MBA SYLLABUS DEPARTMENT OF MANAGEMENT STUDIES JIS UNIVERSITY

MBA 1ST SEMESTER

SEMESTER-1							
Sl. No.	Type	Course No.	Course Name	L	T	P	Credits
CORE THEORY							
1	PC	PMA1001	Managerial Economics	3	1	0	4
2	PC	PMA1002	Legal and Business Environment	3	1	0	4
3	PC	PMA1003	Indian Ethos and Business Ethics	3	1	0	4
4	PC	PMA1004	Financial Reporting, Statement and Analysis	3	1	0	4
5	PC	PMA1005	Organization behavior	3	1	0	4
6	BS	PMT1001	Quantitative Techniques for Managers	3	1	0	4
MANDATORY NON CGPA COURSE							
7	MC	PMA1501	Computer Applications and E-business Fundamentals Lab	0	0	3	1
8	MC	PMA1502	Business Communication Practice	0	0	3	1
TOTAL				18	6	6	26

Course Code	PMA 1001			
Course Title	Managerial Economics			
Category	Management Studies			
LTP & Credits	L	T	P	Credits
	3	1	0	4
Total Contact L	48			

Learning Objectives:
• To introduce the fundamentals, tools and theories of managerial economics
• To orient on micro economic techniques as a decision making process
• To understand macro-economic analysis essential for business managers

Course Outcome

CO1:- To integrate firms' price as well as output decision concepts under several market structure**.**
CO2:- To understand fundamental concepts of demand, supply, equilibrium and their determinants while getting overview on economic goals of firms and optimal decision-making.
CO3:- To gain deep insights to basic concepts of price, cross and income elasticity alongside cost functions and concepts of competition in market
CO4:- To build up in-depth knowledge on how Indian economy and system works.
CO5:- To impart detailed knowledge of economics and its significance among the students, so business decisions can be made scientifically based on proven information.

Course Content

Module 1: Introduction to Managerial Economics   [8L]
Managerial Economics: Meaning, Nature, Scope. & Significance, Uses of Managerial
Economics, Objectives , Theory of firm, Law of Demand, Exceptions to the Law of Demand,
Elasticity of Demand- Price, Income, Cross and Advertising Elasticity, Uses of Elasticity of
Demand for Decision Making, - Demand Forecasting: Meaning and Significance.

Module 2: Production Analysis   [6L]
Production Analysis: Concept, Production Function- Total, Average, & Marginal Product, –
Law of Variable Proportions & ISO-Quants & ISO Costs - Least cost factor combination Returns

to Scale- Economies and Diseconomies of Scale - Technological progress and production function

Module 3:   Cost and Revenue Profit Functions   [8L]
Cost and Revenue Profit Functions: Cost Concepts, Fixed and variable costs- Total Cost, Average Cost, Marginal Cost, Opportunity Cost. - Short-run and Long-run Cost Curves
Profits: Determinants of Short-Term & Long-Term Profits, Measurement of Profit.
Break Even Analysis- Meaning, Assumptions, Determination of BEA, Limitations and Uses of BEA in Managerial Economics.

Module 4:   Market Structure   [9L]
Market Structure: Perfect Competition: Features, Determination of Price under Perfect Competition - Monopoly: Features, Pricing under Monopoly, Price Discrimination - Oligopoly: Features, Kinked Demand Curve, Cartel, Price Leadership - Monopolistic Competition: Features,Pricing under Monopolistic Competition, Product Differentiation,
Pricing - Descriptive Pricing- Price Skimming, Price Penetration.

Module 5: Indian Economic Environment   [8L]
Indian Economic Environment: Overview of Indian Economy, Recent changes in Indian Economy.Measurement of National Income: Basic Concepts, Components of GDP- Measuring GDP andGNP, Difficulties in measuring National Income, Growth Rate.
Business Cycle – Features, Phases, Economic Indicators, Inflation : Types, causes, Measurement, Kinds of Price Indices,Primary, Secondary and Tertiary Sectors and their contribution to the Economy, SWOT Analysisof Indian Economy.

Module 6: Industrial Policies and Structure
[8L]
Industrial Policies and Structure: A critical look at Industrial Policies of India, New Industrial Policy 1991; Disinvestment in PSUs - Private Sector- Growth, Problems and Prospects, SMEs – Significance in Indian economy-problems and prospects
A brief Industry Analysis: Textiles, Electronics, Automobile, FMCG, Telecom, Pharma. FDI in Retailing, Infrastructure, Pharma, Banking & Insurance

CO-PO MAPPING

| | Programme Outcomes | | | | | | | | | | | |
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	2				2	1			2	3
CO2		3	3	3	2				1		2	3
CO3	3		3	2	2				1		1	2
CO4	2	2				3	3	2	1	1		2
CO5	2					3	2	2		1		2

Suggested Readings

1. Adhikary, M., "Business Economics", Excel Books, 2000
2. Baumol, W. J., "Economic Theory & Operations Analysis" PHI 1996
3. Chopra OP, "Managerial Economics" Tata McGraw Hill 1996
4. Keat, Paul. G and Young, Philips K. Y., "Managerial Economics", PHI, 1996
5. Milgrom, P and J. Roberts, "Economics, Organization & Management", PHI, 1992

Course Code	PMA 1002			
Course Title	Legal & Business Environment			
Category	Management Studies			
LTP & Credits	L	T	P	Credits
	3	1	0	4
Total Contact L	48			
Pre-requisites	None			

Learning Objective

To familiarize the students with the legal &business environment prevailing in India and in the world to help them understand its implications to business

Course Outcome

CO1:- To apply the concept of Business Environment, Legal environment and External Factors Influencing Business Environment, Dimensions of International Business Environment, Challenges.

CO2:- To know Industrial Policy of the Government Latest Industrial Policy, Foreign Trade Policy, Fiscal Policy and Tax System in India, Monetary Policy and Banks Reforms in India

CO3:- To know and analyze the concept Liberalization and Privatization in India, Impact of Globalization in India, India's Export and Imports, Private and Public Sector in India, Foreign Direct Investment in India.

CO4:- To implement concepts International Economic Integration, Country Evaluation and Selection, Foreign Market Entry Method, International Business Theories, International Trading Blocks, Liberalization: Tariff & Non –tariff barriers

CO5:- To know the concept of Multinational Corporations , International Business Theories, Liberalization: Tariff & Non –tariff barriers; World Trade Organization.

CO6:- To implement and invoke Political and Legal Environment, Cultural Environment, Managing Across Cultures, Negotiating Across Cultures, Economic. Technological Environment, International Strategic in International Business

Course Contents

Moudle-1 : Business Environment [8L]

Legal Aspects of Business - Society, State and Law, Enforceability of Law,
Components and Significance of Business Environment, Factors effecting environment of Business, Economic factors and its Components, Cultural factors and its impact on business, Social Environment and its impact on Purchasing and Consumption, Political Stability, Sovereignty and its impact on the returns of Business, Technological and its impact on internationalizing the business activities, Legal environment and External Factors Influencing Business Environment, Dimensions of International Business Environment, Challenges.

Module 2 : Economic Planning & Development [7L]

Indian Economic Systems-Economic planning with special reference to last three plans, public, private joint and cooperative sectors – Industrial Policy of the Government Latest Industrial Policy, Foreign Trade Policy, Fiscal Policy and Tax System in India, Monetary Policy and Banks Reforms in India, Challenges of Indian Economy, Rural Development Efforts, India as one of the most prominently emerging economies of world

Module-3- India and the world [5L]

Liberalization and Privatization in India, Impact of Globalization in India, India's Export and Imports, Private and Public Sector in India, Foreign Direct Investment in India, Multi national enterprises in India, Impact of WTO n Indian Business, NGO sector in India.

Module-4-International Trade (5L)

Balance of Payments, Concepts, Disequilibrium in BOP: Methods of Correction, Trade Barriers and Trade Strategy, Free Trade vs. Protection, World Financial Environment: Foreign Exchange Market Mechanism, Exchange Rate Determination, and Dollar / Euro Currency.

Module-5-Strategies For Going Global (6L)

International Economic Integration, Country Evaluation and Selection, Foreign Market Entry Method, International Business Theories, International Trading Blocks, Liberalization: Tariff & Non –tariff barriers; World Trade Organization; Recent Trends and main Drivers of international Trade, Foreign Direct Investment, Nature of International Business, Multinational Corporations , International Business Theories, Liberalization: Tariff & Non –tariff barriers; World Trade Organization; Recent Trends and main Drivers of international Trade, Foreign Direct Investment.

Module- 6-Indian Contract Act, 1872 (6L)

Contract defined, Elements of valid contract, Classification

of contracts, Offer and acceptance, Consideration, Capacity to contracts, Free consent, Legality of object and consideration, Illegal agreements, Termination of contracts, Breach of contract, Indemnity and guarantee, Laws of agency ,Sale of Goods Act, 1930 – Classification of goodsLaw relating to Business Organizations-Partnership Trusts- Company form of organization, Protecting the property of Business-Copyright, Trademark, secret, Geographical Indications-Alternate.Dispute resolutions.

Module-7 Macro Environment (7L)

Political and Legal Environment, Cultural Environment, Managing Across Cultures, Negotiating Across Cultures, Economic. Technological Environment, International Strategic Management, International Organization Structure, International Strategic Alliances, Integration between Countries,

CO-PO Mapping

| | Programme Outcomes | | | | | | | | | | | |
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	1	2		2	2		2	3		3		3
CO2		2	2			3		1		1	3	3
CO3		2	2		3		2		1	1	3	3
CO4		2	2			1	1	2		2	2	3
CO5			1	2	2			2		1	2	3
CO6			2	2		2	1			3	3	3

Suggested Books

Text Readings:
Hirschey,M, "Economics for Managers", Cengage, 2006
Palwar, Economic Environment of Business, PHI, New Delhi, 2009
Ashwathapa,K, Trehan,A., "Global Business Environment", 2011Tata McGraw Hill
Cherunilam,F, "International Business Environment", 2010, Himalaya Pub. House
Paul,J, "Business Environment: Text & Cases, New Delhi, Tata McGraw Hill, 2008
D.N. Dwivedi, Managerial Economics, Vikas Publishing House, 2009.
ShaikhSalim, Business Environment, Pearson Education, 2009
Parthasarthy Corporate Governance, Bizetantra
SumitKhurana, Corporate Governance Dreamtech,

Course Code	PMA 1003
Course Title	Indian Ethos & Business Ethics
Category	Management Studies
LTP & Credits	L	T	P	Credits

	3	1	0	4
Total Contact L	48			
Pre-requisites	None			

Learning Objectives

The objectives of this course are to help students gain an understanding of Business Ethics and application of Indian values in managerial decision-making.

Course Outcome

CO1:- Able to understand morality, moral standards and ethics that bounds business

CO2:- Develop an understanding of ethics on business and it's utilisation and importance

CO3:- Identify moral responsibility in entrepreneurial ventures and strive for excellence

CO4:-   Develop a holistic ethical environment for internal team building and efficient management

CO5:-   Understand the importance of building moral goals in business and devising effective ways to fulfill it

CO6 :- Able to strive for excellence in terms of Governance, Culture and Profits as well

Course Contents

Module-1   The Nature and Purpose of Ethical Reflections
(7L)
The Nature and Purpose of Ethical Reflections: Introduction, Definition of Ethics, MoralBehavior, Characteristics of Moral Standards.

Module-2   Business Ethics   (6L)
Business Ethics: Mediating between Moral Demands and Interest, Relative Autonomy ofBusiness Morality, Studies in Business Ethics, Role of Ethics in Business, Theory of VoluntaryMediation, Participatory Ethics.

Module-3 Moral Responsibility
(7L)
Moral   Responsibility: Introduction;   Balanced   Concept   of   Freedom,   Individual Responsibility,Implications related to Modern Issues, Public Accountability and Entrepreneurial Responsibility,Moral Corporate Excellence, Corporate Responsibility.

Module-4 Business Ethics and Individual Interest
(5L)

Business Ethics and Individual Interest: Interest based Outlook, Impact of Interest on MoralGoals and Moral Principles, Utilitarian Views on Business Ethics, Enlightened Egoism.

Module-5 Duty ethics in the Business Environment
        (6L)
Duty ethics in the Business Environment.Personal and Managerial Effectiveness in Indian Thoughts - Management of the Self –Management of Body, Thoughts and Emotions; Interpersonal and Group Effectiveness.

Module-6 Theories of Virtue   (5L)
Theories of Virtue: Productive Practices and Team Motivation, Prospects of Virtues inBusiness Ethics and Management Theory.

Module-7 Management, Culture and Ethos
        (12 L)
Management, Culture and Ethos - Role and Significance of Ethos in Managerial Practices,Management is Culture Bound.Work Place Spirituality.
Corporate Governance: Evolution. Principles.Main Drivers, Theories and Models. Global Practices on Corporate Governance in the World and their impact on corporate world.
World Economic Growth and the Environmental Issues; Future of International Business

CO-PO Mapping

	Programme Outcomes											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	2				2	1			2	3
CO2		3	3	3	2				1		2	3
CO3	3		3	2	2				1		1	2
CO4	2	2				3	3	2	1	1		2
CO5	2		3	2		3	2	2		1		2
CO6	3		3	2	2				1		1	2

Suggested Readings

1. A.C Fernando, Business Ethics: An Indian Perspective, Pearson 2009
2. Weiss, Business Ethics concept & cases, 1st edition, 2009, Cengage Learning
3.]Velasquez, Business Ethics,Concepts& Cases, 6th edition, 2009, PHI
4. Murthy, Business Ethics, 2009, Himalaya Publishing House
5. Al Gini, Case Studies in Business Ethics,6th edition 2009,Pearson Education.
6. Shashtri J.L., Ancient Indian Traditions and Mythology , 1st edi, MotilalBanarsidas, NewDelhi

7. F. Max Muller , Sacred Books of East ,MotilalBanarsidas, New Delhi
8. S.K. Chakraborty, Ethics in Management-Vedantic Approach, New Delhi, Oxford India Ltd.,
9. Swami Jitatmananda, Indian Ethos for Management, Rajkot, Ramakrishna Ashrama, 1996.
10. Swami Someswarananada, Indian Wisdom for Management, Ahmedabad, AMA. 2000.
.

Course Code	PMA 1004			
Course Title	Financial Reporting, Statement & Analysis			
Category	Management Studies			
LTP & Credits	L	T	P	Credits
	3	1	0	4
Total Contact L	48			
Pre-requisites	None			

Learning Objectives::- The objectives of the course are to equip the students with the accounting and financial problems. The emphasis will be on the concepts and application .

Course Outcome

CO1:- To understand the preparation of financial statements in accordance with appropriate standards
CO2:- Prepare ledger accounts using double entry bookkeeping and record journal transactions along with Trial Balance
CO3:- To apply and Interpret the business implications of financial statement information , along with adjustment Entries
CO4:-To implement, introduce and develop the knowledge of holding companies accounts
CO5:-To implement the preparation of accounting information for planning and control and for the evaluation of Finance
CO6:-To introduce and develop knowledge of Financial Statement Analysis Methods like Comparative Balance Sheet / Common size Balance Sheet / Trend Analysis

Course Content

Module 1 (8L)
Introduction to need a framework for financial reporting.Concepts of faithful representation in reporting, Comparability, verifiability, recognition and measurement.

Module 2 (9L)

Basic Financial Accounting Concept: Meaning and Scope of Accounting –Definition of accounting-classification of accounting- GAAP- Accounting Concepts and Conventions– Accounting Equation, Introduction to Indian GAAP and Indian Accounting Standard, International Accounting Standards (IAS) and International Financial Reporting Standards (IFRS),

Module 3 (7L)

Event-Transaction- Accounting Cycle – Golden Rule- Journal-Ledger-Trial Balance

Module 4 (8L)

Final Account, Meaning of basic terms: fixed assets, intangible assets, depreciation and impairment, Inventories, liabilities, taxation, Leases, Provisions, contingent liabilities, financial assets, financial liabilities and contingent assets.

Module 5 (9L)

Preparation Of Financial Statement: Trading Account-Profit & Loss Account – Balance Sheet (As per Schedule VI, old & new) with Adjustment Entries - Preparation and Interpretation of Annual Report, Consolidated Financial Statements of Group Companies: Concept of a Group, purposes of consolidated financial statements, minority interest, Goodwill, Treatment of pre-acquisition and post-acquisition profit.

Module 6 (7L)

Financial Statement Analysis: Comparative Statement- Common Size Statement-Trend Analysis-Ratio Analysis

CO-PO Mapping

| | Programme Outcomes | | | | | | | | | | | |
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1						3	3	3	3	1	2	3
CO2						3	2	3	3	3	3	3
CO3						2	3	3	3	3	2	3
CO4		3	3	2		2		2	2	3	2	3
CO5		3	3	2		3		2	2	1	2	3
CO6				2	2		1	3	3	3	3	3

Suggested Readings
1. I.M. Pandey, Financial Management, Vikas Publication House, 8th Ed., 2009
2. M.Y. Khan and PK Jain, Financial Management, Delhi, TMH, 4th Edition, 2007
3. Brigham, Fundamentals of Financial Management, 10th,edition2008, Cengage Learning,
4 Kulkarni, Financial Management, 2008, Himalaya Publishing House
5 Sharan.V.Financial Management, Pearson Education; Second Edition, New Delhi.

6 Chandra Bose Fundamentals of Financial Management, PHI, 2009

Course Code	PMA 1005			
Course Title	Organisation Behavior			
Category	Management Studies			
LTP & Credits	L	T	P	Credits
	3	1	0	4
Total Contact L	48			
Pre-requisites	None			

Learning Objectives

Objective of this course is to help students to understand human Behavior in organizations at cross cultural level so that they improve their managerial effectiveness.

Course Outcome

CO1:- DESCRIBE the key concepts of organizational behavior.
CO2:- UNDERSTAND theories and models about how managers should behave to motivate and control employees
CO3:- ARTICULATE aspects of organizational culture and interpret cultural diversity
CO4:- BUILD people and leadership skills essential for managerial success
CO5:- ANALYSE causes of conflict and OUTLINE conflict management strategies that managers can use to resolve organizational conflict effectively.
CO6:- EXPLAIN group and teams dynamics leading to organizational effectiveness

Course Contents

Module-1 Foundations of Individual Behavior: (5L)
The organization and the individual: Personality: Determinants and Attributes, Job Attitudes, Learning and Learning Theories, Perception, Cross cultural issues in OB.

Module-2-Motivation:
(7L)
Definition and concept, theories of motivation- Maslow's Hierarchy of Needs, Herzberg's Two Factor theory, ERG theory, Vroom's Expectancy theory, Equity theory, Reinforcement theory and Behavior Modification.

Module-3-Foundations of Group Behavior:
(6L)

Defining and Classifying Groups, stages of group development, Group Structure, Group Processes, Group Dynamics, Group v/s Team, Team Effectiveness. Group and Intergroup Relations.

Module-4- Leadership: **(9L)**
Nature and Significance of leadership, leadership in different cultures, leadership theories and Styles: Trait theories, Behavioral theories-- Ohio State Studies, Michigan Studies, and Managerial Grid. Contingency theories-- Fiedler's Model, Hersey and Blanchard's Situational theory, Path Goal theory, emotional intelligence and leadership effectiveness, Recent Development in Leadership Theory.

Module-5-Conflict and Negotiation   **(6L)**
Transitions in Conflict Thought, Functional versus Dysfunctional Conflict, Conflict Process, Conflict Management Techniques, Negotiation process, Bargaining strategies, Global implications.

Module-6-Organizational Culture: **(7L)**
Concept, Relationship of Culture with organizational behavior, National and Global Culture, Levels of organizational culture, Analyzing managing and changing organizational culture, Global Implications for manager.

Module-7- Organizational Change and Stress Management: **(6L)**
Forces for Change, Resistance to Change, approaches to managing organizational change, Work stress and its management

CO-PO Mapping

	Programme Outcomes											
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**
CO1	3											
CO2	2	2	2	1								
CO3	1	3	2	1		1						
CO4			2	3			1	1				
CO5		1	2	2			2	2		2	2	1
CO6	1	3	3	2	2		1		2			

Suggested Reading

1. Stephen P. Robbins, Timothy A Judge, SeemaSanghi "Organizational Behaviour", Pearson Education, 13th Ed., 2009.
2. Nelson, Organisational Behaviour,1st Edition, Cengage Learning, India

3. R. S. Dwivedi, "Human Relations and Organizational Behavior: A Global Perspective", Macmillan
4. Luthans, "Organizational Behaviour", New York, McGraw Hill, 8th Edn.,
5.UdaiPareek, Understanding Organzational Behavior, Oxford Higher Education, 2nd Edition,2008

Course Code	PMT1001			
Course Title	Quantitative Techniques for Managers			
Category	Management Studies			
LTP & Credits	L	T	P	Credits
	3	1	0	4
Total Contact L	48			
Pre-requisites	None			

Learning Objective

The objectives of the course are to equip the students with the mathematical and statistical techniques and their application to business problems. The emphasis will be on the concepts and application rather than derivations.

