



VIVEKANANDHA
COLLEGE OF ARTS AND SCIENCES FOR WOMEN
[Autonomous]



An ISO 9001: 2108 Certified Institution, Affiliated to Periyar University,
Approved by AICTE and Re-Accredited with 'A' Grade by NAAC
Recognized under section 2(f) and 12(B) of UGC Act, 1956.

Elayampalayam – 637 215. Tiruchengode, Namakkal Dt., Tamil Nadu

VIVEKANANDHA
EDUCATIONAL INSTITUTIONS

MASTER OF BUSINESS ADMINISTRATION
MBA

CURRICULA & SYLLABI
(For the candidates admitted from the academic year 2021-2022 onwards)

REGULATION 2022
OBE
OUTCOME BASED EDUCATION



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VIVEKANANDHA
EDUCATIONAL INSTITUTIONS

MBA

Regulation 2022

PROGRAMME EDUCATIONAL OBJECTIVES (PEOs)

PO1: To have a thorough understanding of the core aspects of the business.

PO2: To provide the learners with the management tools to identify, analyze

Business opportunities as well as solve business problems.

PO3: To prepare a holistic approach towards management functions.

PO4: To motivate and facilitate for continuous learning.

PO5: To inspire and make them practice ethical standards in business.

PROGRAMME OUTCOMES (POs):

- PO1: Ability to apply the business acumen gained in practice.
- PO2: Ability to understand and solve managerial issues.
- PO3: Ability to communicate and negotiate effectively, to achieve organizational and individual goals.
- PO4: Ability to upgrade the professional and managerial skills in the workplace.
- PO5: Ability to explore and reflect about managerial challenges, develop informed managerial decisions in a dynamically unstable environment.
- PO6: Ability to take up challenging assignments.
- PO7: Ability to understand one's own ability to set achievable targets to complete .
- PO8: Ability to pursue lifelong learning.
- PO9: To have a fulfilling business career.

MAPPING OF PROGRAMME EDUCATIONAL OBJECTIVES (PEOs) WITH PROGRAMME OUTCOMES (Pos)

A broad relation between the Programme Educational objective and the outcomes is given in the following table.

PROGRAMME EDUCATIONAL OBJECTIVES	PROGRAMME OUTCOMES								
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
I	<input type="checkbox"/>	<input type="checkbox"/>					<input type="checkbox"/>		
II				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
III	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
IV				<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
V		<input type="checkbox"/>	<input type="checkbox"/>					<input type="checkbox"/>	<input type="checkbox"/>



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VIVEKANANDHA
EDUCATIONAL INSTITUTIONS

Programme	M.B.A.			Regulation	2022
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Department	MASTER OF BUSINESS ADMINISTRATION (MBA)				
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CURRICULUM

(For the candidates admitted from the academic year 2022-23 onwards)

SEMESTER – I								
Code	Course Title	Periods / week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
THEORY								
22P1MBA01	Management Practice & Behavior Science	4	0	0	3	25	75	100
22P1MBA02	Business Environment	4	0	0	4	25	75	100
22P1MBA03	Business Accounting & Finance	5	0	0	4	25	75	100
22P1MAE01	Quantitative Techniques	4	0	0	4	25	75	100
22P1MBA04	Managerial Economics	4	0	0	4	25	75	100
22P1MBA05	Mercantile Law	4	0	0	3	25	75	100
22P1MBA06	Managerial Communication	3	0	0	3	25	75	100
PRACTICAL								
22P1MBAP01	Creativity and Innovation	0	0	2	2	40	60	100
Total		28	0	2	27			

CA - Continuous Assessment, ESE - End Semester Examination

SEMESTER – II								
Code	Course Title	Periods / week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
THEORY								
22P2MBA07	Operations Management	5	0	0	4	25	75	100
22P2MBA08	Financial Management	4	0	0	3	25	75	100
22P2MBA09	Marketing Management	3	0	0	3	25	75	100
22P2MBA10	Human Resource Management	3	0	0	3	25	75	100
22P2MBA11	Management Information System	3	0	0	3	25	75	100
22P2MAE01	Resource Management Techniques	5	0	0	3	25	75	100
22P2MBA12	Research Methodology	4	0	0	3	25	75	100
PRACTICAL						25	75	
22P2MBAP02	Data Analysis and Business Modeling- Practical	0	0	3	2	25	75	100
Total		27	0	3	24			

SUMMER TRAINING (4 WEEKS)

The training report along with the company certificate should be submitted within two weeks from the reopening date of 3rd semester. The training report should be around 40 pages containing the details of training undergone, the departments wherein she was trained with duration (chronological diary), along with the type of managerial skills developed during the training.

The training report should be sent to the Controller of Examinations by the HOD through the Principal, before the last working day of the 3rd Semester.

SEMESTER – III

Code	Course Title	Periods / week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
THEORY								
22P3MBA13	Strategic Management	5	0	0	3	25	75	100
22P3MBA14	International Business Management	5	0	0	3	25	75	100
E1	Elective I	5	0	0	4	25	75	100
E2	Elective II	5	0	0	4	25	75	100
E3	Elective III	5	0	0	4	25	75	100
21P3HR01	Human Rights	2	0	0	1	25	75	100
PRACTICAL								
22P3MBAPR01	Internship Training	0	0	3	0	40	60	100
22P3MBAP03	Community Development (Activity)	0	0	0	1	40	60	100
Total		27	0	3	20			

NOTE: Three electives from any two among the 5 areas of functional specialization are to be chosen by the Student (or) three electives from functional specialization and three from scrotal specialization

