houses

**CO-PO Mapping**

COS	Pos										PSOs	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2
CO1	1	1	1	1	2	1	-	-	-	1	3	2
CO2	2	2	3	-	2	2	2	-	-	2	3	3
CO3	1	1	1	1	2	1	1	-	-	1	3	2
CO4	2	2	2	-	1	1	2	1	-	2	3	2
CO5	2	2	2	-	-	2	1	-	-	1	3	3
CO (Avg)	1.6	1.6	1.8	1	1.7	1.4	1.5	1	-	1.4	3	2.4

1: Slight (Low)

2: Moderate (Medium)

3: Substantial (High)





<b>UNIT I</b>	<b>PRELEMINARIES FOR EXPORTS AND IMPORTS</b>	<b>9</b>
Definition of Export – Classification – Strategy and Preparation for Export Marketing - An Overview: Nature, importance and scope; Environmental analysis – economic, geographic, socio-cultural, commercial, legal and political environments.– Export Marketing Organizations – Registration Formalities – IEC, RCMC, EPC, Central Excise - Categories of Export- Export Licensing – Selection of Export Product – Identification of Markets – Methods of Exporting – Pricing Quotations – Payment Terms – Letter of Credit- Foreign Trade Policy – Highlights – Special Focus Initiatives - Liberalization of Imports – Negative List for Imports – Categories of Importers – Special Schemes for Importers		
<b>UNIT II</b>	<b>EXPORT IMPORT DOCUMENTATION</b>	<b>9</b>
Aligned Documentation System – Commercial Invoice – Shipping Bill – Certificate of Origin – Consular Invoice – Mate’s Receipt – Bill of Lading – GR Form – ISO 9000 – Procedure for obtaining ISO 9000 – BIS 14000 Certification – Types of Marine Insurance Policies. Import Documents – Transport Documents – Bill to Entry – Certificate of Inspection – Certificate of Measurements – Freight Declaration		
<b>UNIT III</b>	<b>EXPORT PROCEDURE</b>	<b>9</b>
Steps in Export Procedure -Shipment & Transport – Sea, Air, Rail, Road, Pipeline – Export Contract – Forward Cover – Export Finance – Institutional framework for Export Finance – Excise Clearance – Pre-shipment Inspection – Methods of Pre-shipment Inspection – Marine Insurance – Role of Clearing and Forwarding Agents – Shipping and Customs Formalities – Customs EDI System – Negotiation of Documents – Realization of Exports Proceeds- Excise clearance Benefit / Rebate- Income Tax Benefit		
<b>UNIT IV</b>	<b>IMPORT PROCEDURE</b>	<b>9</b>
Pre-Import Procedure – Steps in Import Procedure – Legal Dimensions of Import Procedure – Customs Formalities for Imports – Warehousing of Imported goods – Exchange Control Provisions for Imports – Retirement of Export Documents		
<b>UNIT V</b>	<b>INSTITUTIONAL FRAMEWORK FOR EXPORTS AND IMPORTS</b>	<b>9</b>
Overview of various export promotion schemes - Duty Drawback- Advance License - Remission Scheme - DEPB Scheme - Export Promotion Capital Goods Scheme - Diamond & Jewellery, Agricultural & Pharmaceutical product exports promotion scheme - Export of Principal Commodities in India - SEZ, EHTP, STP & EOU’s, Types of Export Houses – Deemed Exports – ASIDE – MAI & MDA – Star Export Houses – Town of Export Excellence – EPCG Scheme – Incentives for Exporters. Export Promotion Councils-Commodity Boards – FIEO – IIFT — ITPO – ECGC – EXIM Bank		
<b>Text Book (s)</b>		
1	Handbook of Import-Export Procedures – Ministry of Commerce, -, Government of India, New Delhi	
2	Francis Cherunilam, International Business : Text and Cases (English) 5th Edition, PHI Learning Pvt Ltd, New Delhi	
<b>Reference (s)</b>		
1	Nabhi'S New Import Export Policy & Procedures Vol 2	
2	EXIM Policy & Handbook of EXIM Procedure – Vol I & II	
3	Mahajan M.I., Exports – Do it Yourself, Snow White Publications, New Delhi, 2015	
4	GOPAL C RAMA, EXPORT IMPORT, New Age International Pvt. Ltd. 2019	
5	Hill and Jain, International Business - SIE (English) 6th Edition, Tata McGraw Hill Education Private Limited	