Course Outcome

CO1: Recall the distinctive characteristics of matrix algebra and vectors.
CO2: Understand the theoretical working of set theory, functions, limit, continuity, derivative and integration.
CO3: Discuss critically the uses and limitations of statistical analysis
CO4: Apply the principles of probability to different areas of business and management
CO5: Evaluate the various statistical techniques to solve statistical problems
CO6: Analyze statistical techniques in solving business management problems

Course Contents

PART I – BUSINESS MATHEMATICS

Mathematical Preliminaries- Numbers, Sequences and Series, Progressions (Arithmetic, Geometric and Harmonic), Set, Sub- sets and functions. (Students should be familiar with the concepts but there will be no questions from preliminaries in the examination).

Module-1   Set theory/ Limit and continuity of functions   (8L)

1. Sets and Functions: Venn diagram and its applications, Operations on sets, Cartesian product of sets, applications. Functions - Algebraic functions (polynomial - linear, quadratic and rational), transcendental functions (exponential, log and trigonometric functions with identities). Examples of Business Applications.

2. Limits and Continuity of Functions: Introduction, Limit of a variable and a function, Implications of Limit of Functions, Continuity of a function of one variable.

Module-2 (8L)
3. Differentiation concepts: Derivatives of a function, derivatives of sum, difference, product and quotient, applications of differentiation in economic and managerial problems like marginal analysis, elasticity, Maxima and Minima- Concept and uses.

4. (a) Integration Concepts: Elementary integration, Integration by parts, Simple definite integrals, economic application, consumer surplus and producer surplus.
(b) Partial Derivative

Module-3   Introduction to LinearAlgebra (8L)
5. Discounting, Compounding, and Annuity.

6. Vectors, Matrices and Determinants with Business application: Vectors, Operations on Vectors, Matrices Types of matrices, operations on matrices, adjoint of matrix, inverse of a matrix, elementary row operations. Solution of simultaneous linear equations using matrices/ determinants, input/output analysis.

PART II – BUSINESS STATISTICS

Statistical Preliminaries- measures of Central Tendency- Mean, Median, Mode, Measures of dispersion mean deviation and standard deviation. (Students should be familiar with the concepts but there will be no questions from preliminaries in the examination).

Module-4   Introduction to Statistics, Probability   and Probability distributions (8L)
1. Introduction to Statistics: Meaning and Definition of Statistics, Scope and Limitations of Statistics, Role of Statistics in Management Decisions,

2. Probability Theory and Probability Distributions: Concepts, additive, multiplicative, conditional probability rules, Baye's Theorem, Binomial, Poisson and Normal distributions- their characteristics and applications

Module-5   Correlation & Regression (10L)
3. Correlation & Regression: Correlation (Karl Pearson's and Spearman's Coefficients), Methods of computing simple correlation and regression Line of Regression, Curve Fitting- Least Square Method)

Module-6   Statistical Decision Theory   **(8L)**
5. Statistical Decision Theory: Decision making process, Decisions under Uncertainty and Decisions under Risk.

CO-PO Mapping

	Programme Outcomes											
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**
CO1	3	1	1	-	-	-	-	-	-	-	-	1
CO2	3	1	1	-	-	-	-	-	-	-	-	1
CO3	3	2	1	-	3	-	-	-	-	-	-	1
CO4	3	1	1	-	1	-	-	-	-	-	-	1
CO5	3	2	1	-	2	-	-	-	-	-	-	1
CO6	3	2	1	-	3	-	-	-	-	-	-	1

Suggested Reading

1 J.K. Sharma, "Mathematics for Management and Computer Applications", New Delhi, Galgotia Publication,
2 R. K. Ghosh and S. Saha, "Business Mathematics and Statistics", Calcutta, New Central Book Agency
3 S. Saha, "Business Mathematics and Quantitative Techniques", Calcutta, Central Book Agency,
4 Anderson,Statistics for Business & Economics,9th edition, CengageLearning,India
5 David Levine, T. Krenbil, P.K.Viswanathan, Business Statistics, Pearson Education, 2008.
6 S.P. Gupta, "Statistical Methods", New Delhi, Sultan Chand and Sons, 2007
7 S.C. Gupta, Business Statistics, Himalaya Pub House, 2008
8 T.N.Srivastava, Statistics for Management, TMH, 2008

Course Code	XBB1501
Course Title	Computer applications & e-business fundamentals lab
Category	Management Studies
LTP & Credits	L	T	P	Credits
	0	0	3	2
Total Contact Hours	36
Pre-requisites	None

Learning Objective – The student should know about the fundamentals of computer applications. The student will be able to know about the basics of computer funamentals.

Current Outcome

C01 To lean about office automation and application
C02 To learn and apply word processor and MS word
CO3 To learn and apply MS Excel
CO4 To learn about Graphics and representation
CO5 To learn about MS Access
CO6 To learn about the fundamentals of e-commerce and e-business

Course content

- Introduction to Computer Applications in Public Services and Business   [2L]
- Office Automation & Application - Word Processor, MS word   [5L]
- Spreadsheet, MS Excel   [5L]
- Graphics and Representation   [5L]
- Data Management Systems (ACCESS)   [5L]
- Introduction to e-commerce and e-business   [2L]

	Programme Outcomes (PO)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3											
CO2	3			2								
CO3	3			2								
CO4	3			2								
CO5	3			2								
CO6	3			2								

Course Code	XBB1502
Course Title	Communication Skill and Language Laboratory -I
Category	Management Studies
LTP & Credits	L	T	P	Credits
	0	0	3	2
Total Contact Hours	36
Pre-requisites	None

Learning Objective: To make the students conversant in proper grammatically correct English communication. This will help the students to communicate in the corporate in English language and also with industry friendly etiquettes and body language.

Course Outcomes:

CO1 : Make good communication in business exhibiting effective interpersonal skills,

negotiation skills and body language
CO2: Profess in all the four language skills such as listening, speaking, reading and writing.
CO3 : Make oral and written presentations effectively.
CO4: Skillfully participate in debates, group discussions and interviews.
CO5 : Participate with confidence in interviews effectively

Course Content :

Module 1   Listening Skills   **[6L]**
The student should be able to listen to text, read aloud in normal speed with focus on intonation. After listening the student can fill-in-blanks, choose a suitable title, make a summary, supply required information and be able to answer comprehension questions from the passage read aloud.

Module 2   Speaking Skill   **[12L]**

Reading aloud of dialogues, texts, poems, speeches focusing on intonation
Self-introduction

Role	plays	on	any two-situations.	JAM
Introduce		A		Friend
Escatalk				
Pyramid				Discussion
Pmi				
Shrinking				Story
Survival				Situations
Ranking				
Consequences				
Flight		To		Rubovia
Listen	For		The	Difference
End		The		Story

Diplomatic Language •
Telephonic Conversations.

Module 3   Personality Development   **[7L]**

• Initiation
• Physical Appearance
• Audience Purpose

Module 4   Interpersonal Skills   **[4L]**

Appropriate use of non-verbal skills in face to face communication
Viva –Voce body language
Single and group –interviews

GDs and seminars body language
Debate giving
Place And Objects briefing

Module 5   Interview   [4L]
Presenting in GD, Seminars and Conferences.
Mock Interview

Module 6   Managerial Skills   [3L]
Leadership Quality
Time Management
Achieving the target

CO-PO Mapping

	Programme Outcomes (PO)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	2	1		1			1	1		1
CO2	3	2	2				2		2		2	2
CO3	2	3		3			3	2		2		1
CO4	2		2			3			2		2	2
CO5	1		3	2					1	1	1	

MBA 2ND SEMESTER

Sr. No.	COURSE CODE	SUBJECT	PERIODS			CREDIT
			L	T	P	
CORE SUBJECTS						
1	PMA2001	INDIAN ECONOMY & POLICY	3	1	0	4
2	PMA2002	INDIAN FINANCIAL SYSTEMS & FINANCIAL MARKETS	3	1	0	4
3	PMA2003	MARKETING MANAGEMENT	3	1	0	4
4	PMA2004	HUMAN RESOURCE MANAGEMENT	3	1	0	4
5	PMA2005	ENTREPRENEURSHIP	3	1	0	4
6	PMA2006	RESEARCH METHODOLOGY				
7	PMT2003	OPERATIONS RESEARCH	3	1	0	4
		TOTAL				**24**

Course Code	PMA2001
Course Title	Indian Economy and Policy
Category	Management Studies
LTP & Credits	L	T	P	Credits
	3	1	0	4
Total Contact L	48
Pre-requisites	None

Learning Objective

This course is to enable students understand the current Economic Scenarioes and Policies of India and also how to correlate them with the business.

Course Outcome

CO1:- Student will be able to gain in-depth knowledge on different diversified theories on income, measuring methods of demand and also different economic terms as well as concepts.
CO2:- Student will have proper expertise on analysing relation between inflation and unemployment and understanding fiscal and monetary policy.
CO3:- Student will have thorough understanding on basis of trade to facilitate their understanding.
CO4:- Student will have detailed overview on how Indian economy works to enhance their knowledge on different trade policy reformation
CO5 :-Student will achieve support from components and instruments of monetary policies and markets to develop analytical skills on how Indian money market works

Course Content

Module 1. Circular Flow of Income   [6L]
Circular Flow of Income, National Income Accounting –terms and concepts, three methods of measuring, GDP/GNP .

Module 2. Theory of Income Determination   [10L]
Theory of Income Determination Simple Keynesian model: Aggregate demand – Aggregate supply method, Savings investment method
Concepts of multiplier: Autonomous expenditure multiplier, introducing the
Government, Government expenditure multiplier, Tax Rate Multiplier, Balanced
Budget Multiplier, Open economy - Export and import multipliers.
Paradox of Thrift, Crowding out effect, Business cycle – phases and stabilization

Module   3 Introduction to Money and Asset Market, Inflation and unemployment [8L]
Introduction of Money and Asset Market IS-LM model, Fiscal policy and monetary policy using IS-LM (4L), Inflation and Unemployment ,Concepts of inflation – demand pull and cost push, Stabilization policies,Introduction to Philips curve as relation between inflation and unemployment.

Module   4.   Introduction to Foreign Trade & International Linkages   [7L]
Introduction to Foreign Trade & International Linkages, Concepts of Balance of Payments,Alternative exchange rate systems – fixed, flexible and managed float Comparative Advantage as basis for trade;
Tariff and non-tariff barriers

Module   5.   Indian Economy   [6L]

Indian Economy - An Overview Evolution of Indian economy since independence,Liberalization of Indian economy since 1991, New Industrial Policy, LPG model, New Industrial Policy (1991)

Module 6. Trade Policy Reforms [6L]

Trade Policy Reforms Major components of trade policy reforms,Idea of FEMA, NITI AYOG role and function Current and capital account convertibility.

Module 7. Banking and Capital Market Reforms [9L]

Banking and Capital Market Reforms, Banking structure in India, Composition of Indian Capital market,SEBI and Capital Market Reforms Monetary and Fiscal Policy Reforms, Composition of Indian money market,
Components and Instruments of Monetary policy,Concepts and Management of Deficits .

CO-PO Mapping

	Programme Outcomes											
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**
CO1	3					3	3	3			2	
CO2		3	3	3		2				1		3
CO3	3			2		2			2		3	3
CO4		2	2	3		3	3		2	1		3
CO5		3		2	3			2			2	2

Suggested Readings

1. Principles of Macroeconomics - SoumyenSikdar, (OUP)
2. Managerial Economics - Suma Damodaran, (OUP)
3. R**.** Dornbusch , S**.** Fischer and R. Startz**, "**Macroeconomics**"** ,Tata Mcgraw Hill
4. S.K. Mishra and V.K. Puri, " Economic Environment of Business", Himalaya Publishing Hous
5. G Datt and A. Mahajan, "Datt & Sundharam's Indian Economy", S Chand Publishing
6. U. Kapila, "Indian Economy Since Independence", 30th edition, Academic foundation.

Course Code	PMA2002
Course Title	Indian Financial Systems & Financial Markets

Category	Management Studies			
LTP & Credits	L	T	P	Credits
	3	1	0	4
Total Contact L	48			
Pre-requisites	None			

Learning Objective : The objective of this course is to provide the students exposure to Cost & Management Accounting, Financial markets and systems with financial concepts.

Course Outcome

CO1:- To understand & familiarize the concept of cost accounting

CO2 :- To implement & gather knowledge on preparation of cost sheet in its practical point of view

CO3:- To understand the idea and meaning of material control with pricing methods

CO4:- To understand & develop the knowledge about remuneration and incentives and overhead cost

CO5:- To introduce the concept of Indian Financial System

CO6:- To understand the concept of Financial Intermediaries, Financial Instruments, Financial Services and Financial Markets

Course Content

Module 1: Nature and scope of cost accounting
[6L]
Nature and scope of cost accounting; Cost concepts and classification; Methods and techniques; Meaning of Cost, Costing and Cost Accounting , Objectives & limitations of cost accounting, Elements of Cost, components of costs, classification of costs,

Module 2: Cost Accounting system **[5L]**
Designing and installing a Cost Accounting system – Methods, techniques and systems of costing. Preparation of cost sheet

Module 3: Material Costing [5L]

Material Costing: Books of Accounts leading to the Classification of materials – Material Control – techniques of Inventory control – Setting of stock levels – EOQ, Inventory systems-Periodic and perpetual-Continuous stock taking,Valuation of materials- Incoming materials and outgoing materials-Specific price method – FIFO –LIFO – Simple Average Method – Weighted Average Method- (including materials returned to stores).

Module 4: Labour Cost [5L]

Labour Cost: Direct and Indirect labour, Control of labour cost by different departments (Including Meaning of Time and Motion Study, Merit Rating, Job Analysis, Time keeping and Time booking), treatment of holiday pay- Idle time- overtime and night shift allowance-causes and treatments, Methods of Wage Payment, Time rate and Piece Rate – Incentive Schemes – Halsey Premium Plan, Halsey weir Premium Plan – Rowan Bonus Plan – Taylor's and Merrick's differential piece rate systems

Module 5: Overheads
]5L]

Overheads: Classification of overheads – Procedure for accounting and control of overheads, Overhead distribution stages– Allocation of overheads – Appointment of overheads, Apportionment of Service department costs to production departments – Repeated Distribution method –Simultaneous equation method, absorption of Overheads– Methods of Absorption

Module 6: Financial System
[10L]

Financial System: An Introduction, Financial System: Meaning, Characteristics, Significance and Components, Evolution of Financial System in India, Structure of Indian Financial System: Main functions of these constituents and respective roles

Financial Services: Leasing & Hire Purchase, Venture Capital, Mutual Fund, Factoring & Forfaiting, Credit Rating, Merchant Banking, FinancialInstruments: Shares, Mutual Funds, Debentures, Bonds, Derivatives, Money Market Instruments, Hedging Instruments

Module 7: Financial Markets [10L]

Financial Markets: Money Markets, Functions, Players and Instruments in Money Market , Money Market Organization, Capital Markets: Functions of Primary Market: Activities, Intermediaries and Functions, Secondary Market: Functions, Instruments and Mechanism

Financial Intermediaries /Institutions: Role of financial intermediaries in capital market, SEBI, Stock Exchanges in India: Objectives, Functions and significance of stock Exchanges, Working of Stock Exchange in India, Central Banks, Commercial Banks, Development Banks, RRBs, NBFCs & Insurance Organizations: IRDA, Importance, Scope, Characteristics, Functions, Types, objective, &features

CO-PO Mapping

	Programme Outcomes											
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**
CO1			3	1	1	3		2	3			3
CO2			3	1	1	3	1	3	3			3
CO3	2	3	3	2	3	3	1	3	3	2	3	3
CO4	3		2	1	2	2	2	2	3	3		2
CO5	2		2	3	2	3	1	3	3	2		2
CO6	2		2	1	3	3	3	3	3	2		2

Suggested Readings:

1.Machiraju, 'Indian Financial System' – Vikas Publishing House,
2.Varshney P.N., & Mittal D.K., 'Indian Financial System', Sultan Chand & Sons, New Delhi. 2012.
3. Verma J.C., 'Venture Capital Financing in India', Sage, New Delhi,.
4. Sadhale H., 'Mutual Funds in India', Sage, New Delhi,
5.L.M. Bhole, *Financial Institutions and Markets: Structure, Growth and Innovation*, Tata McGraw Hill Publishing Company Limited, New Delhi, 2009
6.Bharati. V. Pathak, *Indian Financial System*, Pearson Education in South Asia Publishing Company, New Delhi, 2006

Course Code	PMA2003			
Course Title	Marketing Management			
Category	Management Studies			
LTP & Credits	L	T	P	Credits
	3	1	0	4
Total Contact L	48			
Pre-requisites	None			

Learning Objective

The objective of this course is to provide the students exposure to modern marketing concepts, tools, and techniques, and help them develop abilities and skills required for the performance of marketing functions.

Course Outcomes

CO1:- Acquire an understanding of fundamental concepts of Marketing including sustainability .
CO2:- Understand and analyze the business environment and internal resources for the implementation of marketing plan.
CO3:- Understand and Relate to the concepts of marketing mix needed for delivering value to the customer
CO4:- Understand and apply different frameworks, concepts and tools in the area of marketing
CO5:- Develop an understanding of emerging marketing trends in multiple sectors
CO6:- Develop an understanding of emerging global marketing trends

Course Contents

Module-1   Marketing Concepts   [7L]
Customer Value and Satisfaction, Customer Delight, Conceptualizing Tasks and Philosophies of
Marketing Management, Value Chain, Scanning the Marketing Environment, Marketing Mix
Elements, Difference between marketing and Selling, Marketing and Corporate Strategy.

Module-2   Market Segmentation, Targeting, Positioning   [7L]
Market Segmentations, Levels of Market Segmentations, Patterns, Procedures, Requirement for
Effective Segmentation, Evaluating the Market Segments, Selecting the Market Segments, Tool
for Competitive Differentiation, Developing a Positioning Strategy.

Module -3   Product Decision   [6L]
Objectives, Product Classification Product-Mix, Product Life Cycle Strategies, , Challenges,
Branding, Packaging, Introduction of Labeling. New
Product Development Process,

Module-4   Pricing Decision   [7L]
Pricing, Pricing Objectives, Demand Estimating, Price Elasticity, Pricing Decision framework,
Factors Affecting Price, Pricing Methods and Strategies, Pricing Practices, Internet and Pricing,
Price wars.

Module-5   Distribution Decisions   [6L]
Importance and Functions of Distribution Channel, Design of Distribution Channel, Management
of Channels, Distribution Channel Members, Vertical and Horizontal Marketing Systems,
Wholesaling and Retailing, introduction to Logistics.

Module-6   Promotion Decisions   [6L]
Effective Communication, Integrated Marketing Communication, Tools of IMC, Marketing
Communication Process, Promotion mix, Advertising, Personal Selling, Sales Promotion and
Publicity and Public Relations, Direct Marketing,

Module-7   Emerging Trends in Marketing   [11L]
An Introduction to Internet Marketing, Multi-Level Marketing and Introduction of CRM,
Importance of CRM. E-Marketing, Green Marketing, , Cause Related Marketing, Concept of Rural
Marketing, , Marketing for Non Profit Organizations.
Global marketing trends. B2B. Social media marketing. Event Marketing, Types of Events,
Sponsorship.

CO-PO Mapping

	Programme Outcomes											
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**
CO1	3	1				3	1	2				1
CO2	3	3	3	3					2	1		

CO3	3	2	2	2					2	1		
CO4	3	3	3	3								
CO5	3	2				1						
CO6	3	2				1	1	2				1

Suggested Readings

1. Kotler,Keller,Koshy,Jha, Marketing Management– A South Asian Perspective, Pearson, 13th Edition, 2008.
2 Kurtz, Principles of Marketing, Cengage Learning, India, 2008
3 S. Neelamegham, Marketing In India, 3rd Edition, Vikas publishing house, 2009
4 Biplo Bose, Marketing Management, 2008, Himalaya Publishing House.
5 Paul Baines, Chris Fill, Kelly Page, Marketing, Oxford University Press, 1st Edition 2009

Course Code	PMA2004
Course Title	Human Resource Management
Category	Management Studies
LTP & Credits	L | T | P | Credits
	3 | 1 | 0 | 4
Total Contact L	48
Pre-requisites	None

Learning Objective

The objective of this course is to help the students develop an understanding of the dimensions of the management of human resources, with particular reference to HRM policies andpractices at international level.