SEMESTER – IV

Code	Course Title	Periods / week			Credit	Maximum Marks		
		L	T	P	C	CA	ESE	Total
E4	Elective IV	5	0	0	3	25	75	100
E5	Elective V	5	0	0	3	25	75	100
E6	Elective VI	5	0	0	3	25	75	100
22P3MBAP04	Indian Ethos and Human Values (SEMINAR)	0	0	5	3	40	60	100
22P4MBA16	Corporate Ethics, Governance And Social Responsibility	5	0	0	3	25	75	100
22P4MBAPR02	Project Work	0	0	5	5	40	60	100
Total		20	0	10	20			

TOTAL NUMBER OF CREDITS = 91

LIST OF ELECTIVES

MASTER OF BUSINESS ADMINISTRATION (MBA)

Course Code	Course Title	L	T	P	C
MARKETING – ELECTIVES					
22P3MBAM01	Brand Management	3	0	0	3
22P3MBAM02	Retail Management	3	0	0	3
22P3MBAM03	Services Marketing	3	0	0	3
22P3MBAM04	Advertising & Distribution Management	3	0	0	3
22P3MBAM05	Consumer Behavior	3	0	0	3
22P3MBAM06	Customer Relationship Management	3	0	0	3
FINANCE – ELECTIVES					
22P3MBAF01	Security Analysis and Portfolio Management	3	0	0	3
22P3MBAF02	Merchant Banking and Financial Services	3	0	0	3
22P3MBAF03	International Trade Finance	3	0	0	3
22P3MBAF04	Banking Financial Services Management	3	0	0	3
22P3MBAF05	Derivatives Management	3	0	0	3
22P3MBAF06	Corporate Finance	3	0	0	3

Course Code	Course Title	L	T	P	C
HUMAN RESOURCE MANAGEMENT – ELECTIVES					
22P3MBAH01	Managerial Behavior and Effectiveness	3	0	0	3
22P3MBAH02	Organizational Theory, Design and Development	3	0	0	3
22P3MBAH03	Industrial Relations & Labor Welfare	3	0	0	3
22P3MBAH04	Labor Legislations	3	0	0	3
22P3MBAH05	Organizational Change and Development	3	0	0	3
22P3MBAH06	Strategic Human Resource Management	3	0	0	3
SYSTEMS - ELECTIVES					
22P3MBAS01	Advanced Database Management System	3	0	0	3
22P3MBAS02	E-Commerce Management	3	0	0	3
22P3MBAS03	Software Project and Quality Management	3	0	0	3
22P3MBAS04	Data Mining for Business Intelligence	3	0	0	3
22P3MBAS05	Enterprise Resource Planning	3	0	0	3
PRODUCTIONS – ELECTIVES					
22P3MBAP01	Logistics and Supply Chain Management	3	0	0	3
22P3MBAP02	Services Operations Management	3	0	0	3
22P3MBAP03	Project Management	3	0	0	3
22P3MBAP04	Lean Six Sigma	3	0	0	3
22P3MBAP05	Product Design	3	0	0	3
22P3MBAP06	Materials Management	3	0	0	3

HEALTH CARE – ELECTIVES					
22P3MBAHC01	Healthcare Management	3	0	0	3
22P3MBAHC02	Patient care Operations in Hospital	3	0	0	3
22P3MBAHC03	Supportive Services to Hospital	3	0	0	3
EVENT MANAGEMENT					
22P3MBAEV01	Principles of Event Management	3	0	0	3
22P3MBAEV02	Event Management Planning	3	0	0	3
22P3MBAEV03	Event Resource Management	3	0	0	3

FASHION MANAGEMENT					
22P3MBAFM01	Introduction To Fashion Industry	3	0	0	3
22P3MBAFM02	Fashion Business Management	3	0	0	3
22P3MMBAFM03	Fashion Trends and Forecasting	3	0	0	3
TOURISM MANAGEMENT					
22P3MMBATM01	Principles & Concepts of Tourism	3	0	0	3
22P3MBATM02	Tourism Marketing	3	0	0	3
22P3MBATM03	Emerging Trends in Tourism	3	0	0	3

LIST OF SECTORAL ELECTIVES

Course Code	Course Title	L	T	P	C
22P3MBASE01	Business Data Management	3	0	0	3
22P3MBASE02	Artificial Intelligence And Machine Learning: Concepts And Applications	3	0	0	3
22P3MBASE03	Statistical Modeling Using R Programming Language	3	0	0	3
22P3MBASE04	Enterprise Asset Management	3	0	0	3
22P3MBASE05	Digital Transformation Strategy	3	0	0	3
22P3MBASE06	Marketing Metrics	3	0	0	3
22P3MBASE07	Performance Management	3	0	0	3
22P3MBASE08	World Class Manufacturing And Lean Operations	3	0	0	3
22P3MBASE09	Business Process Reengineering (BPR)	3	0	0	3
22P3MBASE10	Agri-Business And Rural Business	3	0	0	3
22P3MBASE11	Digital Marketing	3	0	0	3
22P3MBASE12	Micro Finance	3	0	0	3
22P3MBASE01	Business Data Management	3	0	0	3
22P3MBASE02	Artificial Intelligence And Machine Learning: Concepts And Applications	3	0	0	3
22P3MBASE03	Statistical Modeling Using R Programming Language	3	0	0	3

22P3MBASE04	Enterprise Asset Management	3	0	0	3
22P3MBASE05	Digital Transformation Strategy	3	0	0	3
22P3MBASE06	Marketing Metrics	3	0	0	3
22P3MBASE07	Performance Management	3	0	0	3
22P3MBASE08	World Class Manufacturing And Lean Operations	3	0	0	3
22P3MBASE09	Business Process Reengineering (BPR)	3	0	0	3
22P3MBASE10	Agri-Business And Rural Business	3	0	0	3
22P3MBASE11	Digital Marketing	3	0	0	3
22P3MBASE12	Micro Finance	3	0	0	3