Regulation 2018		<b>ELECTIVE – ENTREPRENEURSHIP DEVELOPMENT</b>	Total Hours			45
Category	Course Code	Course Name	Hours / Week			C
			L	T	P	
E	PBA183E6	<b>ENTREPRENEURIAL FINANCE</b>	3	0	0	3

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

1	Provide knowledge in preparation and interpretation of Financial Statements
2	Facilitate the students to analyses the financial statements using ratio analysis
3	Sensitize the students to measure the operating performance of an organization
4	Impart the knowledge on reporting standards

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

1	Understand the accounting reports and reporting standards
2	Evaluate the corporate performance through financial statement analysis
3	Measure the operating performance of any entity through suitable techniques and tools
4	Create the value for the shareholders and other stake holders
5	Prepare a proper report related to business

**CO-PO Mapping**

COS	Pos										PSOs	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2
CO1	1	1	1	1	3	1	1	-	-	1	3	2
CO2	2	3	2	-	3	2	2	1	-	3	3	3
CO3	2	3	2	1	3	1	2	2	-	2	3	3
CO4	1	1	1	1	3	1	1	-	-	1	3	2
CO5	3	2	3	-	3	3	3	2	3	2	2	3
CO (Avg)	1.8	2	1.8	1	3	1.6	1.8	1.6	3	1.8	2.8	2.6

1: Slight (Low)

2: Moderate (Medium)

3: Substantial (High)



<b>UNIT I</b>	<b>INTRODUCTION TO FINANCIAL REPORT</b>	<b>9</b>
Introduction - Annual Report – Contents –Chairman and Director Speech – Preparation of Balance Sheet – Income Statement – Annexure to Income Statement and Balance Sheet – Segment Reporting (IAS 14) – International Financial Reporting Standards (IFRS)		
<b>UNIT II</b>	<b>READING THE REPORTS</b>	<b>9</b>
Reading and Income Statement and Balance Sheet - Comparative Statement Analysis -Inter and Intra firm analysis - Common Size Statements - Computation and Interpretation of Accounting Ratios – window dressing – beating the window dressing – Source of finance analysis		
<b>UNIT III</b>	<b>BUSINESS PERFORMANCE ANALYSIS</b>	<b>9</b>
Measures of Performance – Operating Performance – ROI, ROE, ROTA, Operating Profit Model, Earnings Per Share – Corporate liquidity – Cash Cycle – Measures of liquidity - Short term – Financial strength – Cash flow statement		
<b>UNIT IV</b>	<b>CORPORATE VALUE ANALYSIS</b>	<b>9</b>
Corporate Valuation – Share Value – Financial leverage – Market to Book ratio – Growth Analysis – Growth equilibrium – Application to acquisitions – Investment Ratios – Present Value and Internal Rate of Return – Shareholder Value Added (SVA) - Market Value Added (MVA)		
<b>UNIT V</b>	<b>REPORTING TO MANAGEMENT</b>	<b>9</b>
Requisites of a Good Report – Classification of Reports – Guiding Principles for three level – Balance Score Card – a performance measure –Analysis of Fixed Assets – Historical Cost Accounting and Current Cost Accounting		
<b>Text Book (s)</b>		
1	Khan, Jain, Management accounting: Text, Problems and Cases, Tata McGraw Hill, 2010	
2	PeddinaMohana Rao, Financial Statement Analysis and Reporting, PHI,2011	
<b>Reference (s)</b>		
1	S.N. Maheshwari, Accounting for Management, Vikas Publication, 2018	
2	Srinivasan N.P & SakthivelMurugan. M , Accounting for Management, S Chand & Company, New Delhi, 2010	
3	Sharma Shashi K Gupta, Management Accounting: Principles and Practice, Kalyani Publishers, New Delhi, 2017	