Course Outcomes

CO1:- Learn to manage human resources effectively in business and Organization
CO2:- Apply scientific methods of job analysis that is job identification job description in recruitment and selection for efficiency and productivity
CO3:- Build realistic and appropriate training and development programs for the growth and building competitive advantage for the organization
CO4:- Design effective performance appraisal system to identify and meet employees and organizations interest and objectives

CO5:- Empathetically resolve grievances and solve disciplinary issues and keep the flow of organizations smooth

CO6:- Identify potential of employees match them with organizations need and make it to use

Course Contents

Module-1 Introduction (4L)

HRM Concept-Definition, Concept, Evaluation and Relevance of HRM. Human Resource Functions, HRM in Indian and Global Scenario. Human Resource Policies.

Module-2   Human Resource Planning and Acquisition (7L)

Human Resource Acquisition Process-Job Analysis- Job Specification, Job Analysis Methods, Human Resource Planning Concept and Process of HRD, HRP Process at National and Corporate Level, Human Resource Information

System. Steps of HRIS, Recruitment, Sources of recruitment, Selection, Stages in selection process. Global Scenario in HR Acquisition

Module-3 Training and Development (7L)

Human Resource Training and Development. Orientation, Training and Development Process and Methods, Need Assessment, Training

Evaluation, Approaches and Types of Evaluation Instruments, Developing Effective Training Programmes, HRD mechanism, HRD for Organizational Effectiveness

Module 4 Appraisal (7L)

Appraising and Improving Performance:

Basic Concepts Objectives and Process of Performance Appraisal Systems, Performance v/s Potential Appraisal, Types of Employee Appraisal Systems, New Trends in Performance Appraisal Systems at Global level, Succession Planning, Career Planning and Assessment Centers.

Module 5 Maintenance of Human Resources (6L)

Job Evaluation, Incentive and Reward System, Objectives and Major Phases of Compensation Management, Employee Engagement, Cross-national variation in reward structures.

Module -6   Compensation (10L)

Compensation Management- types, principlas, theories, Models

Knowledge Management & International HR

Knowledge & knowledge transfer, knowledge and situation cognition, Implications for knowledge transfer, knowledge management in multinational companies, knowledge management & International HRM.

Module-7 Welfare for Employee Engagement
(6L)
  a. Labor Welfare: Concept, History and Scope
  b. Statutory Provisions: Factories Act, 1948 and Shops and
  c. Establishments Act & the Contract Labor (Regulation and Abolition)
  d. Act 1970
  e. Non Statutory Measures for Employee Welfare
  f. Employee Organization Initiatives

CO-PO Mapping

	Programme Outcomes											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	-	-	1	-	-	-	2	-	-	-	-
CO2	-	-2	-	-	3	-	-1	-	-	-	-	1
CO3	-	3	-	-	-	3	-1	-	-	-1	1	-
CO4	-	-2	-	-	3	-	-	-	1	-	2	2
CO5	-	-	1	-	3	-	-	-	-	-2	-	-
CO6	2	-3	-	-	-	-	-1	2	-	-	1	3

Suggested Readings
1 G.W. Bohlander and S. A. Snell, "Principles of Human Resource Management", 14 Edition, Cengage Learning Pvt Ltd.

2 G. Dessler and B.Varrkey, "Human Resource Management", 16th Ed., Pearson

3. P. SubbaRao, International Human Resource Management, 2009,Himalaya Publishing House.
5.K. Asawatthapa International Human Resource Management , TMH, 2007
6 J. A. Mello, Strategic Human Resource Management, Cengage Learning, India, 2008, 4th edition.
7 P. SubbaRao, Essentials of Human Resource Management and Industrial Relations, **2**008, Himalaya Publishing House.

Course Code	PMA2005			
Course Title	Entrepreneurship			
Category	Management Studies			
LTP & Credits	L	T	P	Credits
	3	1	0	4

Total Contact L	48
Pre-requisites	None

Learning Objective:

The objective of this course is to familiarize the students with the ground realities of starting &managing their own Entrepreneurial ventures.

Course Outcome

CO1 Able to identify concept of entrepreneur and entrepreneurship, like between entrepreneurship and economical development
CO2 Able to express about factor influencing entrepreneurship development as well as recourse behind entry of entrepreneur in entrepreneurship
CO3 Able to express about factor influencing entrepreneurship development as well as recourse behind entry of entrepreneur in entrepreneurship and can be differentiate people for their future career.
CO4 Students can design or development program
CO5 Able to prepare feasibility report for the new business enterprise or new project
CO6 Able to collect information for development or identification of new business idea through the environmental study

Course contents

Module1: Introduction to Entrepreneurship   (4L)
Definition of Entrepreneur, Entrepreneurial Traits, and Entrepreneur vs. Manager, Entrepreneur vs. Intrapreneur.The Entrepreneurial decision process. Role of Entrepreneurship in Economic Development, Ethics and Social responsibility of Entrepreneurs. Opportunties for Entrepreneurs in India and abroad.Woman as Entrepreneur.

Module 2: Creating and Starting the Venture   (7L)
Sources of new Ideas, Methods of generating ideas, creating problem solving, product planning and development process.

Module 3: The Business Plan   (6L)
Nature and scope of Business plan, Writing Business Plan, Evaluating Business plans, Usingandimplementing business plans. Marketing plan, financial plan and the organizational plan, Launching formalities.

Module 4: Financing and Managing the new venture   (5L)
Sources of capital, Record keeping, recruitment, motivating and leading teams, financial controls.Marketing and sales controls. E-commerce and Entrepreneurship, Internet advertising

Module 5: New venture Expansion Strategies and Issues   (8L)

Features and evaluation of joint ventures, acquisitions, merges, franchising. Public issues, rights issues, bonus issues and stock splits.
Indian Start up and Ecosystem
Definition, Startups ecosystem: Stakeholders and their roles and responsibilities, Startup development phases: Ideating, POC, MVP, Intrinsic Start Up stakeholders.
Social Startup Support Ecosystem: India, Make in India, Case study on Startup village, Kochi; 10000 Start-ups of NASSCOM and Silicon Valley, USA, Startup policies of Central Government and some leading State Governments Technology Business Incubator (TBI), Role of National Science and Technology Entrepreneurship Development Board.

Module 6: Institutional support to Entrepreneurship (5L)
Role of Directorate of Industries, District Industries, Centers (DICs), Industrial DevelopmentCorporation (IDC), State Financial corporation (SFCs), Commercial banks Small Scale IndustriesDevelopment Corporations (SSIDCs), Khadi and village Industries Commission (KVIC), NationalSmall Industries Corporation (NSIC), Small Industries Development Bank of India (SIDBI)

Module 7: Choice of organization: (7L)
Sole proprietorship, partnership, joint stock co., and co-operatives
Exit strategies and social responsibilities
Introduction, Reasons for existing and long-term preparation, short-term preparation, Introduction of social responsibility, Corporate social responsibility, Dimensions of CSR for an Entrepreneur

CO-PO Mapping

| | Programme Outcomes | | | | | | | | | | | |
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	-	-	1	-	-	-	2	-	-	-	-
CO2	-	-	-	-	3	-	-	-	-	-	-	1
CO3	-	3	-	-	-	3	-	-	-	-	1	-
CO4	-	-	-	-	3	-	-	-	1	-	2	2
CO5	-	-	1	-	3	-	-	-	-	-	-	-
CO6	2	-	-	-	-	-	-	2	-	-	1	3

Suggested Readings
1. P.M. Charanthimath, Entrepreneurship development and small business enterprises, Pearson education, 2008
2. D.F. Kuratko and R.M. Hodgetts, "Entrepreneurship in the New Millennium", 2nd Edition, Cengage learning
3. Vasant Desai: Small scale Industries and Entrepreneurship, Himalaya Publishing House,2009.
4. David H Holt Entrepreneurship: New Venture Creation, PHI 2009

5. Rajeev Roy, Entrepreneurship, Oxford University press 2009

Course Code	PMA2006			
Course Title	Business Research Methodology			
Category	Management			
LTP & Credits	L	T	P	Credits
	2	1	0	3
Total Contact Hours	36			
Pre-requisites	None			

Learning Objective:
The primary objective of this course is to develop a research orientation among the Scholars and to
acquaint them with fundamentals of research methods. Specifically, the Course aims at introducing them to the basic concepts used in research and to scientific social research methods and their approach. It includes discussions on sampling techniques, research designs and techniques of analysis.

Course Outcomes
CO1 : To familiarize with basic concept of research and its process
CO2 : To classify data and use different sampling techniques
CO3 : To enable in conducting research work and formulating proposals and reports
CO4 : To use multivariate techniques and analyse dependence and independence of samples.
CO5 : To understand feasibility and practicability research methodology for analysis of Economy and Industry
CO6 : Too familiar with ethical issues in educational research.se outcome.

Unit-1 Research 8 hours
Meaning, types, criteria of good research, marketing research, scientific approach to research in physical and management science, limitations of applying scientific methods in business research problems, ethical issues in business research.

Business Research
An overview - Research process, problem formulation, management problem v/s. research problem, Steps involved in preparing business research plan/proposal. Literature review.

Unit-2 Business Research Design 8 hours
Business Research Design: Exploratory, Descriptive, & Causal research
Exploratory research: Meaning, suitability, collection, hypothesis formulation
Descriptive research: Meaning, types of descriptive studies, data collection methods Causal research: Meaning, various types of experimental designs, types of errors affecting research design.

Unit-3 Data collection 8 hours
Data collection: Primary and Secondary data – Sources –

advantages/disadvantages Data collection Methods – Observations, Survey, Interview and Questionnaire design, Qualitative Techniques of data collection. Measurement & Scaling Techniques: Nominal Scale, Ordinal Scale, Interval Scale, Rating Scale, Criteria for good measurement, attitude measurement – Likert"s Scale, Semantic Differential Scale, Thurstone-equal appearing interval scale, MDS – Multi Dimensional Scaling.
Making of questionnaire

Unit-5 Hypothesis 13 hours

Meaning, Types, characteristics, sources, Formulation of Hypothesis, Errors in hypothesis testing, Parametric and Nonparametric test: T-test, Z-test, F-test, U-test

Sampling
Meaning, Steps in Sampling process, Types of Sampling - Probability and non probability Sampling Techniques, Errors in sampling. How to find out the correct sample for any study. (any one method)

Unit-6 Data Analysis 8 hours
Data Analysis: Editing, Coding, Classification, Tabulation, Analysis, & Interpretation. Statistical Analysis of Business Research: Bivariate Analysis (Chi-square only), Multivariate Analysis -Factor Analysis, Discriminant Analysis, Cluster Analysis, Conjoint Analysis, ANOVA – One-way & Two-way classification (Theory only).

Research report 9 hours
Research report: Oral report, Written reports, Types & Advantages/Disadvantages of oral and written reports, Components of written research report. (5 Hours)
Case studies in Indian context only (4 Hours)

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	1	2	-		-	1	-	3	3	-	3
CO2	3	3	2	-	2	-	-	-	1	-	-	1
CO3	1	3	3	2	2	-	-	-	1	-	2	2
CO4	2	3	2	1	-	-	-	-	1	-	1	1
CO5	2	3	1	1	-	-	-		2	1	3	1
CO6	1	-	-	-	-	1	-	3	-	-	-	3

Suggested Readings:
- Green, Donald & Tull, Research for Marketing decisions,PrenticeHallofIndia
- CR Kothari, Research Methodology, New Age International
- NareshK Malhotra, Marketing Research,Pearson EducationAsia,2001
- Brown, Marketing Research: A Structure for Decision making, Addision, Wesley
- Publishing Company.
- Seigel and Castelian, Non-parametric Statistics for Behavioral sciences, McGraw

- Hill Book Company ,New York

Course Code	PMT2003			
Course Title	Operations Management			
Category	Management Studies			
LTP & Credits	L	T	P	Credits
	3	1	0	4
Total Contact L	48			
Pre-requisites	None			

Learning Objective

The objective of this course is to help the students acquire quantitative tools, and use thesetools for the analysis and solution of business problems. The emphasis will be on the concepts and application rather than derivations.

Course Outcomes

CO1:- Examine the scope and applications of operations research in business and formulate linear programming models to solve industry problems
CO2:- To learn and practise mathematical models to allocation problems and analyse business scenarios
CO3:- To understand decision making models for analysing business scenarios
CO4:- To learn and utilize various transportation models and scientific tools for business analysis
CO5 CO6:-Apply network analysis and game theory of business scenarios
CO6:- To learn and utilize various inventory models and scientific tools for business analysis

Course Contents

Module-1 Quantitative Techniques and Operations Research
(5L)
Meaning, Scope of Quantitative Techniques and Operations Research in Management,Advantages and Limitations of Quantitative Techniques, OR Models

Module-2 Linear Programming (5L)
Meaning of Linear Programming, General Mathematical Formulation of LPP, Graphical Analysis,Simplex Method, Two-phase Method, Big M-Method. Duality and Post Optimality Analysis ,Advantage and Limitations of LPP.

Module-3 Transportation Model (5L)

Mathematical Formulation, Initial Basic Feasible Solution, Vogel's Approximation Method,Optimization (Minimization and Maximization) Using Modified Distribution Method andStepping Stone Method.

Module-4 Assignment Problem (5L)
Assignment Model as a Particular Case of Transportation Model, Formulation of AssignmentProblems, Solution of Assignment Problems Using Hungarian Method (Minimization andMaximization) Route Allocation.

Module-5 Dynamic Programming (5L)
Nature of Dynamic Programming Problem, Dynamic Programming Solutions for Knap Sack,TravelingSalesman (Stage Coach), Assignment of Salesmen to Sales Area and Capital Budgeting. Integerlinear programming: Meaning, Application, integer programming algorithm (branch and boundalgorithm, cutting plan algorithm).

Module-6 Waiting Line Models (10L)
Introduction, Scope in Management Decisions, Queuing Models M/M/1 (Infinite and FinitePopulation), Probability Calculations and Application of M/M/C (Infinite Population)
Simulation & Computer Solutions
Introduction to simulation, Monte Carlo Technique and Its Applications.Linear programmingProblem, Transportation problem with TORA and Excel solver.

Module-7 Game Theory (5L)
Game Theory & Markov Chain Analysis
Introduction to Games, Maxim in and Minimax Principles, Pure and Mixed Strategies, Solutionof Games Using-Algebraic and Graphical Methods.Computation of Sequential Probability ofStates for Different Periods, Steady State Probability of States and Application of Markov Chain.

CO-PO Mapping

| | Programme Outcomes | | | | | | | | | | | |
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	2	2	1	-	-	-	-	-	-	1
CO2	3	3	1	2	1	-	-	-	-	-	-	1
CO3	3	3	1	2	1	-	-	-	-	-	-	1
CO4	3	3	2	2	1	-	-	-	-	-	-	1
CO5	3	3	1	3	1	-	-	-	-	-	-	1
CO6	3	3	2	3	1	-	-	-	-	-	-	1

Suggested Readings
1 David R. Anderson, Dennis J. Sweeney, Thomas A. Williams, Jeffrey D. Camm and James
J Cochran, Introduction to Management Science Cengage Learning, 14 th edition, 2008

2. HamdyA.Taha, Operations Research: An Introduction, Pearson 2008

3 H.M. Wagner, Principles of Operations Research with Application to Managerial Decisions,PHI Learning. 2nd Ed., 2009.

4 Vijay Gupta; Bhushan Kumar, K.K. Chawla, Operation Research, Kalyani Publication

5 Sharma Anand, Operation Research, 2008, Himalaya Publishing House

6 S. Kalawati, Operations Research, Vikas Publication Pvt.ltd.2008

7.V. K. Kapoor, Problems and Solutions in Operations Research, New Delhi, Suitan Chand andSons, 2001

8. C.R. Kothari, An Introduction to Operational Research , New Delhi, Vikas Publications, 3rd Ed., 2009.
.

MBA 3RD SEMESTER

Students can opt for Dual specialization – Major & Minor. They are required to choose three electives for Major and two electives for Minor.

Sr No.	COURSE CODE	SUBJECT	PERIODS			CREDIT
			L	T	P	
CORE SUBJECTS						
1	PMA3001	PROJECT MANAGEMENT	3	1	0	4
2	PMA3002	PRODUCTION OPERATIONS AND MANAGEMENT	3	1	0	4
		TOTAL CORE SUBJECTS CREDIT				**8**
ELECTIVES/ SPECIALIZATIONS						
MARKETING MANAGEMENT						
3	PMA30M1	SALES & DISTRIBUTION MANAGEMENT	3	1	0	4
4	PMA30M2	CONSUMER BEHAVIOUR	3	1	0	4
5	PMA30M3	INTEGRATED MARKETING & COMMUNICATION	3	1	0	4
HUMAN RESOURCE MANAGEMENT						
6	PMA30H1	HR ANALYTICS	3	1	0	4
7	PMA30H2	ORGANISATIONAL DEVELOPMENT & CHANGE MANAGEMENT	3	1	0	4
8	PMA30H3	PERFORMANCE MANAGEMENT SYSTEMS	3	1	0	4
FINANCIAL MANAGEMENT						
9	PMA30 F1	TAXATION	3	1	0	4
10	PMA30 F2	CORPORATE FINANCE	3	1	0	4
11	PMA30 F3	FINANCIAL MARKETS AND SRVICES	3	1	0	4
BUSINESS ANALYTICS (ONLY MINIR)						
15	PMA30B1	DATA VISUALISATION FOR MANAGERS	2	0	0	2
16	PMA30B2	BUSINESS FORECASTING	2	0	0	2

		BUSINESS ANALYTICS LAB				
17	PMA31B1	DATA VISUALISATION FOR MANAGERS LAB	0	0	3	2
18	PMA31B2	BUSINESS FORECASTING LAB	0	0	3	2
		TOTAL ELECTIVES/ SPECIALISATIONS				**20**
		SESSIONAL				
19	PMA3201	BUSINESS RESEARCH METHODS &MAJOR PROJECT WORKI (ELECTIVES/SPECIALISATIONS)	0	0	4	2
		TOTAL ELECTIVES WITH PROJECT				**22**
21	PMA3202	SUMMER INTERNSHIP PROJECT & VIVA	0	0	6	6
		TOTAL CREDITS				**36**

Course Code	PMA3001			
Course Title	**PROJECT MANAGEMENT**			
Category	MANAGEMENT STUDIES			
LTP & Credits	L	T	P	Credits
	3	1	0	4
Total Contact L	48			
Pre-requisites	None			

Learning Objective:

To develop understanding of project planning. To develop ability to monitor and controlprojects and risk involved. To become familiar with tools and techniques used in managingprojects.

Course Outcome:

CO1: To identify basic elements of project management and its process with differenttechnical, non-quantitative analysis.

CO2: To learn about different cost of project and financial risk analysis techniques.

CO3: To learn and evaluate best alternative way for any project amongst variousalternative paths and also learn how to minimize the slack.

CO4: To enhance the knowledge on time-cost relationship and various project software.

CO5: To enhance the knowledge about key linkages between organizational and project-level issues including decision making, motivation, behavior and ethics.

CO6: To understand and identify best suitable project in terms of profitability and able to understand all reasons of project failure.

Course content:

Module 1:   Introduction to project   **[6L]**
Introduction to project and projects. Characteristics and types of projects. Gaining importance, project life cycle and its phases.

Module 2 :   Project Selection   **[6L]**
Project selection, non quantitative and scoring models, technical analysis and technology selection, market potential analysis and techniques of long term forecasting.

Module 3: Financial feasibility   **[6L]**
Financial feasibility, determinants of cost of project, its financing and deciding optimumcapital structure. Cash flows from project and owner's perspective. Project Appraisal.

Module 4 : Financial feasibility with risk   **[6L]**
Financial feasibility with risk, Types of risk, techniques of risk evaluation and its mitigation.Sensitivity analysis, Hiller's model, scenario analysis, simulation.

Module 5 : Project Analysis Techniques   **[6L]**
Network analysis, construction of networks, CPM, various types of floats and theirapplication, PERT and its applications.

Module 6 :   Tools   **[6L]**
Time cost relationship, crashing for optimum cost and optimum time. Resource leveling, Introduction to project software and applications of MS Project

Module 7 : Human Aspects   .**[12L]**

Human Aspects of Project management: project manager's skills and functions, matrixorganization, Social Cost Benefit Analysis, UNIDO approach, shadow pricing.
Project Monitoring

Project monitoring, Earned Value Analysis, abandonment analysis, PMIS, Project Terminationand Audit. Reasons for failure.

CO-PO Mapping:

Programme Outcomes (PO)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	-	-	-	-	3	1	1	3	-	3	3
CO2	1	-	3	-	-	3	1	3	3	1	3	3
CO3	-	-	3	3	3	-	2	-	3	-	1	3
CO4	-	-	-	3	-	2	1	2	2	2	3	2
CO5	-	1	-	2	-	2	3	2	3	1	3	3

CO6	-	-	-	2	-	2	1	3	3	3	3	3

Suggested Resadings

1. Gido Effective Project Management, Cengage Learning

2. Gray &Larson,Project Management:The Managerial Process,3etmh

3. Pinto,Project Management: Achieving Competitive Advantage, Pearson,

4. Sunil Abrol, Cases In Project Management,,Excel Books,,

5. Maylor-Project Management, Pearson,

Course Code	PMA3002			
Course Title	Production operations and management			
Category	Management Studies			
LTP & Credits	L	T	P	Credits
	3	1	0	4
Total Contact L	48			
Pre-requisites	None			

Learning Objective:

The objective of this course is to help the students understand the concepts of production function, inventory control, quality control and application of technical models and techniques for solving production problems.