22P1MBA01	MANAGEMENT PRACTICE & BEHAVIOUR SCIENCE
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Course Objective	<p>The student should be made to,</p> <ul style="list-style-type: none"> To know about the functions, strategies involved in the management. To study about the various organizational structures. To undergo the study about various control techniques involved in management. To study the role of demeanor and its influence in organizational performance. To understand about various superintendancy styles practiced in business environment.
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Course Outcomes	At the end of the course, the student should be able to,	Knowledge Level
	CO1: Have a better understanding about strategies and its impact in organization practices.	K4
	CO2: Acquire skill on organizing and staffing.	K3
	CO3: Understand various control techniques involved in organization.	K2
	CO4: Know the schema for managing individual and group behavior.	K5
	CO5: Learn the better superintendancy style which matches the organizational needs.	K4

		CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak								CO/PSO Mapping			
		Programme Outcomes (POs)									PSOs		
COs		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
CO 1		3						3			2		
CO 2					3		2					2	
CO 3			3			3					2		
CO 4					2							2	
CO 5				3		2		2					2

Course Assessment Methods

Direct
<ol style="list-style-type: none"> 1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations
Indirect
<ol style="list-style-type: none"> 1. Course - end survey

Unit	Unit Title	Intended Learning	Hours
1	Introduction of Management	Management: Meaning – Importance – Management and Administration – Levels of Management – Functions of Management – Development Management Thoughts – Contributions of F.W.Taylor – Henry Fayol and Elton Mayo. Case study analysis	6
2	Planning & Decision Making	Planning: Nature – Characteristics and Importance – Purpose – Steps – Types – Merits and Demerits of Planning. Decision Making: Meaning and Definition - Characteristics of Decision Making - Types of Decisions - Decision Making Process. Case study analysis	6
3	Organizing	Organizing: Nature – Purpose – Types of Organization structure – Use of staff units and committees – Power – Authority – Responsibility – Delegation – Centralization Vs Decentralization. Span of Management: Meaning - Determining the Proper Span. Case study analysis	6
4	Directing & Motivation	Directing: Elements and Principles of Direction – Characteristics – Functions of Leader – Leadership Styles – Characteristics of Leader and Management – Motivation: Characteristics – Theories of Motivation (Maslow Need Hierarchy Theory, Herzberg Theory). Case study analysis	6

5	Controlling & Coordinating	Controlling: Meaning – Elements and Significance – Steps in Control process – Effective control – Techniques of Control. Coordinating: Need – Principles – approaches to achieve effective coordination - Techniques of Effective Coordination - Process of Coordination. Case study analysis	6
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TEXT BOOKS:

1. Andrew J Dubrin, Essential of Management, Thomson Southwestern, 9th edition, 2020.
2. Samuel C. Certo and Tervis Certo, Modern Management: Concepts and skills, Pearson Education, 12th edition 2020.
3. Harold Koontz and Heinz Weihrich, Essential of Management: An International & Leadership Perspective, 9th Edition, TataMcgraw - Hill Education 2020.
4. Charles W.L Hill and Steven L Mcshane, ‘Principles of management, Mcgraw Hill education, special Indian edition 2020.
5. Rajendra Pal and J.S.Korlahalli, Essential of business communication, Sultan Chand & Sons

REFERENCE BOOKS:

1. Don Hellriegel, Susan E Jackson and john W slocum, Management – A competency based approach, Thompson south Western,11th edition 2018.
2. Heinz Weihrich, Mark V Cannice and Harold Koontz, Management- A global entrepreneurial perspective, Tata Mcgraw Hill, 12thedition, 2020.

Journals and Documents

1. Journal of Management (JOM).
2. Journal of Management Development.
3. Prabandhan: Indian Journal of Management.
4. International Journal of Business Science and Applied Management.