Regulation 2018		ELECTIVE – ENTREPRENEURSHIP DEVELOPMENT	Total Hours			45
Category	Course Code	Course Name	Hours / Week			C
			L	T	P	
E	PBA183E7	SMALL BUSINESS MANAGEMENT	3	0	0	3

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

- |   |   |
|---|---|
| 1 | Know how to start a small business and gain knowledge on different analysis |
| 2 | Understand the concept of Small Business                                    |
| 3 | Understand the management strategies of small business                      |
| 4 | Know the technical aspects of business                                      |
| 5 | Learn about the various funding source                                      |

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

- |   |   |
|---|---|
| 1 | Emergence of small business and its impact              |
| 2 | Buying behavior of buyers, needs and wants of customers |
| 3 | Analyze on different import procedures                  |
| 4 | Evaluate different funding source                       |
| 5 | Elements of cost and classification of cost             |

**CO-PO Mapping**

COS	Pos										PSOs	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2
CO1	1	2	1	-	-	1	2	3	-	3	3	2
CO2	1	2	1	-	-	1	2	3	-	3	3	2
CO3	2	2	2	1	-	2	2	2	-	2	3	2
CO4	2	3	2	-	-	1	3	3	-	2	2	3
CO5	1	2	1	-	-	1	2	3	-	1	2	3
CO (Avg)	1.4	2.2	1.4	1	-	1.2	2.2	2.8	-	2.2	2.6	2.4

1: Slight (Low)

2: Moderate (Medium)

3: Substantial (High)



<b>UNIT I</b>	<b>INTRODUCTION TO SMALL BUSINESS AND MANGEMENT</b>	<b>9</b>
Evolution and development of Small Business, Definition and concept of Small Business, Importance of Small Business, Small business		
<b>UNIT II</b>	<b>MANAGERIAL ASPECTS OF SMALL BUSINESS</b>	<b>9</b>
Approaches to marketing, Core concept of marketing, Assessment of needs & wants of customers, Understanding buyer behaviour, Competitor analysis , Marketing strategy, Market segment analysis, Marketing opportunities, Pricing strategies, Marketing channels, advertising & sales promotion		
<b>UNIT III</b>	<b>TECHNICAL ASPECTS OF SMALL BUSINESS</b>	<b>9</b>
Pre-Import Procedure – Steps in Import Procedure – Legal Dimensions of Import Procedure – Customs Formalities for Imports – Warehousing of Imported goods – Exchange Control Provisions for Imports – Retirement of Export Documents		
<b>UNIT IV</b>	<b>FINANCIAL ASPECTS OF SMALL BUSINESS</b>	<b>9</b>
Sources of funding, Cost and benefits of various funding options, Assessment of investment strategies, Profitability planning, Classification of assets & liabilities, Working capital management – cash, inventory, receivables management , Financial statement - balance sheet, profit & loss A/c, funds flow & cash flow statements, Financial statement analysis, Strategizing - expansion, diversification, modernization, Slating for next generation		
<b>UNIT V</b>	<b>COST ASPECTS OF SMALL BUSINESS</b>	<b>9</b>
Cost management, Elements of cost, Classification of costs - Fixed & variable, product & period, functional, Apportionment & allocation of costs, Product costing - absorption costing, marginal costing, standard costing, Activity based costing, target costing, Cost-Volume-Profit analysis, Budgets — types — fixed – flexible, Budgetary control		
<b>Reference (s)</b>		
1	Gaurav Datt and Ashwani Mahajan, Indian Economy, S.Chand, New Delhi, 2016	
2	Poornima M. Charantimath, Entrepreneurship Development and Small Business Enterprises, Pearson Publication, 2018	



Regulation 2018		<b>ELECTIVE – ENTREPRENEURSHIP DEVELOPMENT</b>	Total Hours			45
Category	Course Code	Course Name	Hours / Week			C
			L	T	P	
E	PBA183E8	STARTUP AND LAUNCH PAD	3	0	0	3

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

1	Help the students understand how start-up ventures are started
2	Expose the students to the various avenues for getting funds for start-ups
3	Make the students aware of the legal framework under which the funding agencies/individuals operate
4	Introduce business launch pad (business model canvas)
5	Explore building blocks of business model canvas