Course Outcome:

CO1: To understand the concept of operations management in manufacturing and service sector and will be able to plan and implement production and service related decisions

CO2: To measure performance related to productivity and will be able to understand different methods of forecasting techniques

CO3 : To design maintenance schedules in manufacturing units, identify and propose material handling equipments and implement industrial safety rules

CO4: To understand production schedules and plan resources (material and machine) required for production

CO5: To apply the concepts of purchase, stores and inventory management and analyze and evaluate material requirement decisions

Course Contents:

MODULE 1: Introduction to Production and Operations Management: (6L)
Nature of Production / Operations Management, Production Function and its Environment,Functions of Production/Operations Manager, Organization of Production Function;Productivity- Definition, Types of Productivity, Factors affecting Productivity, Methods forimproving productivity; Standardized Service Strategy, Assemble-to-Order Strategy, CustomizedServices Strategy.

MODULE 2: Facilities Planning: (6L)
Product Selection and Design, Service Design, Process and Technology Selection, Location ofManufacturing / Service Facility - Quantitative (Centre of Gravity Model, Median Model, Dimensional Analysis, Brown & Gibson Model) and Qualitative Model.

MODULE 3:Layout of Manufacturing/service facility: (6L)
Product layout, process layout, fixed position and group layout, layout design: Relationship based and Load-Distance cost matrix. Materials handling concepts.

MODULE 4:Resources Requirement Planning: (6L)
Capacity Planning, Concept and Application of Learning Curve.

MODULE 5: Production Planning and Control: (6L)
Aggregate Production Planning - Chase strategy, Level production strategy, Mixed strategy, Materials Requirement Planning.

MODULE 6:Operations Scheduling: (6L)
Production Activity Control for Mass Manufacturing.(Assembly line balancing, batch processing and Job shop -n-jobs on single machine, n-jobs on Two/Three machines (Johnson's Rule), 2-jobs on machines (Graphical method – Aker's Algorithm)

MODULE 7: Quality Management : (12L)
Evolution of Quality Concept, TQM, Quality Gurus (Juran , Crosby, Deming), Statistical ProcessControl - Control Charts and their Applications, Acceptance Sampling, Operating CharacteristicsCurve and its applications, Quality Circles, Six Sigma, ISO 9000 & ISO14000.
Emerging Trends in Operations Management
Business Process Re-engineering (Principles and guidelines for implementation), Theory ofconstraints.

Programme Outcomes (PO)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2		3	1		2						
CO2	1	2	3									
CO3	3			2	1							
CO4	3			2		1						
CO5	2	3		1								
CO6												

Suggested Readings
1. Evans, Operations Management Concepts Techniques and Applications, Cengage Learning,
2. B. Mahadevan; Operation Management; Theory and Practice' Pearson Education, New Delhi
3. Joseph G Monks, Operations Management, McGraw Hill International Publication, New York.
4. Ashwathappa, Production and Operation Management, Himalaya Publishing House.
5. S.N. Chary, Theory and Problems in Production and Operations Management, TMH
6. A.K. Chitale and R.C. Gupta, Materials Management-Text and Cases,PHI Learning,
7. Norman Gaither, Operations Management, Cengage Learning, India,
8. Slack, Operations Strategy, Pearson Education
9. R. Paneerselvam, Production and Operations Management, PHI Learning,
10. LeeJ. Krajewski and Larry P. Ritzman, Operation Management, Pearson Education; SixthEdition, New Delhi

SPECIALIZATION SUBJECTS

MARKETING SPECIALIZATION

Course Code	PMA30M1

Course Title	SALES & DISTRIBUTION MANAGEMENT			
Category	MANAGEMENT STUDIES			
LTP & Credits	L	T	P	Credits
	3	1	0	4
Total Contact L	48			
Pre-requisites	None			

Learning Objective:

The objectives of this course are to expose the students to various aspects of sales and distribution management as an integral part of marketing management, and provide abilities in sales and distribution system

Course Outcome:

CO1: Understand the different aspects of sales and distribution function
CO2: Understand and develop Sales and distribution plan including personal selling process
CO3: Discuss sales forecasting methods, allocation of sales budget, management of sales territories and sales quotas.
CO4: Understand and analyze various channel strategies including wholesaling, and retailing.
CO5: Relate to managing, motivation and leading of sales force
CO6: Understand and relate to logistics ,and supply chain management
  Course Contents

Course Content:

Module 1:Introduction to Sales & Distribution Management: (6L)
Nature and scope of SalesManagement, personal selling objectives, Types of sales management positions, Theories of personal selling, personal selling strategies, sales forecasting and budgeting decisions, emerging trends in selling, ethical leadership.Case Analysis.

Module 2:Personal Selling Process, Sales Territories &Quotas: (7L)
Selling and business Styles, selling skills, situations, selling process, sales presentation, Handling customer objections, Follow-up action. Relationship selling, Designing Sales Territories, sales quotas designing, sales quota, procedure for sales quota.Types of sales quota, Methods of setting quota.and sales organization structures. Case Analysis

Module 3:Sales Force Management: (7L)
Recruitment and selection of sales force, Training, motivatingand compensating the salesforce, controlling the salesforce, Compensation-Meaning, Types of compensation plans and evaluation of sales force by performance and appraisal process. Case Analysis

Module 4:Sales Management: (7L)
Sales management job: Standard sales management process-international sales management - international market selection-market survey approach or strategy - case study in Indian context. Selling on the internet: Selling agents for internet trading-net selling, advertising in net trading, payment system in internet trading-smart card, credit card, debit card- payment by card: advantages and disadvantages; How to make internet selling safe-Digital signature, biometric method and legal or regulatory environment; Growth of internet trading in India.

Module 5:Distribution Management: (7L)
Introduction, need and scope of distribution management, marketing channels strategy, levels of channels, and institutions for channels- retailing wholesaling, designing channel systems, channel management. Channel Design and management: Channel objectives & constraints, Identification, evaluation and selection of channel alternatives, Channel management and control – recruiting and selecting channel members, motivating, evaluating channel arrangements.Case Analysis.

Module 6:Market logistics and supply chain management: (7L)
Definition & scope of logistics, Components of logistics, inventory & warehouse management, transportation, channel information systems, Physical Distribution & Logistics: Goals, function, processing, warehousing, inventory & transportation.

Module 7:Retail Management& Merchandising (7L)
Retail strategies, Location, Types of retail formats, Stores layout, VisualMerchandising techniques, Merchandise management, Planning of assortment, Servicing and buying of merchandise, Supply chain management in retailing

CO-PO Mapping

Programme Outcomes (PO)												
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3		1			1	2	1			1	
CO2	3	3	2	2								
CO3	3	3	2	2								
CO4	3	3	2	2					2			
CO5	3	2	1	1						2		
CO6	3	2	1			1	2					

Suggested Readings:

1. Krishna K. Havaldar,Vasant M. Cavale, Sales & Distribution Management
2. Tata McGrawHill ,Latest Edition
3. Richard R. Still,Edward W. Cundiff,Norman A.P. Govoni, Sales Management :
4. Decisions,Strategies&CasesPearson Latest Edition

5. Johnson F.M.,Kurtz D.L.,ScheuingE.E.SalesManagement:Concepts, Practice,and Cases, Tata McGrawHill
6. David Jobber,GeoffreyLancaster,Selling&SalesManagement,Pearson Latest Edition
7. Tanner,Honeycutt,Erffmeyer,SalesManagement, Pearson Latest Edition
8. Mark W. Johnston,Greg W. Marshall, Sales ForceManagement,TataMcGrawHill.Latest Edition
9. William L. Cron,Thomas E. DeCarlo,SalesManagementWiley Latest Edition
10. Dr. S. L. Gupta Sales &DistributionManagementExcel Latest Edition
11. Panda Tapan K.,Sahadev Sunil, Sales &DistributionManagementOxford
12. Jackson,D.W.(Jr.);Cunningham,W. H. Cunninham,I.C.M., Selling the Personal Force in Marketing, John Willey &Sons, Latest Edition

Course Code	PMA30M2
Course Title	CONSUMER BEHAVIOR
Category	Management Studies
LTP & Credits	L	T	P	Credits
	3	1	0	4
Total Contact L	48
Pre-requisites	None

Learning Objective:

The purpose of this course is to introduce students to consumers, consumer behaviour in the market place and their impact on marketing strategy. Discussing the principal factors that influence consumers as individuals and decision makers with an application to the buying decision process.

Course Outcome:

CO1: Understand the concepts of the consumer behaviour in the buying products and services in the market

CO2: Understand and analyze the different factors influencing and the interdisciplinary nature of the consumer buying behavior

CO3: Understand and apply the different techniques and models of consumer behavior and consumer decision making process and levels.

CO4: Understand and apply the impacts of internal dynamics such as Personality Motivation, learning and Perception in consumer buying decisions.

CO5: Develop and analyse the impact of consumer insights on marketing decisions.

Course Content:

Module 1: Introduction to the study of Consumer Behavior: (6L)
Meaning & Definition of CB, Difference between consumer & Customer, Nature & characteristics of Indian Consumers, Consumer Movement in India, Rights & Responsibilities of consumers in India, Benefits of consumerism.

Module 2: Role of Research in understanding consumer behavior: (6L)

Consumer Research: Consumer Research Paradigms (Qualitative & Quantitative Research Methods) Developing research objectives, collecting secondary data, designing primary research, data analysis and reporting research findings.

Module 3:Models of Consumer Behavior: (6L)
Input-Process-Output Model, Nicosia Model, Howard Sheth Model, Engel-Kollat-Blackwell Models of Consumer Behavior, Internal Influences: Motivation, Personality, Perception, Learning, Attitude, Communications, External Influences: Social Class, Culture, REFERENCE Groups, Family members.

Module 4:Levels of Consumer Decision Making (6L)
Consumer Buying Decision Process, Complex Decision Making or Extensive Problem Solving Model, Low Involvement Decision Making or Limited Problem Solving Model, Routinized Response Behavior, Four views of consumer decision making. On-line Decision Making: Meaning & Process/Stages

Module 5:Situational Influences (6L)
Nature of Situational Influence (The communication Situation, The Purchase Situation, The usage situation, The disposition situation) Situational Characteristics and consumption behavior (Physical features, Social Surroundings, Temporal Perspectives, Task Definition, Antecedent States.)

Module 6:Individual Influences on Consumer Behaviour and CRM: (6L)

Motivation: Basics of Motivation, Needs, Goals, Positive & Negative Motivation, RationalVs Emotional motives, Motivation Process, Arousal of motives, Selection of goals.Motivation Theories and Marketing Strategy - Maslow's Hierarchy of Needs, McGuire'sPsychological Motives (Cognitive Preservation Motives, Cognitive Growth Motives, AffectivePreservation Motives, Affective Growth Motives).

Module 7:Personality: (12L)
Basics of Personality, Theories of Personality and Marketing Strategy(FreudianTheory, Neo-Freudian Theory, Trait Theory), Applications of Personality concepts in Marketing,Personality and understanding consumer diversity(Consumer Innovativeness and related personality traits, Cognitive personality factors, Consumer Materialism, ConsumerEthnocentrisms), Brand Personality (Brand Personification, Gender, Geography, Colour), Selfand Self-Image (One or Multiple selves, The extended self, Altering the self).
Perception
Basics of Perception & Marketing implications, Elements ofPerception(Sensation, Absolute Threshold, Differential Threshold, Subliminal Perception),Dynamics of Perception (Perceptual Selection, Perceptual Interpretation, PerceptualOrganization ,perceived price, perceived quality, price/quality relationship, Perceived Risk,Types of risk, How consumers' handle risk.

Programme Outcomes (PO)												
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12

CO1	3		1			1	`				
CO2	3	2	2	2		2		1		1		1
CO3	3	2	2	2							
CO4	3	2	2	2							
CO5	3	2	2	2				1		2		1
CO6	3	2	1			1	2				

Suggested Readings

1. ShriPrakash Theory of Consumer BehaviourVikasPublication
2. Hawkins, David, Consumer Behavior , 11E Tata Mcgraw Hill
3. Dogra, B.LRural Marketing1e, Tata Mcgraw Hill
4. Blackwell, Consumer Behavior, Cengage Learning
5. Gopala Swamy,T P Rural Marketing- Environment, Problems& Strategies
6. VikasKashyap,The Rural Marketing Book (Text & Practice), Wiley

7. SatishBatra and Kazmi Consumer Behaviour Excel Books
8. U C Mathur Rural Marketing Excel Books
9. Badi&Badi Rural Marketing,Himalaya Pub.House
10. Assel, H., "Consumer Behaviour", Cengage Learning
11. Solomon M.R., " ConsumerBehaviour", PHI

Course Code	PMA30M3
Course Title	INTEGRATED MARKETING COMMUNICATIONS & BRAND MANAGEMENT
Category	Management Studies

LTP & Credits	L	T	P	Credits
	3	1	0	4

Total Contact L	48
Pre-requisites	None

Learning Objective:

The general purpose is to build a comprehensive framework that fully integrates the various aspects of managerial decision making related to marketing communications strategy and tactic as well as to understand about brands and brand management.

Course Outcome:

CO1: Understand the areas of integrated marketing communications process and relate to marketing objectives.

CO2: Explain the role, scope, and importance of an integrated marketing communications (IMC) strategy for organizational and business success.
CO3: Develop marketing communication objectives, media strategies and the marketing communications tools to cover these objectives;
CO4: Understand and analyse the various tools of Integrated marketing communication, monitoring , measuring and controlling the impact of communication
CO5: Understand different aspects of brand management including brand equity and monitoring and measuring brand performance

Course Contents:

Module 1:Role of IMC in marketing process (6L)

IMC planning model, Marketing and promotion process model. Communication process, steps involved in developing IMC programme, Effectiveness ofmarketing communications Purpose, Role, Functions, Types, Advertising Vs Marketing mix,
Advertising appeal in various stages of PLC

Module 2: Advertising Agency: (6L)

Type of agencies, Services offered by various agencies, Criteria forselecting the agencies and evaluation.Advertising objectives and Budgeting: Goal setting – DAGMAR approach, various budgetingmethods used.Media planning: Developing Media plan, Problems encountered, Media Evaluation-Print,Broadcast media, Support media in advertising.

Module 3: Media strategy: (6L)

Creativity, Elements of creative strategies and its implementation, Importanceof Headline and body copy.Direct Marketing: Features, Functions, Growth, Advantages/Disadvantages, And DirectMarketing Strategies. Promotion: Meaning, Importance, tools used, Conventional/unconventional, drawbacks, pushpull strategies, Co-operative advertising, Integration with advertising and publicityPublic relation/ Publicity: Meaning, Objectives, tools of public relations, Public relationstrategies, Goals of publicity, Corporate Advertising – Role, Types, Limitations, PR VsPublicity.

Module 4:Monitoring, Evaluation and control: (6L)

Measurement in advertising, various methods used forevaluation, Pre-testing, Post testing. International Advertising: Global environment in advertising, Decision areas in international advertising.Internet advertising: Meaning, Components, Advantages and Limitations, Types of InternetadvertisingCase studies in Indian context only

Module 5: Introduction to the concept of Brand Management: (6L)

Brand –Meaning, Definition, Evolution of Brands, Functions of Brand to consumer, Role ofBrand-Advantages of Brand, Product Vs Brand,Branding- Meaning, Creation of Brands and challenges to Brand builders.Brand Management-Meaning & Definition.Strategic Brand Management Process-Meaning, Steps in Brand Management ProcessStrong Indian Brands (Case study)

Module 6: Customer Based Brand Equity: (6L)

Customer Based Brand Equity-Meaning, Model of CBBE, Brand Equity: Meaning, Sources, Steps in Building Brands, Brand building blocks-Resonance,Judgments, Feelings, performance, imagery, salience-Brand Building Implications, DavidAaker's Brand Equity Model.Brand Identity & Positing: Meaning of Brand identity, Need for Identity & Positioning,Dimensions of brand identity, Brand identity prism,Brand positioning – Meaning, Point of parity & Point of difference, positioning guidelinesBrand Value: Definition, Core Brand values, Brand mantras, Internal branding,

Module 7:Choosing Brand Elements to Build Brand Equity: (12L)

Criteria for choosing brand elements, options & tactics for brand elements-Brand name, Namingguidelines, Naming procedure, Awareness, Brand Associations, Logos & Symbols &itsbenefits, Characters & Benefits, Slogans & Benefits, Packaging.Brand Knowledge, Dimensions of Brand Knowledge, Meaning of LeveragingSecondary Brand Knowledge & Conceptualizing the leverage process.

Measuring & Interpreting brand performance

Brand Value chain- Designing Brand Tracking studies, Managing Brand Equity:Brand Reinforcement, Brand Revitalization, Brand Crisis.Making Brands go Global:Geographic extension, sources of opportunities for global brand, single name to global brand,consumers& globalization, conditions favoring marketing, barriers to globalization, managerialblockages, organization for a global brand, pathways to globalization.Case studies

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3					1	2	2				1
CO2	3					1						
CO3	3	2	2	2								
CO4	3	2	2	2					2			
CO5	3	2	2	2		1	2	2	2			

Suggested Readings
1. Integrated Marketing Communications - Kenneth Clown& Donald Bach
2. Belch, Belch,Advertising& Promotion: An Integrated Marketing Communication Persp.,TMH
3. Keller, Strategic Brand Management,3/e, Pearson

4. Kazmi&Batra Advertising & Sales Promotion, Excel Books,Harsh Verma Brand Management, Excel Books,
5. Sengupta - Brand Positioning, 2e TMH
6. Integrated Marketing Communications - Duncon- TMH
7. Shah, Kruti,Advertising and Promotions : An IMC Perspective, 1e TMH
8. Keller, Best Practice Cases in Branding,3/e, Pearson
9. Batra-Advertising Management 5/e, Pearson
10. Jefkins-Advertising, 4/e, Pearson
11. Lane-Kleppner's Advertising Procedure, 16/e, Pearson
12. Wells-Advertising: Principles and Practice, 7/e, Pearson

HUMAN RESOURCE SPECIALIZATION

Course Code	PMA30H1
Course Title	HR ANALYTICS
Category	Management Studies

LTP & Credits	L	T	P	Credits
	3	1	0	4

Total Contact L	48
Pre-requisites	None

Learning Objective:

HR Analytics is the process of collecting and analyzing Human Resource (HR) data in order to improve an organization's workforce performance. The process can also be referred to as talent Analytics, people Analytics, or even workforce Analytics.

Course Outcome:

CO1 Able to understand the growing importance of Analytics in HRM
CO2 Develop an idea on the functioning of HRM , in creating value in terms of business
CO3 Able to create figures from intangibles in HRM, and froster Decison Making
CO4 Able to calculate qualitative factors of HRM for better People Management
CO5 Create new ways in terms of Employee Management utilising an Data Driven Approach
CO6 Conceptualize HRM as an strategic business function

Course Content:

Module 1:- Introduction to HR Analytics: (8L)

Evolution of HR Analytics, HR information systems and data sources, HR Metric and HR Analytics, Evolution of HR Analytics; HR Metrics and HR Analytics; Intuition versus analytical thinking; HRMS/HRIS and data sources; Analytics frameworks like LAMP, HCM:21(r) Model.

Module 2:-Diversity Analysis: (10L)

Equality, diversity and inclusion, measuring diversity and inclusion, Testing the impact of diversity, Workforce segmentation and search for critical job roles.

Module 3:-Recruitment and Selection Analytics: (10L)

Evaluating Reliability and validity of selection models, Finding out selection bias, Predicting the performance and turnover.

Module 4:-Performance Analysis: (10L)

Predicting employee performance, Training requirements, evaluating training and development, Optimizing selection and promotion decisions.