22P1MBA02	BUSINESS ENVIRONMENT																																																																																																																	
Course Objective	<ul style="list-style-type: none"> To study about the various dimensions involved in business environment To have a deep knowledge in various industrial policies To analyze the political and legal environment of business To study about the society and its culture role in business environment To understand the international and technological importance in business environment. 																																																																																																																	
Course Outcomes	The student should be made to										Knowledge Level																																																																																																							
	CO1: It helps to concentrate on various business dimensions.										K3																																																																																																							
	CO2: It develop a broad knowledge in industrial policies										K4																																																																																																							
	CO3: It makes to understand the political, legal influence in business.										K3																																																																																																							
	CO4: It makes the students to give importance in socio-cultural principles in order to develop business.										K3																																																																																																							
	CO5: Gives practical understanding about the technological usage in business.										K3																																																																																																							
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="10" data-bbox="269 789 943 877">CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 - Weak</th> <th colspan="3" data-bbox="943 789 1227 877">CO/PSO Mapping</th> </tr> <tr> <th data-bbox="269 877 363 917" rowspan="2">COs</th> <th colspan="9" data-bbox="363 877 943 917">Programme Outcomes (POs)</th> <th colspan="3" data-bbox="943 877 1227 917">PSOs</th> </tr> <tr> <th data-bbox="363 917 428 957">PO 1</th> <th data-bbox="428 917 493 957">PO 2</th> <th data-bbox="493 917 558 957">PO 3</th> <th data-bbox="558 917 623 957">PO 4</th> <th data-bbox="623 917 688 957">PO 5</th> <th data-bbox="688 917 753 957">PO 6</th> <th data-bbox="753 917 818 957">PO 7</th> <th data-bbox="818 917 883 957">PO 8</th> <th data-bbox="883 917 943 957">PO 9</th> <th data-bbox="943 917 1037 957">PSO 1</th> <th data-bbox="1037 917 1102 957">PSO 2</th> <th data-bbox="1102 917 1227 957">PSO 3</th> </tr> </thead> <tbody> <tr> <td data-bbox="269 957 363 997">CO 1</td> <td data-bbox="363 957 428 997">2</td> <td data-bbox="428 957 493 997"></td> <td data-bbox="493 957 558 997"></td> <td data-bbox="558 957 623 997"></td> <td data-bbox="623 957 688 997">3</td> <td data-bbox="688 957 753 997"></td> <td data-bbox="753 957 818 997"></td> <td data-bbox="818 957 883 997"></td> <td data-bbox="883 957 943 997"></td> <td data-bbox="943 957 1037 997">2</td> <td data-bbox="1037 957 1102 997"></td> <td data-bbox="1102 957 1227 997"></td> </tr> <tr> <td data-bbox="269 997 363 1037">CO 2</td> <td data-bbox="363 997 428 1037"></td> <td data-bbox="428 997 493 1037">3</td> <td data-bbox="493 997 558 1037"></td> <td data-bbox="558 997 623 1037"></td> <td data-bbox="623 997 688 1037"></td> <td data-bbox="688 997 753 1037"></td> <td data-bbox="753 997 818 1037"></td> <td data-bbox="818 997 883 1037"></td> <td data-bbox="883 997 943 1037"></td> <td data-bbox="943 997 1037 1037"></td> <td data-bbox="1037 997 1102 1037">2</td> <td data-bbox="1102 997 1227 1037"></td> </tr> <tr> <td data-bbox="269 1037 363 1077">CO 3</td> <td data-bbox="363 1037 428 1077"></td> <td data-bbox="428 1037 493 1077"></td> <td data-bbox="493 1037 558 1077"></td> <td data-bbox="558 1037 623 1077"></td> <td data-bbox="623 1037 688 1077">3</td> <td data-bbox="688 1037 753 1077"></td> <td data-bbox="753 1037 818 1077"></td> <td data-bbox="818 1037 883 1077"></td> <td data-bbox="883 1037 943 1077"></td> <td data-bbox="943 1037 1037 1077">2</td> <td data-bbox="1037 1037 1102 1077"></td> <td data-bbox="1102 1037 1227 1077"></td> </tr> <tr> <td data-bbox="269 1077 363 1117">CO 4</td> <td data-bbox="363 1077 428 1117"></td> <td data-bbox="428 1077 493 1117"></td> <td data-bbox="493 1077 558 1117"></td> <td data-bbox="558 1077 623 1117"></td> <td data-bbox="623 1077 688 1117"></td> <td data-bbox="688 1077 753 1117"></td> <td data-bbox="753 1077 818 1117"></td> <td data-bbox="818 1077 883 1117"></td> <td data-bbox="883 1077 943 1117"></td> <td data-bbox="943 1077 1037 1117"></td> <td data-bbox="1037 1077 1102 1117"></td> <td data-bbox="1102 1077 1227 1117">2</td> </tr> <tr> <td data-bbox="269 1117 363 1157">CO 5</td> <td data-bbox="363 1117 428 1157"></td> <td data-bbox="428 1117 493 1157"></td> <td data-bbox="493 1117 558 1157"></td> <td data-bbox="558 1117 623 1157">2</td> <td data-bbox="623 1117 688 1157"></td> <td data-bbox="688 1117 753 1157"></td> <td data-bbox="753 1117 818 1157"></td> <td data-bbox="818 1117 883 1157"></td> <td data-bbox="883 1117 943 1157"></td> <td data-bbox="943 1117 1037 1157"></td> <td data-bbox="1037 1117 1102 1157">2</td> <td data-bbox="1102 1117 1227 1157"></td> </tr> </tbody> </table>												CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 - Weak										CO/PSO Mapping			COs	Programme Outcomes (POs)									PSOs			PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3	CO 1	2				3					2			CO 2		3									2		CO 3					3					2			CO 4												2	CO 5				2							2	
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Course Assessment methods

Direct
1.Continuous Assessment Test I, II 2. Assignment 3.End-Semester examinations
Indirect
1. Course - end survey