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

1	Understand the way start-ups ventures are promoted
2	Know the different ways of mobilizing funds required for promotion of start-ups
3	Understand the legal framework in which angel funds, private equity firms and venture capital firms operate
4	Know the concept and importance of business model
5	Write appropriate building blocks of business model canvas

**CO-PO Mapping**

COS	Pos										PSOs	
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PSO1	PSO2
CO1	1	2	1	2	-	1	2	1	-	2	3	2
CO2	1	2	1	2	2	1	2	1	-	2	3	2
CO3	1	2	1	2	2	2	2	1	-	2	3	2
CO4	1	2	1	2	-	2	3	2	2	3	3	2
CO5	3	3	3	2	2	3	3	2	3	3	3	3
CO (Avg)	1.4	2.2	1.4	2	2	1.8	2.4	1.4	2.5	2.4	3	2.2

1: Slight (Low)

2: Moderate (Medium)

3: Substantial (High)



<b>UNIT I</b>	<b>STARTUP VENTURES – AN OVERVIEW</b>	<b>9</b>
Entrepreneur vs Startup Founder – Startups – Definition – Evolution – Startup Culture – Startup Business Partnering – Co-founders – Startup Investing – Crowd Funding – Seed invest - Circle up – Internal Startups – Restarters – Famous Indian Start-ups: Snapdeal – Ola – Flip cart – Big basket – Paytm – Quikr – Nearby – Smart Air Trip – Loginext		
<b>UNIT II</b>	<b>FUNDING OF STARTUP VENTURES</b>	<b>9</b>
Private Equity – Meaning – Private Equity Investment Process - Private Equity Firms in India - Angel Investors –How to Approach Angel Investor - Angel Investment Funding Process - Top Angel Investors on India ; Sunil Karla – Sharad Sharma – Rajan Anandan – Krishnan Ganesh – Anupa Mittal - Online Crowd Funding Platforms in India – Ketto – Start51 – Wishberry – Bit Giving – The Hot Start – Fund Dreams India		
<b>UNIT III</b>	<b>LEGAL ASPECTS OF STARTUPS FUNDING</b>	<b>9</b>
Private Equity Investment in India – Legal Framework – Provisions of FEMA, 1999 – SEBI Act, 1992 – SEBI (AIF) Regulation 2012 – FDI Policy of FIPB - Constitution of PE Firms: Trust – LLP - Company Exist Route for PE Firms – SEBI Guidelines for Angel Investments in India		
<b>UNIT IV</b>	<b>INTRODUCTION TO BUSINESS LAUNCH PAD</b>	<b>9</b>
Business Model Generation – 9 Building Blocks – Business Model Canvas – Hypotheses – Minimum Feature Set – Constituents of Successful Business Model Value Proposition and Customer Segments: Identified Product/ Service, its Need, Competition, Market Type- Assumptions- Customers and Means Of Reaching them		
<b>UNIT V</b>	<b>BUILDING BLOCKS OF BUSINESS MODEL CANVAS</b>	<b>9</b>
Market Test and Experimentation: Creating End User Demand - Evangelism vs Existing Need - Marketing Channel – Direct and Indirect – OEM – B to B Vs B To C - Minimum Viable Business – Revenue Model - Revenue Streams - Partners – Strategic Alliances - Joint Ventures Buyers and Suppliers – Resources and Cost Structure - Pitch Clinic		
<b>Text Book (s)</b>		
1	Sharma J.C, Venture Capital Financing in India, Sage Publications, 2013	
2	Jeff Madura, Financing Markets and Institutions, Cengage Learning, 2008	
3	Peter Ryan, How Venture Capital Work, Rosen Publishing Group, 2012	
<b>Reference (s)</b>		
1	Eric Ries, The Lean Startup, Penguin, 2011	
2	Steve Black and Bob Dorf , The Startup Owner’s Manual, K&S Ranch, 2012	
3	Saras D. Sarasvathy, Effectuation: Elements of Entrepreneurial Expertise (New Horizons in Entrepreneurship Series), Edward Elgar, 2009	
4	Stuart Read, Saras Sarasvathy, Nick Dew and Robert Wiltbank, Effectual Entrepreneurship, 2 <sup>nd</sup> Edition, Routledge , 2016	