Module 5:-Monitoring impact of Interventions: (10L)

Tracking impact interventions, Evaluating stress levels and value-change. Formulating evidence based practices and responsible investment. Evaluation mediation process, moderation and interaction analysis

CO-PO Mapping

Programme Outcomes (PO)												
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**
CO1	3	2										1
CO2	2	1	3									
CO3		2	1		3							
CO4					3					3		1
CO5		1	2		3							
CO6	1			2								

Suggested Readings

- Moore, McCabe, Duckworth, and Alwan. The Practice of Business Statistics: Using Data for Decisions, Second Edition, New York: W.H.Freeman, 2008.
- Predictive analytics for Human Resources, Jac Fitz- enz, John R. Mattox, II, Wiley.
- Human Capital Analytics: Gene Pease Boyce Byerly, Jac Fitz-enz, Wiley

- The HR Scorecard: Linking People, Strategy, and Performance, by Brian E. Becker, Mark A. Huselid, Mark A Huselid, David Ulrich.
- HR Analytics: The What, Why and How, by Tracey Smith
- The New HR Analytics: Predicting the Economic Value of Your Company's Human By Jac FITZ-ENZ

Course Code	PMA30H2
Course Title	ORGANISATIONAL DEVELOPMENT & CHANGE MANAGEMENT
Category	Management Studies
LTP & Credits	L	T	P	Credits
	3	1	0	4
Total Contact L	48
Pre-requisites	None

Learning Objective:

The purpose of this course is to orient the student about Human Resource Concepts as well as to facilitate understanding of organization development and change management.

Course Outcome:

CO1: Apply of various organizational theories and change management theories and models in developing and designing the organization of future

CO2: Recognize the challenges and obstacles met in the application of any new strategy or system and propose a solution for final framing of a better organization

CO3: Describe the role of competitors, innovation, decision making process in building organizational culture and ethics and help in building a sustainable organization and help the society.

CO4: Implement various intervention techniques with the help of change agents in resolving issues of change smoothly

CO5: Design appropriate individual level, group level and strategic level solutions for future organization structure.

CO6: Acquire and Communicate all new introductions and interventions of the 21st century to the target group smoothly and manage the teams for better acceptance of the new concepts and work satisfactorily in future.

Course Content

Module-1   Organizational Change (6L)
Organizational change- Introduction, nature of change, Internal & External changes, types of change, Models of change- Lewis's Force field, Systems Model, Action research model, organizational vision and strategic planning.

Module-2   Resistance to change (6L)

Reasons for the resistance, overcoming resistance for the change, change and person and manager, systematic approach to making change- factors for effective change, skills of leaders in change management, designing the change.

Module-3   Organization development (6L)
Introduction, history, evolution of OD, OD interventions: Definition, actors to be considered, choosing and sequencing, intervention activities, classification of OD interventions, results of OD, typology of interventions based on target groups. Process of Organization Development: Entering into OD relationship, developing a contract.

Module-4   Diagnosing Organizations   (7L)

Diagnosing Organizations- Need for diagnostic models, organization, group, individual level diagnosis, Collecting and analyzing the diagnostic information, Feeding Back of diagnostic information, Designing interventions, overview of interventions, evaluating and Institutionalizing OD Interventions.

Module-5   Human Process Interventions   (8L)
Human Process Interventions: Human process interventions (individual, group and inter-group human relations):Individual based: coaching, counselling, training, behavioral modelling, delegating, leading, morale boosting, mentoring, motivation, etc.
Group based: conflict management, dialoguing, group facilitation, group learning, self-directed work teams, large scale interventions, team building, and virtual teams.
Inter-group based: Organization mirroring, third party peacemaking interventions.

Module-6   Techno-structural Interventions and Future of OD (8L)
Techno-structural Interventions and Future of OD: Restructuring Organizations, Employee Involvement, work Design, Balanced scorecard; business process reengineering; downsizing and outsourcing;

Strategic Interventions: Competitive and Collaborative Strategies, Organization Transformation.

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

Module-7:- Knowledge management (7L)
Introduction to KM, History of KM, Importance of KM, Information Management to Knowledge Management, K M Cycle, Industrial Economy to Knowledge Economy. Mechanics of Knowledge Management–Tools and Technologies, CommModules of Practice and Knowledge conversion, The knowledge Management Matrix. KM Strategy, Knowledge audit, GAP Analysis, Social Nature of Knowledge, Social Network Analysis

CO PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	1		1							
CO2	1	3	3	3	1							
CO3	2		1	1		2		1				
CO4		2	2	2					2	2	2	
CO5		3	1	1								
CO6			2	2		1			2	3		3

Suggested Readings
1. Human Resources Management- Gary Dessler
2. Personnel Management – C.B Mamoria
3. Managing Human Resources - R.S. Dwiwedi
4. Human Resources Management-V.P.Michael
5. Human Resources Management – Dr.P.C.Pardeshi
6. Human Resources Management – Mirza&Zaiyadin
7. Human Resources Management – L.M.Prasad
8. Human Resources Management - Ashwathappa
9. Managing Human Resources – ArunMonppa

Course Code	PMA30H3			
Course Title	PERFORMANCE MANAGEMENT SYSTEMS			
Category	Management Studies			
LTP & Credits	L	T	P	Credits
	3	1	0	4
Total Contact L	48			
Pre-requisites	None			

Learning Objective:

The purpose of this course is to orient the student about Human Resource Concepts as well as to facilitate understanding of performance management.

Course Outcome:

CO1   Conceptual overview, Design and Development of P M System
CO2   Differences between traditional P.A.and contemporary P.M
CO3   Uses and Objectives of Performance Management system
CO4   Strategic Linkage of PM and business Strategy and business Process
CO5   Gaining overview of major Performance Management Methods
CO6   Special featuresof PM, team based approach,assessment centre etc.

Course Content

Module-1 (8L)
1. Objectives of P A 2. Issues and Problems in P A 3. Job Description and P A
4. Job Analysis in P A Systems

Module - 2 (8L)
5. Historical Review of P A, 6. Research Findings in P A in India and abroad

Module-3 (8L)
7. Methods of P A, 8. Appraisal Forms and Formats, 9. Measurements in P A

Module-4 (8L)
10. Performance Management, 11. Process and Documentation of P A

Module-5 (8L)
12. Appraisal Communication, 13. Appraisal Interview,14. Performance Feedback and Counselling, 15. Implications of Management Styles on P A

Module-6 (8L)
16. P A and its Organisational Implications, 17. Legal and Ethical Perspectives in P A

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	1		1							
CO2	1	3	3	3	1							
CO3	2		1	1		2		1				
CO4		2	2	2					2	2	2	
CO5		3	1	1								
CO6			2	2		1			2	3		3

Suggested Readings
1. Human Resources Management- Gary Dessler
2. Personnel Management – C.B Mamoria
3. Managing Human Resources - R.S. Dwiwedi
4. Human Resources Management-V.P.Michael
5. Human Resources Management – Dr.P.C.Pardeshi
6. Human Resources Management – Mirza&Zaiyadin
7. Human Resources Management – L.M.Prasad
8. Human Resources Management - Ashwathappa
9. Managing Human Resources - ArunMonppa

FINANCE SPECILIZATION

Course Code	PMA30F1
Course Title	CORPORATE TAXATION
Category	Management Studies
LTP & Credits	L	T	P	Credits
	3	1	0	4
Total Contact L	48
Pre-requisites	None

Learning Objective:

To provide the students with a working knowledge of the fundamental tax principles and rules that apply to commonly encountered transactions undertaken by companies and individuals

Course Outcome:

CO1: To learn about the various Direct and Indirect Tax,Public Finance,Canons of Taxation, Fundamental concepts and definitions.
CO2: To know the different sources of income under the Income Tax Act.1961, calculation of taxable income.
CO3: To have a thorough understanding about the Taxation issues of new companies,expansion of business,merger amalgamation etc.
CO4: To know the applicability and the techniques of Deductions,set off and carry forward of losses,rebates.
CO5: To learn about the GST it's applicability, definitions,concepts,meaning,levy,exemption,input tax credit,refunds, offenses and penalties,appeal and revision and miscellaneous provisions.
CO6: To learn the basic concepts of Customs Law,types of duties, territorial waters, safeguard duty,import and export procedure,baggage,exemption.

Course Content:

Module 1   The cannons of taxation (8L)
Public finance and taxation issues, the various types of taxation, direct and indirect, assessment year, previous year, financial year, individuals, tax obligations

Module 2   Sources of Income(8L)
Agriculture income, salary income, income from house property, income from business and profession and income from other source, calculation of taxable income, rebates and deductions, set-offs and carry forward of losses

Module 3   Taxation issues in new companies(8L)
Holding and subsidiary companies, expansion of business, mergers, acquisitions and restructuring. Concepts of zero tax company, MAT, international tax treaties (double tax avoidance agreement), Taxation of overseas transactions and transfer prices.

Module 4   VAT (8L)
Concepts and general principles, Calculation of VAT Liability including input Tax Credits, Small Dealers and Composition Scheme, VAT Procedures.

Module 5   GST (8L)
Short title, extent and commencement, Definitions, Meaning and scope of supply, Administration Levy of, and Exemption From, Tax Time and Value of Supply Input Tax Credit Registration Tax Invoice, Credit and Debit Notes, Returns, Payment of Tax, Transfer of Input Tax Credit, Refunds, Accounts and Records, Job Work, Electronic Commerce, Collection of Tax at Source, Assessment, Audit, Demands and Recovery, Inspection, Search, Seizure and Arrest, Offenses and Penalties, Prosecution and Compounding of Offenses, Appeals and Revision, Advance Ruling, Presumption as to Documents, Liability to pay in Certain Cases, Miscellaneous Provisions, Repeal and Saving,

Module 6   Basic concepts of customs law (8L)

Territorial waters, high seas, Types of custom duties – Basic, Countervailing & Anti- Dumping
Duty, Safeguard Duty, Valuation, Customs Procedures, Import and Export Procedures, Baggage,
Exemptions
CO-PO Mapping.

Text Readings:

1. Taxman Books on Taxation GST / Direct Tax & Indirect Tax
2. Indirect Taxes – Law and Practice; V.S. Datey,
3. Taxmann's Student Guide to Income Tax – including Service Tax/VAT, Dr. Vinod K.
   Singhania, Dr. Monica Singhania, Taxmann's

Programme Outcomes (PO)												
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**
CO1		3				3		2	2	2		2
CO2		2	3			3		3		2	3	
CO3	2		3		3		3		2			2
CO4		2	3	3		2		2			3	
CO5	3	2		2	3				3	3		3
CO6			2			2	3	2		3	2	

Course Code	PMA30F2			
Course Title	CORPORATE FINANCE			
Category	Management Studies			
LTP & Credits	L	T	P	Credits
	3	1	0	4

Total Contact L	48
Pre-requisites	None

Learning Objective:

The main objective of the course is to provide the conceptual background for corporate financial analysis from the point of corporate value creation. The course develops theoretical framework for understanding and analyzing major financial problems of modern firm in the market environment.

Course Outcome:

CO1: To apply the concept, meaning, importance and significance of Corporate Finance in different business, for decision making

CO2: To apply strategies to accept or reject projects through capital budgeting decisions

CO3: To implement decision making in capital structure of a company, leverage firms, cost of capital, and in distribution of profit and working capital

CO4: To implement concepts of capital rationing, multiple IRR, cost of capital, dividend decisions

CO5: To apply the concept of different models in capital budgeting decision, capital structure, leverage and working capital management

CO6: To implement strategies to make an Impact of these techniques in day to day operations of a business

Course Content:

Module 1   Scope of Financial Management; (5L)
Scope, Objectives, Functions of FM, Introduction to Corporate Finance: Meaning of Corporation, Role of Financial Manager, Agency Problem

Module 2   Capital Structure: (8L)
Concepts, Component of Capital, Leverage, Models of Capital Structure, NI, NOI

Module 3   Capital Budgeting: (8L)
NPV as Investment Decision Criteria: Comparing NPV with other methods of Investment Decisions, The problems of multiple rates of Return, Mutually Exclusive Projects, Capital Rationing, Cost of Capital, Risk Adjusted Discount Rate, and Decision Trees

Module 4   Working Capital Management (9L)
Working Capital Management& its techniques

Module 5: Leverage (8L)
Operating Leverage, Financial Leverage, Combined Leverage

Module 6: Dividend   (8L)
The Dividend Decision: Dividend Policy, Buybacks, Spinoffs, and Divestures Investment Analysis & Portfolio Management.

Text books:

1. Financial Management: Theory and Practice by Prasanna Chandra McGraw Hill Education;
2. Financial Management: Text, Problems and Cases by M. Y. Khan (Author), P. K. Jain
3. Khan, M.Y & Jain, P.K.: Financial Management; Tata McGraw Hill, New Delhi
4. Pandey, I. M.: Financial Management; Vikas Publishing House, New Delhi,
5. Brealey and Meyers: Principles of Corporate Finance: Tata McGraw Hill, New Delhi,
6. Keown, Martin, Petty and Scott (Jr): Financial Management: Principles and Applications; Prentice Hall of India, New Delhi, 2002.
7. Gitman, L.J: Principles of Managerial Finance; Addison Wasley, 2009.
8. Vanhorne, James C: Financial Management and Policy; Prentice Hall of India, New Delhi,
9. Kishore Ravi, M: Financial Management; Taxman,

CO-PO Mapping

Programme Outcomes (PO)												
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1						3	1	1	3		2	3
CO2						3	1	1	3	1	3	3
CO3				2	3	3	2	3	3	1	3	3
CO4				3		2	1	2	2	2	2	3
CO5				2		2	3	2	3	1	3	3
CO6				2		2	1	3	3	3	3	3

Course Code	PMA30F3			
Course Title	FINANCIAL MARKETS AND SERVICES			
Category	Management Studies			
LTP & Credits	L	T	P	Credits
	3	1	0	4
Total Contact L	48			
Pre-requisites	None			

Learning Objective:

The objectives of this course is to develop a conceptual understanding of the financial markets and services.

Course Outcome:

CO1 To apply the concept, meaning, importance and significance of Financial System, Financial markets & Financial Services

CO2 To apply strategies to define goals, functions, way of operations of Money Market, Primary Market & Secondary Market, Share Broker, IPO and Outline the participants in the financial markets, Distinguish between them

CO3 To Evaluate and Analyze the current market scenario, share and stock prices and their performances, Understand the instruments of the money and bond markets

CO4 To implement concepts of regulation of Merchant Banking, Underwriting, Mutual Fund, the way of finding NAV, Expense ratio ,Credit Rating, Lease & Hire purchase, Factoring & Forfaiting, Venture Capital

CO5 To apply the difference between the Types of Financial Services offered in India, and their prospects in the Indian Scenario, How is Underwriting done, Gross Liability and Net Liability found, Pre-issue and Post-issue Management, and distinguish each of them separately from the other

CO6 To implement strategies to make an Impact on the students in taking investment decisions, apply financial concepts, theories and tools to evaluate the legal, ethical and economic environment related to financial services

Course Content:

Module 1   Introduction: (3L)

Role of Financial Services in economic development, Evolution of Financial Services Sector in India**.**

Module 2   Financial Markets : (7L)

Money Markets , Functions, Players and Instruments in Money Market , Money Market Organisation, Structure and Developments, Capital Markets: Primary Market: Activities, Intermediaries and Functions, Secondary Market: Functions, Instruments and Mechanism

Module 3   Merchant Banking: (5L)

Pre and Post issue management, Underwriting, Regulatory framework relating to merchant banking in India

Module 5   Venture Capital: (7L)

Concept, classification, Stages, Analysing of Venture capital Proposals, Venture Capital Financing in India, Role of IVCF, Preparation and evaluation of Business plan

Module 6   Factoring & Forfaiting Services - (12L)
Features Merits and Demerits, Cost Benefit Analysis. Bank guarantees Letter of credit.
Leasing and Hire Purchase
Development of Leasing and Hire Purchase, Types of Leases; Reasons for Leasing; Leasing Strategy,
Module 7   Mutual Funds: (14L)
The concept & Role of Mutual Funds, History of Mutual Funds in India, Types of Mutual Funds, Fund Structure & constituent, Measuring of Risk In Mutual Funds, Recommending model Portfolios.

Credit Rating Credit rating - concept of Credit rating, Types of credit rating, Advantages and Disadvantages of credit rating, Credit rating agencies and their methodology and process, Credit Cards.

CO PO Mapping

Programme Outcomes (PO)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1						3	3	3	3	1	2	3
CO2						3	2	3	3	3	3	3
CO3						2	3	3	3	3	2	3
CO4		3	3	2		2		2	2	3	2	3
CO5		3	3	2		3		2	2	1	2	3
CO6				2	2		1	3	3	3	3	3

Suggested Readings
1) G.S.Batra – Financial Services & Market.
2) Meir Khan – Financial Institutions and Markets, Oxford Press.
3) I M.Bhole , Financial Institutions and Market, TATA McGrawHIll

4) V.A.Avadhani ,Marketing of Financial Services, Himalayas Publishers, Mumbai
5) Vasant Desai, Indian Financial Systems, Himalaya Publishers Books for Reference :
6) Benton E.G.,Financial Intermediaries An Introduction
7) Edminister R.D.Financial Institution ,Market and Management.
8) Verma, J.C.A Manual Of Merchant Banking

SPECIALIZATION: BUSINESS ANALYTICS

Course Code	PMA30B1			
Course Title	DATA VISUALISATION			
Category	Management Studies			
LTP & Credits	L	T	P	Credits
	2	0	0	2
Total Contact L	24			
Pre-requisites	None			

Learning Objective:

This Module is aimed at providing participants with the most often used methods of statistical analysis of Data visualization along with appropriate statistical tests. The Module is oriented towards applicationrather than the theoretical aspects.

Course Outcome:

CO1: To apply the concept, meaning, importance and significance of Data Visualization and its significance in Management Decision Making using Data of Organization.

CO2: To apply strategies based on defined goals as well as functions, way of operations of Decision Support System, representing Organizational Data in the form of different Graphs, making the output understandable for the Management, Analysis of Graphs to make Data interpretation easier.

CO3: To Evaluate and Analyze different aspect of the Organizational Data like that of Sales, Marketing, Human Resource, Finance, etc. Evaluation of Data representation and Visualization. Helping to implement proper methods of Data representation in the Data visualization system in the Organization for better performance and better decision-making process.

CO4: To implement concepts of Graphical representation of Graph, Distribution of collected data or organizational Data, probability, sampling, distribution, estimation of different variables, sequential decision making and Hypothesis to be applied in the organization for better Decision-making output.

CO5: To apply the difference between the applicable methods of data distribution, its analysis, creation of probability density function to create and the Organizational variables, its analysis, and different types of Graphical distribution, its interpretation and analysis of the performance of the Data Visualization system in the Organization

CO6: To implement different strategies to implement the technologies of Data Visualization, Data interpretation and strengthening the decision-making process of the organization, understanding, and improving the system based on the performance of the implemented system

Course Contents

Module 1: Different types of data; Data summarization methods; Tables, Graphs, Charts, Histograms**(4L)**

Module 2: Frequency distributions, **(4L)**

Module 3: Relative frequency measures of central tendency and dispersion; BoxPlot; Chebychev's inequality**(4L)**

Module 4: Basic probability concepts, Conditional probability, Bayes Theorem, Probability distributions,Continuous and discrete distributions, Sequential decision-making**(4L)**

Module 5: Sampling and estimation: Estimation problems, Point and interval estimates**(4L)**

Module 6: Hypothesis testing: Null and alternate hypotheses; Types of errors, Level of significance, Powerof a test, ANOVA Test for goodness of fit, Non-parametric tests.**(4L)**

CO-PO MAPPING

Programme Outcomes (PO)												
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**
CO1	3	3					3		3		2	
CO2		2		3		3		3	2	2	3	3
CO3	3			3	3	2	2		3	3	2	2
CO4		3	3	3		2	2	3		3		3
CO5	3		3	3	3	2		2	2		3	3
CO6	3	2		3		3	3	3		2		3

Suggested Readings:
1. Levin R.I., Rubin S. David, Statistics for Management, 7th Ed, Pearson,
2. Gupta S.P, Statistical Methods, Sultan Chand & Sons.
3. Keller, G, Statistics for Management, 1st Ed, Cengage Learning,
4. J. K Sharma, Business Statistics, 2nd Ed. Pearson,
5. Beri, GC, Business Statistics, 3rd Ed. TMH.
6. Black Ken, Business Statistics for Contemporary Decision Making,

Course Code	PMA30B2			
Course Title	**BUSINESS FORECASTING**			
Category	Management Studies			
LTP & Credits	L	T	P	Credits
	2	0	0	2
Total Contact L	24			
Pre-requisites	None			

Learning Objective:

Objective of this Module is to understand how regression and forecasting models can be used toanalyse real-life business problems.

Course Outcome:

CO1: To apply the concept, meaning as well as the importance and different methods of Business Forecasting

CO2: To analyze the existing system, existing Organizational Forecasting System and introduce new system.

CO3: To Evaluate and Analyze different aspect of Business Forecastingfor better performance of actual versus Forecast

CO4: To implement concepts of Business Forecasting at present situation

CO5: To apply the difference between the types of Forecasting methods using the architecture of Data Analytics and analysis of the existing Forecasting tools and upgrading it with updated system for better performance

CO6: To implement different strategies, implementation of technologies, making the students accustomed with the forecasting environment based on the current performance of the existing Forecasting methods.