Unit - I	INTRODUCTION	Periods	12
Theoretical Framework of Business Environment: Concept, significance and nature of business environment- Elements of environment –internal and external- Changing dimensions of business environment- Techniques of environmental			
Unit - II	ECONOMIC ENVIRONMENT OF BUSINESS	Periods	12
Significance and elements of economic environment- Economic systems and business environment- Economic planning in India- Government policies –industrial policy, fiscal policy, monetary policy, EXIM policy- Public Sector and economic development- Development banks and their relevance to Indian business- Economic reforms, liberalization and structural adjustment programmes.			
Unit - III	POLITICAL AND LEGAL ENVIRONMENT OF BUSINESS	Periods	12
Critical elements of political environment- Government and business- Changing dimensions of legal environment in India, Competition Act, FEMA and licensing policy			
Unit - IV	SOCIO-CULTURAL ENVIRONMENT	Periods	12
Critical elements of socio-cultural environment- social institutions and systems- Social values and attitudes- Social groups- Middle class- Dualism in Indian society and problems of uneven income distribution- Emerging rural sector in India- Indian business system- Social responsibility of business-consumerism in India, Consumer Protection Act.			
Unit - V	INTERNATIONAL AND TECHNOLOGICAL ENVIRONMENT	Periods	12
Multinational corporations- Foreign collaborations and Indian business- Non –resident Indians and corporate sector- International economic institutions –WTO, World Bank- IMF and their importance to India- Foreign trade policies- Impact of Rupee devaluation- Technological environment in India- Policy on research and development- Patent laws- Technology transfer. Global impact of COVID-19 in the business environment. Case study analysis.			
References		Total Periods	60
1	Francis Cherunilam (2018), Business Environment, Himalaya Publishing House, Bombay		
2	Raj Agrawal and Parag Diwan (2019), Business Environment: Excel Books, New Delhi		
Further Readings			
1	Adhikary , M (2018), Economic Environment of Business, Sultan Chand & Sons, New Delhi.		
2	Ghosh, Biswanath: Economic Environment of Business, Vikas Publication New Delhi Govt of India Survey, Various issues.		
3	Ramaswamy, V.S. and Nama Kumari: Strategic Planning for Corporate Success, Macmillian, New Delhi.2019		
4	Sengupta, N.K: Government and Business in India, Vikas Publication, New Delhi.		
E- resources			
1	https://open.umn.edu/opentextbooks/textbooks/business		
2	http://www.pondiuni.edu.in/storage/dde/downloads/h1040.pdf		
3	https://open.lib.umn.edu/business-environment/		
4	https://nptel.ac.in/courses/112102112/		

22P1MBA03	BUSINESS ACCOUNTING & FINANCE
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Course Objective	<ul style="list-style-type: none"> To know the financial accounting preparing process. It makes to learn various financial statements. Cost accounting and its elements will be understood. Marginal costing and its procedures can be learned by the students. Computers accounting methods role in various activities can be learned.
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Course Outcomes	The student should be made to	Knowledge Level
	CO1: To apply the financial accounting practices in business.	K3
	CO2: To give better knowledge in preparing various financial statements.	K6
	CO3: The students can apply the cost accounting practices in preparing budget statements.	K3
	CO4: It gives decision in marginal costing system.	K5
	CO5: It helps the students to carry out report preparation by using computers in accounting.	K4

		CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 - Weak								CO/PSO Mapping			
COs	Programme Outcomes (POs)									PSOs			
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3	
CO 1	3										2		
CO 2				2						2			
CO 3						2							2
CO 4					2								2
CO 5						2				2			

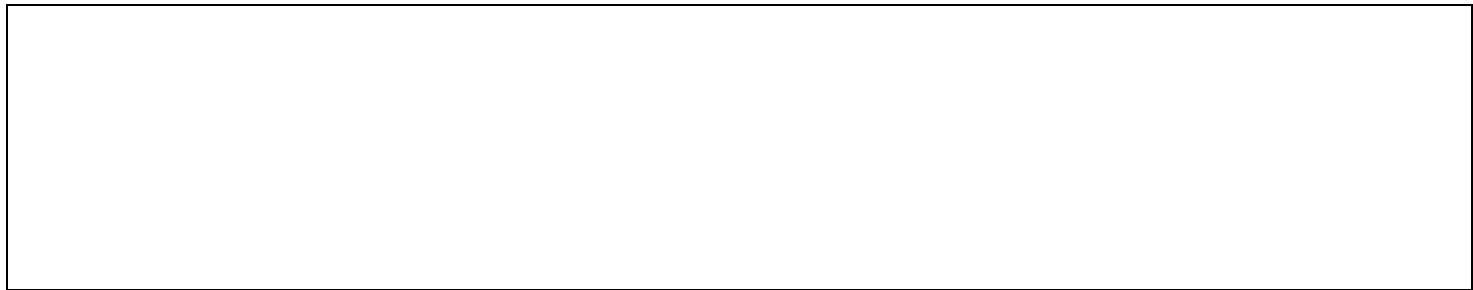
Course Assessment methods

Direct

1. Continuous Assessment Test I, II
2. Assignment
3. End-Semester examinations

Indirect

1. Course – Accounting software’s



Unit	Unit Title	Chapters
1	Introduction to Accounting	Introduction to Accounting: Accounting- Meaning-Definition-Functions of Financial Accounting-accounting concepts and conventions-Branches of Accounting – Financial, Management, Cost Accounting- Meaning – Definition-Objectives and Limitations and Cost Accounting. Preparation of Final Account –Trial Balance- Trading Account-Profit and Loss Account- Balance Sheet-Problems with adjustments.
2.	Financial Analysis	Financial Analysis: Meaning –Advantages-Tools-Ratio, Fund Flow Analysis –Meaning,Advantages, Limitations, Problems.
3	Budgets and Budgetary Control	Budgets and Budgetary Control- Meaning- Definition- Advantages-Disadvantages- Essentials of Sound Budgetary control- classification of Budget- Time, Function, Flexibility-Problems in Cash Budget –Sales Budget-Factory Overhead Budgets
4	Marginal Costing	Marginal Costing :Meaning- Definition-Advantages-Limitations- Practical Applications of Marginal Costing-Cost Volume Profit Analysis-Break Even Analysis-Meaning- Assumptions and Limitations - Problems
5	Standard Costing : Standard Costing	Standard Costing Meaning- Definition- Advantages-Limitations-Determination of Standard Costs-Variance Analysis –Material, Labor, Overhead, Sales Variances-Problems. Case study analysis.

Problem 70% Theory – 30%

Text Book:

1. Maheswari.Dr.S.N.,Sultan Chand & Sons,Introduction to Computerized Accounting,New Delhi.
2. Palanivelu.Dr.V.R., Accounting for Management,university Science Press.,New Delhi.

Reference Book:

1. Brown and Howard ,ELBS,Khan & Jain,Management Accounting.,Tata McGraw Hill,New Delhi.
- 2.Jain.S.P.& Narang, Financial Accounting and Analysis,,Kalyani Publishers,Ludhiyana.
- 3.Pandey.I.M.,Elemnts of Management Accounting,Vikas Publishing House.

22P1MAE01	QUANTITATIVE TECHNIQUES																																																																																																																	
Course Objectives	<ul style="list-style-type: none"> • The aim of this course is to acquaint the students with the fundamental concepts of probability and statistics. • To provide an understanding of the processes by which real life statistical problems are analyzed in Management. • To develop an understanding of the role of statistics in Management. 																																																																																																																	
Course Outcomes	The student should be made										Knowledge level																																																																																																							
	CO1: To acquaint the students to formulate problems, solving them using Statistical analysis of data and interpreting the results.										K2																																																																																																							
	CO2: To acquaint the students to formulate problems, solving them using Statistical analysis of data and interpreting the results.										K4																																																																																																							
	CO3: It strengthens student knowledge in applying sampling techniques & hypothesis										K2																																																																																																							
	CO4: Develops the ability to use Parametric & non-parametric test for derived results.										K3																																																																																																							
	CO5: It helps the student to carry out data analysis systematically										K6																																																																																																							
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="10" data-bbox="272 1031 951 1119" style="text-align: center;">CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 - Weak</th> <th colspan="3" data-bbox="951 1031 1232 1119" style="text-align: center;">CO/PSO Mapping</th> </tr> <tr> <th colspan="1" data-bbox="272 1119 367 1161" rowspan="2">COs</th> <th colspan="9" data-bbox="367 1119 951 1161" style="text-align: center;">Programme Outcomes (POs)</th> <th colspan="3" data-bbox="951 1119 1232 1161" style="text-align: center;">PSOs</th> </tr> <tr> <th data-bbox="367 1161 423 1203">PO 1</th> <th data-bbox="423 1161 480 1203">PO 2</th> <th data-bbox="480 1161 537 1203">PO 3</th> <th data-bbox="537 1161 594 1203">PO 4</th> <th data-bbox="594 1161 651 1203">PO 5</th> <th data-bbox="651 1161 708 1203">PO 6</th> <th data-bbox="708 1161 764 1203">PO 7</th> <th data-bbox="764 1161 821 1203">PO 8</th> <th data-bbox="821 1161 878 1203">PO 9</th> <th data-bbox="951 1161 1008 1203">PSO 1</th> <th data-bbox="1008 1161 1065 1203">PSO 2</th> <th data-bbox="1065 1161 1232 1203">PSO 3</th> </tr> </thead> <tbody> <tr> <td data-bbox="272 1203 367 1245">CO 1</td> <td></td><td></td><td></td><td>2</td><td></td><td></td><td></td><td></td><td></td> <td data-bbox="951 1203 1008 1245">2</td> <td></td><td></td> </tr> <tr> <td data-bbox="272 1245 367 1287">CO 2</td> <td></td><td></td><td></td><td></td><td></td><td>3</td><td></td><td></td><td></td> <td></td><td data-bbox="1008 1245 1065 1287">2</td><td></td> </tr> <tr> <td data-bbox="272 1287 367 1329">CO 3</td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td>3</td><td></td> <td></td><td data-bbox="1008 1287 1065 1329">2</td><td></td> </tr> <tr> <td data-bbox="272 1329 367 1371">CO 4</td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td><td>3</td><td></td> <td></td><td></td><td data-bbox="1065 1329 1232 1371">2</td> </tr> <tr> <td data-bbox="272 1371 367 1413">CO 5</td> <td></td><td></td><td></td><td>3</td><td></td><td></td><td></td><td></td><td></td> <td></td><td></td><td data-bbox="1065 1371 1232 1413">2</td> </tr> </tbody> </table>												CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 - Weak										CO/PSO Mapping			COs	Programme Outcomes (POs)									PSOs			PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3	CO 1				2						2			CO 2						3					2		CO 3								3			2		CO 4								3				2	CO 5				3								2
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Indirect																																																																																																																		
<ol style="list-style-type: none"> 1. Course – Exercise problems 																																																																																																																		

UNIT I:

Data and Data Analysis: Uni-variate Bivariate and Multivariate Analysis: – Grouped and Ungrouped Data – Measures of CentralTendencies – Measures of Dispersion.

UNIT II:

Testing of Hypothesis (Parametric Data) : Meaning - Procedure - Parametric Tests – Z-Test (One Sample and Two Sample Tests), T-test (One Sample and Two Sample Tests) - ANOVA (One Way).

UNIT III:

Testing of Hypothesis (Non-Parametric Data): Sign Test for Paired Data, Rank Sum Test, Mann-Whitney U Test and KruskalWallis Test – Chi-Square Test.

UNIT IV:

Data Relationship Analysis: Regression and Correlation Analysis – Time Series Analysis: – Trend, Cyclical, Seasonal and IrregularVariations. Case study analysis.

UNIT V:

Application of Probability Distributions: Binomial, Poisson and Normal Distributions – Characteristics and ManagerialApplications.

Text Books:

1. Gupta. S.P., Gupta. M.P., Business Statistics, Sultan Chand & Sons, 2019.
2. Sharma. J.K., Business Statistics, Vikes Publishing, 6th Edition, 2020.