Course Contents

Module 1: Historical perspective of Business Forecasting: Concept of Business forecasting, Difference among Econometrics, Mathematics and Statistics, Importance of Econometrics, Linkage of Econometrics with Business Forecasting-Types of Data **(3L)**

Module 2: Regression Model: Steps, Linear, Non linear **(3L)**

Module 3: Univariate time series: Linear model, Stationarity, Autocorrelation, Partial Autocorrelation, Multicollinerarity, ARIMA, ARMA process. **(3L)**

Module 4: Stationarity and Module Roots Tests: Introduction, Module Roots tests, Stationarity tests **(3L)**

Module 5: Univariate Time Series: Volatility Models-Introduction, The ARCH Model, The GARCH Model **(3L)**

Module 6: Multivariate Time Series Analysis: Vector Autoregression ModelCointegration **(3L)**

Module 7: Introduction to E Views: E views Functions, Programming in E views **(3L)**
Module 8: Introduction to R studios: Programming in R for time seriesforecasting **(3L)**

CO-PO MAPPING

Programme Outcomes (PO)												
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3					3	2			2		
CO2	3	3		3		3	3			2	3	
CO3			3	3	2		3	3			3	3
CO4		3	2	3		3		3	3	3		3
CO5		3		3	3	3					3	
CO6				3	3		3	2	3		3	3

Suggested Readings:

1. Damodar N. Gujarati, Basic Econometrics ,McGraw-Hill Publication,2003
2. Chris Chatfield, The Analysis of Time Series: An Introduction , Chapman and Hall
3. N. H. Chan, Time Series: Applications to Finance, John Wiley and Sons,
4. James D. Hamilton, Time Series Analysis, Princeton University Press,
5. Terence C. Mills, The Econometrics of Financial Time Series Cambridge University Press.
6. Box, Jenkins, Reinsel, Ljung, Time Series Analysis: Forecasting and Control; WileyPublications

Course Code	PMA31B1			
Course Title	DATA VISUALISATION LABAROTORY			
Category	Management Studies			
LTP & Credits	L	T	P	Credits
	0	0	3	2
Total Contact L	24			
Pre-requisites	None			

Learning Objective:

This Module is aimed at providing participants with the most often used methods of statistical analysis of Data visualization along with appropriate statistical tests. The Module is oriented towards application rather than the theoretical aspects.

Course Outcome:

CO1: To apply the concept, meaning, importance and significance of Data Visualization and its significance in Management Decision Making using Data of Organization.

CO2: To apply strategies based on defined goals as well as functions, way of operations of Decision Support System, representing Organizational Data in the form of different Graphs, making the output understandable for the Management, Analysis of Graphs to make Data interpretation easier.

CO3: To Evaluate and Analyze different aspect of the Organizational Data like that of Sales, Marketing, Human Resource, Finance, etc. Evaluation of Data representation and Visualization.

CO4: To implement concepts of Graphical representation of Graph, Distribution of collected data or organizational Data, probability, sampling, distribution, estimation of different variables, sequential decision making and Hypothesis to be applied in the organization for better Decision-making output.

CO5: To apply the difference between the applicable methods of data distribution, its analysis, creation of probability density function to create and the Organizational variables, its analysis, and different types of Graphical distribution, its interpretation and analysis of the performance of the Data Visualization system in the Organization

CO6: To implement different strategies to implement the technologies of Data Visualization, Data interpretation and strengthening the decision-making process of the organization, understanding, and improving the system based on the performance of the implemented system

Course Contents

Module 1: Different types of data; Data summarization methods; Tables, Graphs, Charts, Histograms**(4L)**

Module 2: Frequency distributions, **(4L)**

Module 3: Relative frequency measures of central tendency and dispersion; BoxPlot; Chebychev's inequality**(4L)**

Module 4: Basic probability concepts, Conditional probability, Bayes Theorem, Probability distributions,Continuous and discrete distributions, Sequential decision-making**(4L)**

Module 5: Sampling and estimation: Estimation problems, Point and interval estimates**(4L)**

Module 6: Hypothesis testing: Null and alternate hypotheses; Types of errors, Level of significance, Powerof a test, ANOVA Test for goodness of fit, Non-parametric tests.**(4L)**

CO-PO MAPPING

Programme Outcomes (PO)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3					3		3		2	
CO2		2		3		3		3	2	2	3	3
CO3	3			3	3	2	2		3	3	2	2
CO4		3	3	3		2	2	3		3		3
CO5	3		3	3	3	2		2	2		3	3
CO6	3	2		3		3	3	3		2		3

Suggested Readings:
1. Levin R.I., Rubin S. David, Statistics for Management, 7th Ed, Pearson,
2. Gupta S.P, Statistical Methods, Sultan Chand & Sons.
3. Keller, G, Statistics for Management, 1st Ed, Cengage Learning,
4. J. K Sharma, Business Statistics, 2nd Ed. Pearson,
5. Beri, GC, Business Statistics, 3rd Ed. TMH.
6. Black Ken, Business Statistics for Contemporary Decision Making,

Course Code	PMA31B2
Course Title	BUSINESS FORECASTING LABAROTORY

Category	Management Studies			
LTP & Credits	L	T	P	Credits
	0	0	3	2
Total Contact L	24			
Pre-requisites	None			

Learning Objective:

Objective of this Module is to understand how regression and forecasting models can be used to analyse real-life business problems.

Course Outcome:

CO1: To apply the concept, meaning as well as the importance and different methods of Business Forecasting and the applicability and importance of the each of the methods of Business Forecasting in the Management Decision Making using previous few years Data of the Organization,

CO2: To analyze the existing system, followed by application of strategies, way of operations of the existing Organizational Forecasting System, making improvement with the application or introduction of new and improved Forecasting systems based on the requirement and type of Operation of the organization

CO3: To Evaluate and Analyze different aspect of Business Forecasting, viz forecasting of Sales for the coming years, Forecasting of Marketing Budget and return, Forecasting of Labor requirement based on Sales Forecast, Budget requirement based on the Sales Forecast, etc. Evaluation of Business Forecasting methods and Forecasting applications for better performance of actual versus Forecast

CO4: Toimplement concepts of Business Forecasting at present situation, creating a system for Mathematical modelling, Statistical hypothesis analysis, econometric analysis, Time series analysis of the data of the previous years to model the forecast of the coming years, Linear and non linear modelling, univariate and multivariate analysis of Organizational data to have a better forecast of the coming years, creation a system in the organization based on R and R studios, Analysis of the historical data using R and R studio, coding in R for Business Forecasting to be applied in the organization

CO5: To apply the difference between the types of Forecasting methods using the architecture of Data Analytics, application of Analytics and forecasting, use of application like R. Connecting R studio with Organizational data base to analyze the historical data and make forecast. Analysis of the existing Forecasting tools and upgrading it with updated system for better performance

CO6: To implement different strategies, implementation of technologies, making the students accustomed with the forecasting environment based on the current performance of the existing Forecasting methods. Understanding the existing forecasting methods and need for upgradation of the system ie understanding the forecasting methods of the existing system and the expectation of the Organization for better performance.

Course Contents

Module 1: Historical perspective of Business Forecasting: Concept of Business forecasting,Difference among Econometrics, Mathematics and Statistics, Importance ofEconometrics, Linkage of Econometrics with Business Forecasting-Types of Data**(3L)**

Module 2: Regression Model: Steps, Linear, Non linear**(3L)**

Module 3: Univariate time series: Linear model, Stationarity, Autocorrelation, Partial Autocorrelation, Multicollinerarity, ARIMA, ARMA process. **(3L)**

Module 4: Stationarity and Module Roots Tests: Introduction, Module Roots tests, Stationarity tests **(3L)**

Module 5: Univariate Time Series: Volatility Models-Introduction, The ARCH Model, TheGARCH Model **(3L)**

Module 6: Multivariate Time Series Analysis: Vector Autoregression ModelCointegration**(3L)**

Module 7: Introduction to E Views: E views Functions, Programming in E views **(6L)**
Introduction to R studios: Programming in R for time series forecasting

Programme Outcomes (PO)												
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**
CO1	3					3	2			2		
CO2	3	3		3		3	3			2	3	
CO3			3	3	2		3	3			3	3
CO4		3	2	3		3		3	3	3		3
CO5		3		3	3	3					3	
CO6				3	3		3	2	3		3	3

Suggested Readings:

1. Damodar N. Gujarati, Basic Econometrics ,McGraw-Hill Publication,2003
2. Chris Chatfield, The Analysis of Time Series: An Introduction , Chapman and Hall
3. N. H. Chan, Time Series: Applications to Finance, John Wiley and Sons,
4. James D. Hamilton, Time Series Analysis, Princeton University Press,
5. Terence C. Mills, The Econometrics of Financial Time Series Cambridge University Press.

7. Box, Jenkins, Reinsel, Ljung, Time Series Analysis: Forecasting and Control; WileyPublications

Course Code	PMA3201			
Course Title	BUSINESSRESEARCHMETHODS &MAJOR PROJECT WORK I			
Category	Management Studies			
LTP & Credits	L	T	P	Credits
	3	1	0	4
Total Contact L	48			
Pre-requisites	None			

Learning Objective:

The objective of the course is to equip the students with the concept and methods of Business Research. The students will be able to plan, design and learn out business research using scientific methods and prepare research report(s)/paper(s).

Course Outcome:

CO1 : Develop understanding on various kinds of research, objectives of doing research, research process, research designs and sampling.
CO2 : Implement the basic knowledge on qualitative research techniques
CO3 : Implement adequate knowledge on measurement & scaling techniques as well as the quantitative data analysis
CO4 : Understand the basic awareness of data analysis-and hypothesis testing procedures
CO5 : Understand and evaluate methodology throughout the project
CO6 : Implement the research findings

Course Content:

Module 1: Business Research   [8L]

Meaning and methods of research. Research Process, Identification and formulation of Research Problem.

Module 2:Research Design   [8L]

Variables   and types of variables, Hypothesis, Types and formulation of Hypothesis, Research

Design and Types of research designs, Need for Research Design Features of a good research design and, Different research design-- Exploratory, Descriptive. Experimental and Diagnostic and Survey Research,

Module 3: Measurement Methods [8L]

Interviews and Surveys. Observation, Content Analysis and Measurement Scales, Techniques of Developing Scales, Reliability and Validity of scales.

Module 4: Data Analysis [8L]

Data analysis using statistical Packages, Hypothesis Testing, Parametric and Non-Parametric Tests, Analysis of Differences between a Single Sample and a Population, Analysis of Differences between Two or More than Two Levels of an Independent Variable, Analysis of Designs with More than One Independent Variable, Analysis of relationships, statistical inferences for one or two samples.Chi square tests, Analysis of Covariance (ANCOVA) and Use of Multivariate Analysis in Business Research.

Module 5:   Research Report [8L]

Sharing the Results. Reporting Research, Types of reports and Characteristics of a research report.

CO-PO MAPPING

Programme Outcomes (PO)												
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3					3	2			2		
CO2	2	2		3		3	3			2	3	
CO3			3	3	2		3	3			3	3
CO4		3	2	2		3		3	2	3		3
CO5		3		3	3	3					3	
CO6				3	3		3	2	3		3	3

Suggested Readings

WilliamG. Zikmund, Business Research Methods, Cengage Learning, India.
K.N. Krishnaswamy, Appalyer Sivakumar, M.Mathirajan, Management ResearchMethodology: Integration of Principles,Methods andTechniques

PearsonEducation

J.K.Sachdeva,BusinessResearchMethodology,,HimalayaPub.HousePaulE.Green,Donald S.Tull,ResearchforMarketingDecisions,PHI.

RanjeetKumar,ResearchMethods,PearsonEducation

MBA 4TH   SEMESTER

Students can opt for Dual specialization – Major & Minor. They are required to choose three electives for Major and two electives for Minor.

Sr No.	COURSE CODE	SUBJECT	PERIODS			CREDIT
			L	T	P	
CORE SUBJECTS						
1	PMA4001	ORGANISATION DESIGN& CSR	3	1	0	4
2	PMA4002	CORPORATE STRATEGY	3	1	0	4
		TOTAL CORE SUBJECT CREDIT				**8**
ELECTIVES/ SPECIALIZATIONS						
MARKETING MANAGEMENT						
3	PMA40M1	INTERNATIONAL MARKETING	3	1	0	4
4	PMA40M2	DIGITAL& SOCIAL MEDIA MARKETING	3	1	0	4
5	PMA40M3	SERVICE MARKETING	3	1	0	4
HUMAN RESOURCE MANAGEMENT						
6	PMA40H1	INTERNTIONAL HRM	3	1	0	4
7	PMA40H2	STRATEGIC HRM	3	1	0	4
8	PMA40H3	COMPENSATION AN BENEFITS MANAGEMENT	3	1	0	4
FINANCIAL MANAGEMENT						

	PMA40F1	INVESTMENT ANALYSIS & PORTFOLIO MANAGEMENT	3	1	0	4
9	PMA40F2	MERGERS, ACQUISITIONS & CORPORATE RESTRUCTURING	3	1	0	4
10	PMA40F3	MANAGING BANKS AND FINANCIAL INSTITUTIONS	3	1	0	4
BUSINESS ANALYTICS (ONLY MINOR)						
15	PMA40B1	DATA MINING SCIENCES	2	0	0	2
16	PMA40B2	MARKETING ANALYTICS	2	0	0	2
		BUSINESS ANALYTICS LAB				
17	PMA41B1	BUSINESS FORECASTING LAB	0	0	3	2
18	PMA41B2	MARKETING ANALYTICS LAB	0	0	3	2
		TOTAL ELECTIVES CREDIT				**20**
		SESSIONAL				
19	PMA4201	MAJOR RESEARCH PROJECT II (ELECTIVES/SPECIALISATIONS)	0	0	4	2
		TOTAL ELECTIVES WITH PROJECT				**22**
20	PMA4202	GRAND VIVA AND SEMINAR	0	0	1	6
		TOTAL CREDITS				**36**

Students may opt for online /NPTEL courses whose credit will be added to their total credit.

Course Code	PMA4001			
Course Title	Organisation design and CSR			
Category	Management Studies			
LTP & Credits	L	T	P	Credits
	3	1	0	4
Total Contact L	48			
Pre-requisites	None			

Learning Objective:
The student shall develop an understanding on the different models of organization theories, organizational design, organization decision making process, organizational culture and corporate social responsibility and apply the same in real time situations.

Course outcome :

CO1: To demonstrate their conceptual knowledge of nature and scope of organization, theories, structure, models and approaches to measure organizational effectiveness
CO2: To demonstrate their understanding of elements, purpose and challenges of the fundamentals of organization's workflow, organizational design, and matching strategy and structure

CO3 : To make themselves aware of the decision making process, communication, power politics and conflicts of the organization and design solutions to overcome it for one to group of employees.

CO4 : To demonstrate their skill of organizational cultural issues, ethics, corporate social responsibilities and other long term sustainable factors to manage the different organizational hurdles and competitors.

CO5 : To understand the interaction of structural design, job responsibilities and the power positions to combat the negative socio-economic hurdles of 21st century and design a solution for it.

Course Content :

Module-1   Organization Theory
[8L]

Organization Theory – Classical Theories: Scientific Management, Administrative   Principles, Theory of Bureaucracy, Human Relations Approach; Modern Theories: Systems Approach, Information processing Approach, Contingency Approach.

Module-2   Organization Models   [8L]

The Bureaucratic model, dysfunctions of Specialization, Hierarchy, Rules, Impersonal characteristics. Modern view of Bureaucracies, Modifications of Bureaucratic structuring, types of centralization and decentralization, optimum degree of decentralization, Flat and tall structures, Behavioral implications of Flat versus Tall Structure.

Module-3   Organizational Structure and Design
[8L]

Understanding organizational structure, Elements of Designs of organization's structure: Work Specialization, Departmentalization, Chain of command, Span of control, Centralization and Decentralization, Formalization Understanding Departmentalization by Function, Product, Location, process, customer. Types of structures: Line, Line and Staff, Functional, Project, Matrix structures.

Module-4   Mechanistic and Organic Models   [8L]

Mechanistic and Organic Models: Determinants of an Organization's Structure – Strategy,   the strategy and structure relationship, Organization Size, Technology and   Environment,   Three Dimensional Model of the Environment. Organizational, Designs and Employee Behaviour.

Module-5   Emerging Organizational Designs   [8L]

Horizontal design, Network design, Virtual Organization, Boundary less Organization, Learning Organisation, Empowered Organizations, e-Organization: implications for Individual Behaviour, Group behaviour, effects on interpersonal relationships. Restructuring Indian Organisations, Regrouping business activities, strategic business Modules.

Module-6   Forces reshaping Organizations   [6L]

Organizational Life Cycles, Impact of Culture on organization Structure, Types and forces of organizational change: Globalization, Changes in Information processing technologies, Automation, Demands on organizational processes. Roles and responsibilities in the changed process.

Module-7   CSR   [2L]
Corporate Social Responsibility and its relevance in organization.CSR process.

CO-PO Mapping

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	2	1								
CO2	2	3	3	3	1				1	1		
CO3		2	3	2				1	2	2	1	
CO4		2		2		3	3	3	1	1		
CO5		2	3	2		2	3	1			1	2

Reference / Suggested Readings:
1. Robbins, S.P. Judge, T.A. and Sanghi, S.: Organizational Behaviour, Pearson
2. Luthans, Fred: Organizational Behaviour, McGraw Hill
3. Newstrom J.W. and Devis K.: Organizational Behaviour, McGraw Hill
4. Aswathappa, K: Organisational Behaviour, Himalaya Publishing House
5. Shukla, Madhukar: Understanding Organizations – Organizational Theory and
Practice in India, Prentice Hall
6.Sekharan, Uma: OrganisationalBehaviour, The McGraw –Hill Companies

CORPORATE STRATEGY

Course Code	PMA4002			
Course Title	Corporate Strategy			
Category	Management Studies			
LTP & Credits	L	T	P	Credits
	3	1	0	4

Total Contact L	48
Pre-requisites	None

Learning Objective :

The student will acquire skills to analyze the international business environments, develop entry strategies , and implement marketing plans in international business markets.

Course Outcome:

    CO1: Able to analyze the internal and external environments of a business firm to derive strategic frameworks .

    CO2: Able to understand the theories, and concepts of strategic management in organizations.

    CO3: Develop an understanding of the different types of strategies used by a business firm

    CO4: Develop an ability to apply the learned framework, concepts and tools in the area of strategic management

    CO5: Able to understand strategic implementation framework in terms of different forms of business structure and functions.

    CO6: Develop an understanding of the importance of strategy evaluation and control.

Course Content:

Module- 1 Introduction to Strategic Management   **[8L]**

What is strategy, Origin of Strategy, New View of strategy, Basic model of Strategic Management.

Module- 2 Corporate Direction   **[8L]**

Organization Vision, Mission, The competitive advantage of Corporate Philanthropy. Corporate, Functional and Managerial Goal Setting; Positioning Organization

Module- 3 Environmental Scanning and Industry Analysis   **[8L]**

Capabilities and Competencies, Sources of Competitive Advantage: Position and Capability, Value Chain analysis, Internal and External environmental analysis, BEVUCA, Corporate Strategy in turbulent environment

Module-4 Strategy Formulation   **[8L]**
Corporate, Administrative/Executive and Operating Levels, Developing Functional Strategies – Production/Operations, Finance, Marketing, HR, Materials, R & D; BCG Matrix, Portfolio analysis, Balanced Score Card.

Module- 5 Emerging Industries and Corporate Advantage   **[8L]**
Competitive Strategy in emerging Industries, Competition in Global Industries, How to become a Sustainable Company, Game Theory, Digital advantage, e- Business strategy.
Module-6 Strategy Implementation and Control   **[8L]**
Role of Managers, Leadership, Structural Implementation, Functional Implementation, Strategic Control System and Measurement, Criteria for Evaluation (Qualitative/Quantitative), Process of Evaluation

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	3	3	-	-	2	2	2	-	-	-	2
CO2	3	3	3	2	1	-	-	-	-	-	-	-
CO3	3	3	3	2	1	-	-	-	-	-	-	-
CO4	3	3	3	-	-	-	-	-	2	2	1	-
CO5	3	2	2	-	-	2	-	-	-	-	-	-
CO6	3	-	2	-	-	2	1	-	-	-	-	-

Text Books:
1. Ansoff, H.I. & McDonnel, E.J. : Implementing Strategic Management, Prentice-Hall
2. Kazmi, A. : Business Policy & Strategic Management, Tata McGraw Hill
3. Management Paperback – 1 January 2011, by S. Manikutty , Robert E. Hoskisson , Michael A. Hitt ,& R. Duane Ireland
4   Strategic   Management,   4th Edition,   Frank   Rothaermel

Reference Books:
1. Michael E. Porter (1980). Competitive Strategy, The Free Press, New York.
2. HBR'S 10 Must Reads on Strategy. Harvard University Press, Boston, Massachusetts.