Reference Books:

1. Richard I. Levin, David S. Rubin, Sajay Rastogi, Masood Husail Siddiqui, Statistics for Management, 8th Edition 2017.
2. David M. Levine, Kathryn A.Szabat, David A.Stephen, P.K Viswanathan, Business Statistics: A First Course, 7th Edition, 2017.

Important Note:

Question Paper should have 75% weightage for problems and 25% weightage for theory

22P1MBA04	MANAGERIAL ECONOMICS													
Course Objectives	<ul style="list-style-type: none"> • To learn about the fundamentals of economics • To study about the demand analysis and consumer behavior • To concentrate on cost analysis and production function. • To know about various types of market and pricing policies. • To learn the national income and money market and its influence in business. 													
Course Outcomes	The student should be made to										Knowledge level			
	CO1: Students gain better knowledge in economic fundamentals										K2			
	CO2: It brings them to predict demand and how it influences consumer behavior										K5			
	CO3: To make effective managing of production and cost activities										K3			
	CO4: To forecast various pricing policies and apply in the market environment										K5			
	CO5: It develops them to be an effective utilization of money, persons in business activities.										K6			
	CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 - Weak									CO/PSO Mapping				
	COs	Programme Outcomes (POs)									PSOs			
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2		PSO 3
	CO 1	3								2	2			
	CO 2				3						2			
	CO 3				3							2		
	CO 4						3	2				2		
CO 5	3			3						2				

Course Assessment methods

Direct

1. Continuous Assessment Test I, II
2. Assignment
3. End-Semester examinations

Indirect

1. Course – Case study

Unit	Unit Title	Intended Learning Chapters
I	Managerial economic Concepts, Demand analysis & Forecasting	Managerial Economics: Meaning, Nature, and Scope of Managerial Economics – Relationship between Managerial Economics and other disciplines – Role and Responsibilities of Managerial Economist. Demand Analysis: Meaning, Determinants and Types of Demand – Demand Distinctions – Elasticity of Demand – Demand Forecasting – Purposes – Criteria - Methods of Demand Forecasting.
II	Cost, Profit, Production and Supply Analysis	Cost Concepts, Classifications and Determinants – Cost Output Relationship – Break Even Analysis – Production Function – Supply Analysis – Economies and Diseconomies of Scale.
III	Price and Output Decisions Under Different Market Structures, Pricing policies & practices	Features, Pricing and Output Decisions of Perfect Competition, Monopoly, Monopolistic and Oligopoly Market Structures. Factors influencing price- Pricing Objectives – Pricing Methods.
IV	Capital Management and Macro-Economics	Methods of Appraising Project Profitability – Business Cycles: Phase, Causes and Effects – Inflation and Deflation: Types, Causes and Effects – Balance of Trade and Balance of Payments.
V	Macro economic concepts and Government Policies	National Income: Definition – Concepts of National Income – Methods and Difficulties of Calculating National Income – Monetary Policies – Fiscal Policies. Case study analysis.

Text Book:

1. Varshney & Maheshwari – Managerial Economics, Sultan Chand & Sons.

Reference Books:

2. Samuelson & Nordhaus – Economics, Tata McGraw Hill.
3. Gupta.G.S. – Managerial Economics, Tata McGraw Hill.
4. Joel Dean – Managerial Economics, Mote & Paul.
5. Dwivedi.D.N. – Managerial Economics, Vikas Publishing House. Seventh Edition
6. Wali and Kalkundrikar – Managerial Economics

William A.Mc.Eachern- Micro ECON-CENGAGE

22P1MBA05	MERCANTILE LAW	
Course Objectives	<ul style="list-style-type: none">• To learn about the contract act and sales act and its fundamentals.• To study about the negotiable instruments act procedures• To know about the rules involved in company law and industrial law• To learn the corporate tax and GST role in business• To enlighten and get aware of consumer protection act and cyber laws	
Course Outcomes	The student should be made to	Knowledge level
	CO1: The students must obtain deep understanding on contract and sales act and how it can be applied in business activities.	K2
	CO2: It gain better knowledge in negotiable instruments act and it improves the skill level of governance of company.	K4
	CO3: It builds confidence in following company law and industrial law procedures systematically in Industry	K3
	CO4: To carry out financial and tax related decisions	K6

	CO5: It enhances the student to know about cyber laws and how it governing the business.	K4
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CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 - Weak										CO/PSO Mapping		
COs	Programme Outcomes (POs)									PSOs		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
CO 1	3			3								2
CO 2				3						2		
CO 3				3		2					2	
CO 4					3	2					2	
CO 5	3							2		2		

Course Assessment methods

Direct

1. Continuous Assessment Test I, II
2. Assignment
3. End-Semester examinations

Indirect

1. Course – Case study

Unit	Unit Objectives	Content
1	To make them to aware on whybusiness needs laws. To make them to understand the legal requirements for a valid contact.	Introductory – Nature of Contract – Offer and Acceptance – Consideration – Capacity of Contract – Free Consent – Legality of Object – Void Agreements – Contingent Contracts – Performance of Contract – Discharge of Contract – Remedies forBreach of Contract.
2	To foster the knowledge on Indemnity and Guarantee	Indemnity and Guarantee – Contract of Indemnity – Contract of Guarantee – Extent of Surety’s Liability – Kinds of Guarantee – Rights of Surety – Discharge of Surety

3	To foster the knowledge on Bailment and Pledge	Bailment and Pledge – Classification of Bailment’s – Law Relating to Lien – Finder of Goods – Termination of Bailment – Pledge – Rights and Duties of Pawnor and Pawnee – Pledge by Non- Owners.
4	To make them to aware on why business needs agency ,also its corresponding rules and regulations.	Contract of Agency – Definition of Agent and Principal – Creation of Agency – Classification of Agents – Relations of Principal and Agent – Delegation of Authority.
5	To spread awareness on consumer protection provisions and transfer of property.	Formation of Contract of Sale – Subject Matter of Contract of Sale – Document of Title to Goods – Conditions and Warranties – Transfer of Property. Case study analysis.