SPECIALIZATION: MARKETING MANAGEMENT

Course Code	PMA40M1
Course Title	International Marketing
Category	Management Studies
LTP & Credits	L	T	P	Credits
	3	1	0	4
Total Contact L	48
Pre-requisites	None

Learning Objective:

The objectives of this course is to help the student to gain an understanding of concepts of International Marketing, types of international markets, demand and supply position in international markets, import-export documentation, policies and procedures of foreign trade.

Course Outcome:

CO1- Understand major concepts and issues in international marketing.
CO2- Appreciate the cross cultural issues in the internationalization of firms
CO3- Understand and analyze trends in international markets
CO4- Understand the role of regional agreements and public policy in international marketing.
CO5- Apply and evaluate different frameworks for market entry strategies in the international market
CO6- Understand the different elements of marketing mix in the context of International marketing

Course Content

Module-1   International Marketing   [8L]

Basis of International Trade, Theories of International Trade,Absolute Advantage, comparative advantage and factor endowment theory) Difference between Domestic, International, Multinational, Global Markets, EPRG Frame work.

Module-2   Scanning of International Environment   [10L]
Social, Political, Legal, And Economic Factors Affecting International Trade: Methods of Entry, Types of Regional Agreements, Role of IMF and WTO in International Trade, Foreign Trade Policy: EXIM Policy 2002-2007 Salient features.

Module-3   Product Planning   [10L]
Export Documentation and Procedures and Institutional support for export promotion in India Product: Identifying New Products, International Product Planning, Product Design Strategy, Product Elimination, Adoption and Diffusion of New Products, Branding Strategies.

Module-4   Pricing Strategies   [10L]

Factors Affecting International Prices, Methods of Pricing, Pricing an International Product, Transfer Pricing, Exchange Rates and its Impact on Pricing, High Sea Pricing. Distribution System for International Markets: Direct and Indirect Channels, Factors Affecting International Channel, International Channel Management, Wholesaling and Retailing.

Module-5   Promotion in International Markets   [10L]

Promoting Products / Services in Overseas Markets: Perspectives of International Advertising, Standardization v/s Localization, Global Media Decisions, Global Advertising Regulations, and Industry Self-Regulation.

	Programme Outcomes (PO)											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	1	3	-	-	2	1	2	-	-	-	1
CO2	3	2	2	2	-	-	-	2	2	2	-	1
CO3	3	2	2	2	-	-	-	-	-	-	-	-
CO4	3	1	1	-	-	-	-	-	-	-	-	-
CO5	3	2	1	2	1	-	-	-	2	-	-	-
CO6	3	2	1	-	-	-	-	1	-	-	-	-
CO1	2	-	-	-	-	-	-	2	-	-	-	-

Text Books/ Reference Books
1.   Cateora Phillip, International Marketing (SIE)13e 2011Tata McGraw Hill
2.   Czinkota, International Marketing, 8th, 2008 Cengage Learning
3.   Gillespie International MarketingSouth-Western,2009
4.   Kotabe,International Marketing: An Asia Pacific Focus,Wiley India

5.   Onkwisit& Shaw, International Marketing,2010,PHI Learning

Course Code	PMA40M2
Course Title	DIGITAL & SOCIAL MEDIA MARKETING
Category	Management Studies
LTP & Credits	L | T | P | Credits
	3 | 0 | 1 | 4
Total Contact L	48
Pre-requisites	None

Learning Objectives:

'Digital Marketing' is now an indispensable part of any effective marketing campaign, because of its targeted reach, customized messaging, low costs and huge availability of data for analysis. This program shall enable participants to get a wide as well as deep understanding of the subject and will be able to conduct marketing activities on a host of digital platforms.

Course Outcome:

CO1 Assess the role of technology on the traditional marketing mix
CO2 Critical analysis of consumer behavior in digital formats
CO3 Understand the latest digital marketing techniques and skill sets
CO4 Develop the process of planning, implementation/application, and analyze of digital marketing campaigns
CO5 Comprehend the concept of online reputation management in current business landscape

Course Content :

Module-1   Introduction to Digital Marketing   **[14L]**
Benefits of Digital V/s Traditional Marketing; Digital Marketing Platforms; Defining Digital Marketing Goals; Latest Digital Marketing Trends. Email Marketing; Affiliate Marketing; Inbound Marketing.

Module-2   Search Engine Optimization   **[8L]**
:Introduction to Search Engines; How Search Engine works; Search Engine Optimization & its Benefits; Search Engine Marketing; Google Adwords; Google Adsense; Display Advertising; Keyword Optimization.

Module-3   Social Media Marketing   **[8L]**
What is Social Media; SMM v/s SMO; Benefits of SMM; Social Media Strategy; Facebook Marketing; Twitter Marketing; Youtube Marketing; Instagram Marketing; Google+ Marketing; LinkedIn Marketing; Pinterest Marketing.

Module -4   Analytics   **[6L]**
Basic Concept of Analytics; Need for Analytics; Google Analytics; Traffic Reports; Behavior Reports; Audience Reports; Conversion Tracking; Alexa.

Module-5   Online Reputation Management   **[12L]**

What is ORM; Need of ORM; Examples of ORM; Areas to Analyze ORM; Generate ORM Report; Case Study of Good and Bad ORM; Tools for managing Online Reputation.

Programme Outcomes												
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2							2				
CO2		3										
CO3					3					2		2
CO4			2	3					2		1	
CO5						2		3				

Text Books/ Reference Books

1. Digital Marketing: Strategy, Implementation & Practice by Dave Chaffey and Fiona Ellis-Chadwick

2. The Art of SEO by Eric Enge, Stephan Spencer, Rand Fishkin, Jessie Strocchiola
3. Scientific Advertising by Claude Hopkins
4. The Social Media Bible: Tactics, Tools, & Strategies for Business Success by Lon Safko
6. Global Content Marketing by Pam Didner

Course Code	PMA40M3
Course Title	Services Marketing
Category	Management Studies
LTP & Credits	L | T | P | Credits
	3 | 0 | 1 | 4
Total Contact L	48
Pre-requisites	None

Learning Objective

The objectives of the course are to expose students to the nature of services markets
and develop abilities to help them apply marketing concepts in these markets.

Course Outcomes

CO1 Understand the importance and criticality of services marketing .
CO2 Understand and apply the seven marketing mixes in the area of services marketing

CO3 Appreciate the differentiating role of services marketing in today's business context
CO4 Understand and relate to the issues of marketing in terms of customer expectation and develop a
services strategy.
CO5 Develop an understanding of services marketing in multiple sectors.

Course Contents

Module 1. Introduction to Services   **[12L]**
Services: Service Sector and Economic Growth, Service Concept, Characteristics and
Classification of Service, Challenges & Strategic Issues in Service Marketing: Segmentation,
Differentiation and Positioning of Services.

Module 2. Marketing Mix in Services Marketing   **[8L]**
Marketing Mix in Services Marketing: Product, Price, Place, Promotion, People, Physical
Evidences and Process Decisions.

Module 3. **Designing a Service Strategy**   **[6L]**
Designing a Service Strategy: Service Management Process; Internal, External and Interactive
marketing strategies.

Module 4   Managing Service Quality & Productivity   **[12L]**
Managing Service quality and Productivity: Concept, Dimensions and process; service quality
models (Gronnos and Parsuraman) Application and Limitations, Productivity in Services.

Module 5. **Applications of Service Marketing**   **[10L]**
Applications of Service Marketing: Marketing of Financial, Hospitality, Health, Educational
and Professional Services, Marketing for Non-Profit Organizations and NGOs. Future Trends of
Services Marketing.

| | Programme Outcomes | | | | | | | | | | | |
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	2	2	-	2	2	1	-	1	-	1
CO2	3	3	3	3	-	-	-	-	-	-	-	-
CO3	3	3	3	3	-	-	-	-	-	-	-	-
CO4	3	3	3	3	-	-	-	-	2	-	1	-
CO5	3	2	2	2	-	1	-	-	-	-	-	-

Text Books/ Reference Books

1.   Zeithmal, Bitner, Service Marketing (SIE),4e Tata Mcgraw Hill
2.   Hoffman, Marketing of Service 1st 2008 Cengage Learning
3.   C Bhattacharya & Ravi Shanker, Services Marketing, Excel Books
4.   Clow Services Marketing: Operation, Management and Strategy, 2ed,Wiley
5.   Apte, Services Marketing, Oxford Press

SPECIALIZATION: HUMAN RESOURCE MANAGEMENT

Course Code	PMA40H1			
Course Title	International HRM			
Category	Management Studies			
LTP & Credits	L	T	P	Credits
	3	0	1	4
Total Contact L	48			
Pre-requisites	None			

Learning Objectives

The objectives of this course is to develop a diagnostic and conceptual understanding of the cultural and related behavioral variables in the management of global organizations.

Course Outcomes
CO1 To understand the basic fundamentals of IHRM
CO2 Understand the Strategic aspect and linkage of IHRM, different effective strategies adopted on the basis of structure system and culture of the company
CO3 Able to know how MNC and TNCs are working in foreign subsidiaries, recruitment and selection , Management of talents
CO4 Enable to work for a global or multinational companies
CO5 Understanding and analyze business cases in the area of International HRM

Course Contents

Module-1 Cross Cultural Management [10L]
Human and Cultural Variables in Global Organizations; Cross Cultural Differences and Managerial Implications; Cross Cultural Research Methodologies and Hofstede's Hermes Study;

Module-2   HRM in Global organizations [10L]
Structural Evolution of Global Organizations; Cross Cultural Leadership and Decision Making; Cross Cultural Communication and Negotiation; Human Resource Management in Global Organizations; Selection Criteria for International Assignment; Compensation and Appraisal in Global Perspective; MNC & Compensation System

Module-3 Industrial relations in Global organizations [10L]
Global Employment Relations and Employment Laws; Cross-border Communications and Employment Relations; Comparative patterns of employee relations structure; Best practice in employee relations in cross-country perspective; Labour Union and International Employment Relations; Response of labour unions to multinationals.

Module-4: **Issues and Challenges** [8L]
Issues and Challenges in Global HR: Multinational as a global citizen; International Accord and Corporate Codes of Conduct; Implication for the HR function of the multinational firm

Module-5 Contemporary Issues in People management in International business [8L]
Contemporary issues in managing people in an international context; Flexibility; Global HRM issues in different strategic options of organizations; Case studies on Global Human Resource Management

CO-PO Mapping:

	Programme Outcomes											
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO1 0	PO1 1	PO1 2
CO 1	3			3								
CO 2	3			3								
CO 3	1	2	1									
CO 4				1								
CO 5					3				2	2		

Text Books/ Reference Books

1. Chris Brewster, Paul Sparrow and Guy Vernon, International Human Resource Management, The Universities Press
2. A.V.Phatak: International Dimensions of Management, Cincinnati, South Western College
3. Peter J. Dowling, Marion Festing, Allen D. Engle, International Human Resource Management, Thomson Learning.
4. M. Tayeb, International Human Resource Management: A Multinational Company Perspective, OUP Oxford
5. Dennis R. Briscoe, Randall S. Schuler, International Human Resource Management: Policy and Practice for the Global Enterprise, Psychology Press

Course Code	PMA40H2			
Course Title	Strategic HRM			
Category	Management Studies			
LTP & Credits	L	T	P	Credits
	3	1	0	4
Total Contact L	48			
Pre-requisites	None			

Learning Objectives

The objective of the course is to develop the perspective of strategic human resource management. Specifically the course has the following objectives:) Distinguish the strategic approach to human resources from the traditional functional approach.) Understand the relationship of HR strategy with overall corporate strategy.) Understand the strategic role of specific HR systems. Appreciate SHRM in the context of changing forms of organisation.

Course Outcomes :

CO1:To gain conceptual knowledge of Strategy, Strategic Management and Strategic Human Resource Management HRM
CO2 : To apply their knowledge of various approaches and models of SHRM
CO3 : To develop an understanding of strategic role of HR and will be able to contribute towards alignment of HR strategy with overall business strategy
CO4 : To impart their knowledge of various HR related strategies that relate to development of organizational capability and performance
CO5 : To understand the contemporary (HR) related issues faced by organizations in the 21st century and find solutions to these.
CO6 : To compare and improve the organizations competitive performance and sustainability in the long run vis-à-vis the others on a continues basis by utilizing their human resources more effectively.

Course Content :

Module-1   Introduction to Strategic HRM   **[6L]**

Business Strategy and Organisational Capability, Global Environment of HR: Change & Diversity

Module-2   Aligning HRM and Strategy   **[8L]**

SHRM: Aligning HR with Corporate Strategy, SHRM: Universalistic, Contingency and Configurational Approaches

Module -3   Strategic HR Planning   **[8L]**
Strategic HR Planning Acquisition and Development, Corporate Strategy and Career Systems

Module- 4   Industrial Relations   **[8L]**
Managing Employee Relations: Unions and Strategic Collective Bargaining, Change, Restructuring and SHRM

Module-5   Corporate Ethics   **[8L]**
Corporate Ethics, Values and SHRM

Module- 6   Competencies of HR professional and evaluation.   **[6L]**
Competencies of HR Professional in a SHRM Scenario, Evaluating the Effectiveness of SHRM

Text Books:

1. Gary Dessler, Human Resource Management, PHI, New Delhi, 2003.
2. Charles R. Greer, Strategic Human Resource Management, Pearson Education, 2003.
3. Luis R. Gomez-Mejia, David B. Balkin, Robert L. Cardy, Managing Human Resources, PHI, 2001.
4. Peter J. Dowling, Denice E. Welch, Randall S. Schuler, International Human Resource Management, Thomson South-Western, 2002.

CO-PO Mapping

	Programmes Outcomes											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3	2	2	1								
CO2	2	3	2	2	1	1					1	
CO3	2	3	3	1		1		1	1		1	
CO4	1	2	3	3	2	1	1	1			1	
CO5	1		2	1		2	2	2	2	2		
CO6		3	3	2	1	2	2		1		1	3

Course Code	PMA40H3
Course Title	Compensation and benefits management
Category	Management Studies
LTP & Credits	L	T	P	Credits
	3	1	0	4
Total Contact L	48
Pre-requisites	None

Learning Objectives

The objective of the course is to prepare HR managers to understand the different compensation management techniques and ways of job evaluation.

CO1 Understand the underlying concepts needed to create an effective total compensation and
        benefits program
CO2 Recognize how pay decisions help the organization achieve a competitive advantage.
CO3 Analyze, integrate, and apply the knowledge to solve compensation related problems in
        organizations
CO4 Demonstrate comprehension by constructing a compensation system encompassing; 1)
        internal consistency, 2) external competitiveness 3) employee contributions, 4)
        organizational benefit   systems, and 5) administration issues
CO5 Design rational and contemporary compensation systems in modern organizations

Course Contents

Module 1:   Compensation management   [3L]

Compensation management – An Introduction: Compensation Management, Compensation and Non-compensation Dimensions, 3-P Concept in Compensation Management, Compensation as Retention Strategy, Compensation for Special Groups, Significant Compensation Issues

Job Evaluation, Grading and Compensation Structure: Concept of Salary Structure, Salary Progression, Methods of Payment, Limitations of Job Related Compensation, Competency based Compensation (Broad pay bands and 360 degree feedback)

Module 2 :   Wages and Salary Administration at Macro (National) Level   [6L]

Wages and Salary Administration at Macro (National) Level: Wage Concept, Wage Policy, Institutional Mechanisms for Wage Determination, Pay Commission, Wage Boards, Public Sector Pay Revision, ILO and Collective Bargaining, Union Role in Wage and Salary Administration

Module 3 :   Benefits and Services. Incentives

Incentive Schemes: Pay for Performance: Types of Incentive Schemes, Wage Incentive Plans, Pre-requisites of Effective Incentive Schemes, Merits and Demerits of Incentives, Pay for Performance Plans

Benefits and Services: Concept and Nature of Benefits, Classification of Employee Benefits, Employee Benefit Programs, Long term Incentive plans, Strategic Perspectives on Benefits, Factors Influencing Choice of Benefit Program, Administration of Benefits and Services, Employee Services – Designing a Benefit Package

Module 4 :   Tax Planning   [3L]

Tax Planning: Concept of Tax Planning, Role of Tax Planning in Compensation Benefits, Tax-efficient Compensation Package, Tax Implications of Employee Compensation Package to Employer, Fixation of Tax Liability, Salary Restructuring, Recent Trends in Taxation

Module 5 :   Compensation Strategy   [3L]

Compensation Strategy: New Thinking for the New Millennium: Pay the Person, Reward Excellence, Individualising the Pay System, Organisational and External Factors Affecting Compensation Strategies, Compensation Strategies as an Integral Part of HRM, Compensation Policies

Managerial Remuneration: Managerial Remuneration – Concept and Elements, Executive Compensation: Methodology, CEO-to-worker pay ratio, Rewarding – A New Approach, Remuneration Ceilings, Remuneration Ceilings under Section XIII, Benchmark Compensation Package as per the Industry Standards

Voluntary Retirement Scheme: Concept of Voluntary Retirement Scheme (VRS), Approaches to Deal with Workforce Redundancy, Costs and Benefits to the Company, VRS for Public Sector Employees, The Worker Adjustment and Retraining Notification Act (WARN)

Module 6 : Pay Structures [2L]

Pay Structures: Performance Based and Pay Based Structures, Designing Pay Structures, Comparison in Evaluation of Different Types of Pay Structures, Designing Pay Ranges and Bands, Significance of Factors Affecting Pay Levels. Performance Linked Compensation: Performance management, Performance Appraisal and Measurement, Pay for Performance Plans, Balancing of Internal and External Equity

Module 7 : Reward and Recognition [2L]

Rewards & Recognition: Concept of Reward Management, Developing Reward Policies, Reward Strategy, Developing Total Reward Approach, Reward Management in Service Sector, Total Reward Framework of Service Industries in India, Factors affecting Reward Management Policies in Service Sector, Process of Designing a Successful Reward Strategy. Reward Management in Service Sector at Micro Level: Concept of Reward System in Service Organisations, Elements of Reward System, Designing Reward Systems, Recognizing and Rewarding Service Excellence, Reward Strategy and Performance Management in Insurance

CO-PO Mapping:

	Programmes Outcomes											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	1	1	2	1	2	3		3	2			
CO2	2	2	1	3	1	2						
CO3	3	2	3	3	1	3			2			
CO4	2	2	2	3	2	2		2		3		
CO5	3	2	1		1		2		1			

Reference Books/ Text Books

1. Knowledge Management Challenges, Solutions, and Technologies. Irma Becerra-Fernandez, Avelino Gonzalez & Rajiv Sabherwal (2004).Prentice Hall.
2. Knowledge Management in Theory and Practice - 2nd edition by KimizDalkir
3. Knowledge Management for the Information Professional, Srikantaiah T. K., Koening M.

Course Code	PMA40F1			
Course Title	Investment Analysis & Portfolio Management			
Category	Management Studies			
LTP & Credits	L	T	P	Credits
	3	1	0	4
Total Contact L	48			
Pre-requisites	None			

Learning Objectives:

The main objective is to help students to learn the various financial services and their role in the overall financial system.

Course Outcomes :

CO1 To apply the concept, meaning, importance and significance of Securities & Portfolio
CO2 To apply strategies to define goals, functions, of securities, risk involved in business, securities valuation
CO3 To Evaluate and Analyze the fundamentals & technical aspects of security analysis
CO4 To implement concepts of different theories in securities and portfolio management and Contemporary issues in portfolio management,
CO5 To apply the concepts like portfolio diversification, Construction, portfolio management, portfolio revision, portfolio evaluation, portfolio protection, portfolio performance measures
CO6 To implement strategies to make an Impact on the students in taking investment decisions, and properly manage the portfolio

Module 1   Securities and Risk and Return   [8L]
Securities and Risk and Return: Meaning, nature and types of securities, concept of portfolio management, Measurement of return, meaning of risk, types of risk-systematic and unsystematic risk, Basic valuation models

Module 2   Economic Company and industry analysis, Fundamental analysis   [8L]
Economic Company and industry analysis. Technical analysis and random walk hypothesis, efficient market hypothesis. Various forms of charts, interpretation of charts and technical reports. Dow theory, key technical indicators, Fundamental analysis

Module 3   Concepts of portfolio diversification   [8L]
Concepts of portfolio diversification and its effects, Theories of Portfolio: CapitalAsset pricing model, arbitrary pricing model, Determination of Security market line, Capital market line, Markowitz's Portfolio Theory

Module 4   Risk   [8L]
Concepts, estimation and importance of beta coefficient in security analysis, efficient frontier, Portfolio Construction, portfolio management, portfolio revision, portfolio evaluation, portfolio protection, Contemporary issues in portfolio management, portfolio performance measures

Module 5   Derivatives   [8L]
Derivative- An Introduction to Derivatives, Products, Classification, participant, Evolution, Functions, Forward & Future Introduction, Forward Contract, settlement of Forward Contract, Futures contract, Specifications of Futures contract, difference, Pricing, Arbitrage, Convergence, Relationship of futures price & expected spot price. Introduction, benefit, commodity futures

Module 6   Futures, and Forwards instruments   [8L]
Index Futures, forward contracts & stocks, Future contract on indices & individual stocks, Features, specifications, pricing, Hedging, Speculation & arbitrage with stock index futures. Features of Swap, Need, swap dealer, Applications, Rationale, Types, Option Terminology, call, Put, Quotations,

CO PO Mapping

	Programmes Outcome											
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**
CO 1						3	3	3	3	1	2	3
CO 2						3	2	3	3	3	3	3
CO 3						2	3	3	3	3	2	3
CO 4		3	3	2		2		2	2	3	2	3
CO 5		3	3	2		3		2	2	1	2	3
CO 6				2	2		1	3	3	3	3	3

Text Books / Reference Books

1. Derivatives & Risk Management, Rajiv Srivastava, 4th Edition, Oxford Publication House
Reference Books:
2. Futures and Option Markets, John C. Hull, Pearson Education
3. Risk Management & Derivative, Rene M. Stulz, Cengage

Course Code	PMA40F2

Course Title	Mergers, Acquisitions & Corporate Restructuring			
Category	Management Studies			
LTP & Credits	L	T	P	Credits
	3	1	0	4
Total Contact L	48			
Pre-requisites	None			

Learning Objectives

The objectives of this course is to develop conceptual and detailed understanding of mergers acquisitions and corporate restructuring .

Course Outcomes

CO1 To Know about the basics Forms of Business Alliances, Strategic choice of type of business, types
of Mergers, History of Mergers .
CO2 To know the different strategic processes, Synergies, defining and selecting targets, pricing of Mergers, negotiations approach, Acquisitions and take over.
CO3 To learn the Techniques of valuing Firms, product life cycle effect, corporate Restructuring, divestitures mechanism,Value creation.
CO4 To learn the techniques of Accounting for Mergers,Financing Mergers,commonly takeover tactics, International takeover and Restructuring .
CO5 To know about the legal aspects of M&A, provisions of companies Act,SEBI
regulations, schemes of Amalgamation, courts approval.
CO6 To learn the basic concepts of How and when to apply Valuation technique-Financial modelling tools, Stages of the Acquisitions process Integration of tools and skills to
complete an acquisition.

Module -1   Introduction to Merger and Acquisitions   [10L]
Forms of business alliances, Strategic choice of type of business alliance, Merger and acquisition and take-over, Introduction to restructuring problems; types of mergers; reasons for M & A; vertical, horizontal, conglomerate, concentric mergers, History of mergers – the first to the fourth wave and causes thereof, The strategic Process – Theories of mergers and tender offering – financial synergy and managerial synergy

Module -2   Valuation and Financial Restructuring   [14L]

Defining and selecting targets, Pricing of mergers (Pricing the competitive bid for take- over),
Negotiation/approach for merger , Acquisition and take – over contracting; implementation of M
& A; managing post-merger issues, Valuing firms and different methods of valuation, Product
life cycle effect on valuation, Corporate and financial restructuring, Divestiture – Mechanism,
process and techniques,   Ethical issues of merger and take-over. Value creation/ destruction
through corporate mergers and acquisitions

Module-3   Merger and Acquisition process   [14L]
Accounting for mergers, financing mergers, restructuring, divestment and abandonment,
Leveraged buyout, Share repurchase, Commonly used takeover tactics and takeover defences,
International take over and restructuring, . The M & A process, Implementation and management
guides for Mergers & Acquisitions

Module-4   Legal Aspects   [7L]
Legal aspects of Mergers and acquisitions, provisions of Companies Act, .SEBI regulation;
Takeover Code; schemes of amalgamation; court approvals.

Module-5   Financial Modelling   [3L]
How and when to apply valuation techniques-Financial modelling tools-Stages of the acquisition
process-Integration of tools and skills to complete an acquisition.

1) Ravi Narayan Kar, Minakshi, "Mergers Acquisition & Corporate Restructuring", Taxmann's
publication.

2) C. Krishnamurti and S.R.Viswanath, "Mergers, Acquisition and Corporate Restructuring",
Sage/Texts.

3) P.A Gaughan, " Mergers, Acquisition, And Corporate Restructuring", Wiley.

	Programme Outcomes											
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**
CO1	2	-	2	-	-	3	-	3	3	2	-	-
CO2	2	3	2	-	-	2	-	2	-	3	-	-
CO3	-	2	3	-	-	-	2	-	3	-	2	-
CO4	-	2	-	2	3	2	-	2	-	-	3	2

CO5	3	-	3	2	3	-	3	-	-	2	-	3
CO6	3	-	-	3	2	-	3	-	2	-	3	3

Course Code	PMA40F3
Course Title	Managing Banks And Financial Institutions
Category	Management Studies
LTP & Credits	L T P Credits
	3 1 0 4
Total Contact L	48
Pre-requisites	None

Learning Objectives

The objectives of this course is to develop conceptual understanding of the financial institutions and how to manage banks.

Course Outcomes

CO1 To apply the concept, meaning, importance and significance of Banking & Financial Institutions

CO2 To apply strategies to define goals, functions of the Banks and Financial Institutions, Evaluation of Bank's Performance, Basel I, II, & III

CO3 To implement Banking related techniques, like Electronic Banking, Credit Control, Lending Loans, and treatment of NPA, Banker-Customer Relationship, KYC

CO4 To implement concepts of regulation and innovation in banking system, Core Banking Solutions, Electronic Products, and Online Banking,

CO5 To apply the difference between Types of Banks and Banking in India, Mergers of Banks, Privatization of Banks, Banking ombudsman

CO6 To implement strategies to make an Impact of Technology on banks, Cyber Security, Cloud Computing, Mobile & Phone Banking, identify the risk faced by the Banks

Module 1   Meaning and Explanation of Banking   [8L]

Banking – Meaning and Explanation of Banking, Role & Function of banks, Basic concepts of Retail banking, Wholesale banking, International Banking; Banc assurance; Importance of Risk Management in Banks (credit, market, liquidity, operational and Interest rate risk); Basic concept of VaR Analysis; Banking Codes, Impact of Basel I, II & III & Capital Adequacy Ratio.

Module 2   Banker-customer relationship   [8L]
Banker-customer relationship (As per Indian contract Act) ; Know Your Customer (KYC) guidelines; Different deposit products, services rendered by banks (locker etc.); Mandate & Power of Attorney; Paying & Collecting Banker (remittance, drafts etc.);Protection available under Negotiable Instruments Act; Endorsements; Forged Instruments; Bouncing of cheques and their implications, Ancillary services: Remittances, Safe Deposit Lockers, etc

Module 3   Indian Banking Sector   [8L]
Banking in India, Types of Banks and their functions, Central Bank its functions & credit control, RBI, SEBI, IRDA and their major functions .

Module 4   Banking Technology & Electronic Banking   [16L]

Banking Technology & Electronic Banking. Banking Technology; Core Banking(CBS); Electronic Products; Banking Technology; Distribution Channels, Teller Machines at the bank counters; Cash dispensers; ATMs, Home Banking; Electronic Payment System; Online Banking-Personal Identification Numbers and their Use in Conjunction with magnetic cards of both credit and debit cards, Smart Cards; Signature storage and Display by Electronic Means; Cheque Truncation; Microfiche; Note and Coin counting devices; Electronic Funds Transfer-SWIFTS, RTGS, NEFT; Banking Information Technology-RBI NET, Datanet, Nicnet, I-NET, Internet, Email; Global developments & Banking Technology; Impact of Technology on banks; Cyber security-protecting the confidentiality and secrecy of data; Phising attack; Cloud Computing; Mobile & Phone

Module 5   NBFC   [8L]

NBFC, classification and function, Privatization of Banks, NPA & Management of NPA, Merger of Banks, Microfinance & Microcredit

1. . "Banking Theory and Practice" by K C Shekhar and Lekshmy Shekhar
2. "Modern Banking: Theory and Practice" by Muraleedharan D
3. "Banking Theory and Practice" by Katait Sanjay
4. "Banking: Theory, Law And Practice" by Gordon &Tarajan
5. "The Theory And Practice Of Banking" by Henry Dunning Macleod
6. "A Text on Banking Theory Law and Practice" by Gajendran

7. "Banking Systems Simulation: Theory, Practice, and Application of Modeling Shocks, Losses, and Contagion" by Stefano Zedda

	Programme Outcomes											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1						3	1	1	3		2	3
CO2						3	1	1	3	1	3	3
CO3				2	3	3	2	3	3	1	3	3
CO4				3		2	1	2	2	2	2	3
CO5				2		2	3	2	3	1	3	3
CO6				2		2	1	3	3	3	3	3

Course Code	PMABA03			
Course Title	Data mining sciences			
Category	Management Studies			
LTP & Credits	L	T	P	Credits
	3	1	0	4
Total Contact L	48			
Pre-requisites	None			

Learning objectives
The learning objective is to understand the concepts of data mining in business decision making and decision support systems.

Course Outcome

CO1 To apply the importance and significance of Data Mining in Businesses Decision making
CO2 To apply strategies for strengthening the Decision Support System of the Organization and develop Plans to Coordinate between the Analysts and the Decision Makers
CO3 To implement Data Mining and Analytics system
CO4 To implement the idea of strengthening the Overall decision-making process with the help

of the insight generated from the Data Mining and Analytics process.
CO5 To apply the difference between the Modelled outcome and the actual result obtained
After implementation
CO6 To implement strategies in different areas with the aim towards achieving optimized
Decision Support System and minimizing the Gap between the Modelled and actual
outcome.

Course Content

Module-1 Introduction to Data Mining   **[8L]**
Data Mining Concept, Goals, Stages of Mining Process, Applications, Techniques, Knowledge
representation methods, Challenges.

Module-2 Data Pre-processing   **[9L]**
Data types, Quality, Descriptive data summarization – central tendency and dispersion measure,
Data cleaning, Outlier detection, Data integration and transform, Data reduction.

Module-3 Association Rule Mining   **[10L]**
Market-basket analysis basics, Naïve algorithm, Apriori algorithm, Software for Association Rule
Mining.

Module- 4   Classification and Prediction   **[8L]**
Classification and Prediction: Decision Tree, Bayesian classification, Rule-based classification,
Prediction – Linear Regression

Module-5   Data Warehouse and OLAP   **[6L]**
Data Warehouse and DBMS, Multidimensional data model, OLAP operations.

Module-6   Clustering   **[4L]**
Basic issues in clustering, Partitioning methods: k-means, Hierarchical methods: distance-based
agglomerative and divisible clustering, Cluster Analysis Software, KNN method

Module-7   Data Mining Software and Application   **[5L]**

Text mining: extracting attributes (keywords), structural approaches (parsing, soft parsing),
Bayesian approach to classifying text, Web mining: classifying web pages, extracting knowledge
from theweb, Social impacts of data mining, information privacy and data security, IT Act
overview.

	Programme Outcomes											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	2	3			3	2	3					
CO2		3	3			2			3	3		
CO3	3		3		3			1	2		3	

CO4	3	3			3				3	3		2
CO5	2			3	3				3			3
CO6	3				3		3		3	3		2

Text Books / Reference Books -
1. Tan, Steinbach and Kumar, Introduction to Data Mining, Pearson
2. Han and Camber, Data Mining: Concepts and Techniques, Morgan Kaufmann
3. Foreman, Data Smart: Using Data Science to Transform Information into Insight,John Wiley
4. Dunham, Data Mining : Introductory and Advanced Topics, Pearson
5. Vipin Kumar: Introduction to Data Mining, Pearson
6. Ian, H. Witten, Frank: Data Mining: Practical Machine Learning Tools and
Techniques, Elsevier.

Course Code	PMA40B2			
Course Title	Marketing Analytics			
Category	Management Studies			
LTP & Credits	L	T	P	Credits
	3	1	0	4
Total Contact L	48			
Pre-requisites	None			

Learning objectives
The learning objective is to understand the concepts of marketing analytics in order to analyze the different phenomenon in the market.

Course Outcome :

CO1 To apply the importance and significance of Marketing Analytics in Market related Decision making and make RoI of Marketing better
CO2 To apply strategies for strengthening the Marketing DSS of the Organization and develop Plans to Coordinate between the CoE in Analytics and the CMO
CO3 To implement Marketing Analytics system in the Organization
CO4 To implement the idea of strengthening the Marketing decision-making process with the help of the insight generated from the Mining and performing Analytics of Marketing Data.
CO5 To apply the difference between the Modelled outcome and the actual result obtained after implementation of Marketing Analytics
CO6 To implement strategies in Marketing Operations with the aim towards achieving optimized DSS in Marketing and minimizing the Gap between the Predicted and Actual outcome.

Course Content :

Module 1: Introduction to Marketing Analysis   [7L]

Need for Data Driven Marketing Approach,Marketing Engineering, Model Building in Marketing Engineering, Basic Principlesof Marketing Analytics to Business Problems, Slicing and Dicing Marketing datawith Pivot Tables, Excel Charts to summarize data .

Module 2: Pricing Analytics   [8L]

Basic Concept of Pricing, Estimating Demand Curves and
Optimize Price, Price Bundling, Non Linear Pricing and Price Skimming .

Module 3: Marketing Forecasting   **[14L]**

Simple Regression and Correlation, Multiple Regression toforecast sales, Modeling trend and Seasonality, Ratio to Moving Average Method,Winter's Method .

Module- 4: Strategic Marketing Analytics   **[8L]**
The STP framework, Value generation through STPframework, Managing the segmentation process, Segmentation in Real world:Cluster Analysis, Hierarchical and Non-Hierarchical - K Means Clustering,
Prediction of Customer's segment membership: Discriminant Analysis (DA), two
Group DA, Logistic Regression

Module-5: Positioning Strategies   **[4L]**

5. Positioning Strategies: Concept of Product positioning, Conduct a Positioning Study, Perceptual Mapping using Principal Component Analysis (PCA), Multidimensional Scaling (MDS), Incorporating preferences into Perceptual Maps, Correspondence analysis.

Module -6: Customer Lifetime Value   **[4L]**
6. Customer Lifetime Value (CLV): Concept of CLV, Comparison of CLV with relatedmetrics, Analyzing CLV, Extensions of CLV Analysis, Drivers of CLV, Uses of CLVmetrics .

Module -7: Product Designing   **[3L]**

Concept of Product Designing, Conjoint Analysis as a
decompositional preference model, Steps in Conjoint Analysis, Uses of Conjoint
Analysis, Drivers of CLV, Uses of CLV metrics.

CO PO Mapping

	Programme Outcomes											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1		3				3	2					
CO2		3	2						3	3		
CO3			3		3			1	2		3	2
CO4		3							3	3	3	3
CO5				3	3				3			3
CO6			3		3			2	3	3		3

Text Books / Reference Books:
1. Marketing Analytics - Data-driven Techniques with Microsoft Excel by Wayne L. Winston

2. Marketing and Sales Analytics: Proven Techniques and Powerful Applications from Industry Leaders by Cesar A. Brea
3. Marketing Analytics by Winston
4. Data Analytics using R - SeemaAcharya, Mc. Graw Hill Publication
5. Advanced Customer Analytics: Targeting, Valuing, Segmenting and Loyalty Techniques' Mike Grigsby

Subject Code	PMA41B1			
Course Title	Business Forecasting LAB			
Category	Management Studies			
LTP & Credits	L	T	P	Credits
	0	0	3	2
Total Contact Hours	36			
Pre-requisites	None			

Learning Objectives: The learning objective is to learn python and apply to understand the concepts business forecasting

Course Outcome:
CO1 To learn Python and PyCharm
CO2 To learn and apply Python for linear and nonlinear regression of data.
CO3 To learn and apply Python for time series analysis, auto regression, and moving average
CO4 To learn and apply Pyhton for ARMA modeling and Simple Exponential Smoothing modelling

Course Content

Module 1: Introduction to Python and PyCharm   [3L]

Architecture of Python and its application in Analytics and Forecasting, Download, Installation of Pyhton in different OS, Working with IDE of Pyhon like PyCharm, setting up of PyCharm, Libraries of Python, Connecting with Database, Calling data from Database using PyCharm and Analysis of Data.

Module 2: Linear and Non Linear Regression in Python   [3L]

Collection of Data, Data pre-processing, Linear regression of Data,MLE in Python
ROC and Regression Analysis Model Building, Cluster Analysis and Forecasting in Python

Module 3:Time Series Analysis in Python   [3L]

Collection Data and Pre-processing, Retrieving of Data, Data Exploration, Connecting with the Database , Statistical Analysis and Modelling of Time Series Data, Forecasting Sales using Python Libraries, Interpreting Results

Module 4: Auto Regression in Python   **[3L]**
Data processing, Calling the Marketing Data in Python, Libraries for AR Model in Python
AR Modelling in Python, Interpretation and Forecasting

Module 5: Moving Average in Python   **[3L]**

Data Quality and pre-processing, Calling Retail Data with Python Code, Moving Average (MA) Modelling, Forecast Analysis using Moving Average method, Data Visualization in R
EDA on Retail Data

Module 6: Autoregressive Moving Average in Python   **[3L]**

ARMA Modelling, Forecast using ARMA Model, Interpretation of the Result and develop Forecast based on the Database, Python Code and Libraries for ARMA Model

Module 7: ARIMA Modelling in Python   **[6L]**

Univariate Time Series Analysis using Python, ARIMA Modelling with sample Database Calculation of p, d, q, Interpretation of the Result, Connecting with Database having Sample Data, Use of Libraries for Simple Exponential Smoothing (SES), Modelling of Simple Exponential Smoothing, Holt Winter Exponential Smoothing in Python Interpretation of the Result and forecasting variables using sample data.

CO PO Mapping

	Programme Outcomes											
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
CO1	3				3							
CO2	3	3	3		2							
CO3	3	3	3		2							
CO4	3	3	3		2							
CO5	3	3	3		2							

Text Book-

a) Marvin Ryan, "Python Fundamentals", Packt Publishing Limited.
b) Frederick Kaefer, "Introduction to Python Programming for Business and Social Science Applications" McGraw Hill

	PMA41B2			
Course Title	Marketing Analytics LAB			
Category	Management Studies			
LTP & Credits	L	T	P	Credits
	0	0	3	2
Total Contact Hours	36			
Pre-requisites	None			

Learning Objective :
Marketing Analytics is an upcoming subject needed to understand the market at granular levels to better understand the market dynamics. The course offer the scope to learn and to use R to apply to different aspect of marketing.

Course Outcome:
CO1 To learn R and R studio
CO2 To learn the use of R for demand prediction and market segmentation
CO3 To learn the use of R for retail analytics
CO4 To understand market basket analytics and market mix modeling using R.
CO5   To understand customer churn with R.

Course Content :

Module 1: Introduction to R and R Studio   [3L]

Architecture of R and its application in Analytics, Download, Installation, Working with IDE of R like R Studio, Libraries of R, Connecting with Database, Calling data from Database using R studio

Module 2: What Consumer Want   [3L]

Use of analytics to predict demand with trend (as in new product introduction), seasonality, price elasticity and other environmental factors, Statistical Analysis and Modelling for "What Customer Want", Validating the models, Application and Visualization

Module 3:Segmenting, Targeting and Positioning using R [3L]
Collection Data and Pre-processing, Connecting with the Database, Statistical Analysis and Modelling, Principal Component Analysis and running PCA in R, Interpreting Results

Module 4: Demand Forecasting using R [3L]

Data processing, Calling the Marketing Data in R, Development of Model and Forecasting in R Interpretation with application

Module 5: Recommendation Modelling and Retail Analytics using R [3L]

Data Quality and pre-processing, Calling Retail Data in R, Invoice level analysis, Frequency Distribution, Data Visualization in R, EDA on Retail Data

Module 6: Market Basket Analytics using R [3L]
Association Rule Mining, generation of Rules, Customer behaviour analysis, Item set generation Trends Modelling, Interpretation of the Result

Module 7: Marketing Mix Modelling [6L]

Multiple Linear Regression in R, Log-Linear Regression in R, Elasticity Model Performance and Selection, MAPE Calculation, Model Optimization
Customer Churn with R
Collect and Manage Data, Data Structure, Building Model,Evaluate model, AUC Measurement

CO PO Mapping

	Programme Outcomes											
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**	**PO8**	**PO9**	**PO10**	**PO11**	**PO12**
CO1	3				3							
CO2	3	3	3		2							
CO3	3	3	3		2							
CO4	3	3	3		2							
CO5	3	3	3		2							

Text book :

M. Gardener, "Beginning R: The Statistical Programming Language", Wrox (Kindle edition available)

B. Motwanit, "Data Analytics with R," Wiley