Text Book:

1. Kapoor. N.D., Elements of Mercantile Law, Sultan Chand & Sons, New Delhi.

Reference Book:

1. Shukla. M.C., Mercantile Law, S.Chand & Company Ltd – New Delhi.

22P1MBA06	MANAGERIAL COMMUNICATION	
Course Objectives	<ol style="list-style-type: none"> 1. Understand the scope of communication and learn its importance and implication strategies. 2. Recognize and learn the sub-skills of listening and speaking and be able to deliver effectively in the real time contexts. 3. Imbibe the mechanics of writing and construct effective paragraphs which benefit in a longer composition. 4. Use different forms of written communication techniques to make effective internal and external business correspondence. 5. Produce different types of reports with appropriate format, organization and language. 	
Course Outcomes	The student should be made to	Knowledge level
	CO1: To strengthen the communication fundamentals	K2
	CO2: To practice the letter way of communication for better information sharing	K4
	CO3: To gain better knowledge in managing different reports	K3
	CO4: To apply better communication and suitable body language	K6
	CO5: To utilize suitable technology in order to make effective communication	K4

CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 - Weak										CO/PSO Mapping		
COs	Programme Outcomes (POs)									PSOs		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
CO 1	3			3						2		
CO 2				3								2
CO 3				3		2				2		
CO 4					3	2					2	
CO 5	3							2			2	

Unit I	INTRODUCTION	Periods	9
Definition- Methods - Types- Principles of effective communication - Business Letter-Layout (Examples of banking, Insurance, & Agency Letters) - Kinds of Business Letters: Enquiry and Reply - Order Letters - Sales Letters - Sales Letters- Dealing with non-payment problems (Collection Letters) – Complaints - Circular Letters. Case Study: Effectiveness in managerial communication			
Unit II	LETTER COMMUNICATION	Periods	9
Advertisement - Application Letters - Curriculum Vitae - Invitation to Interview- Acknowledgement - Offer Letter - Letter of acceptance - Letter of Resignation - Testimonial.			
Unit – III	REPORTS	Periods	9
Reports – Structure - Formal Report, Informal report - Checklist for compiling reports - Executive Summary – Comprehension - Agenda, Minutes of Meeting - Compiling a Press Release.			
Unit – IV	COMMUNICATION AND BODY LANGUAGE	Periods	9
Face- to- face Communication: Basic skills and techniques for talking to people in business situation - Telephonic conversation- Role Play - Body Language.			
Unit – V	TECHNOLOGY IN COMMUNICATION	Periods	9
Role of Technology in Communication: Fax- Email - Video Conferencing – Internet- Websites - Public Address System - Cell Phones – Intercom – Dictaphone-Recent Trends in Communication. Case study analysis.			
References		Total Periods	45

1	Managerial Communication: Strategies and Applications – 8 th edition – Jennifer R. Veltsos, SAGE Publications Inc., Feb - 2021
2	The Science of Effective Communication, Antuhovsky, Dec 2019
3	Essentials of Business Communication- Mary Ellen Guffey (Author), Dana Loewy (Author), Cengage- January 2018.
4	Communication for Business – Shirley Taylor.
5	Business Communication Today - Fifteenth Edition - By Pearson Paperback – 1 June 2021
6	The Advanced Business English Guide: How to Communicate Effectively at The Workplace and Greatly Improve Your Business Writing Skills - Import, 4 June 2021 - by Christopher Hill (Author)

E-Resource

1	https://www.studocu.com/in/document/visvesvaraya-technological-university/human-resource-management/mba-mc-study-material-managerial-communication/6554374
2	https://gtumbanotes.files.wordpress.com/2111/06/managerial-communication.pdf
3	http://www.rapodar.ac.in/pdf/elearn/Business%21Communication%21Semester%21I%21notes.pdf
4	https://www.businessstudynotes.com/hrm/barriers-to-managerial-communication/
5	https://www.ddegjust.ac.in/studymaterial/mba/cp-105.pdf
6	https://www.webcontactus.com/managerial-communication-notes/

22P1MBA01	CREATIVITY AND INNOVATION	0	0	4	2	25	75	100					
Course Objectives	<ul style="list-style-type: none"> To understand about creativity and Innovation To learn the mechanism of thinking and visualization To know about the tools and techniques of creativity To develop the knowledge of using creativity in problem solving To understand the Innovation practices of modern business 												
Course Outcomes	The student should be made to							Knowledge Level					
	CO1: It develops the skills of creative thinking and Innovative skills							K6					
	CO2: It gives practice of correlating our thinking and converting it in to better visualization of actions.							K3					
	CO3: To become a better person in applying various techniques of creativity							K6					
	CO4: It enriches the skill of using creativity in solving the problems							K3					
	CO5: The students can proceed latest innovations according to the modern business requirements							K5					
	CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 - Weak									CO/PSO Mapping			
	COs	Programme Outcomes (POs)									PSOs		
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
	CO 1	2		3						2			
	CO 2		2					2				2	
	CO 3	2		3						2			
	CO 4					3	2					2	
CO 5							3	2			2		
Course Assessment methods													
Direct													
1. Continuous Assessment Test I, II													
2. Assignment													
3. End-Semester examinations													
Indirect													
Course – Creative Exercises													

Unit – I	INTRODUCTION	Periods	9
Define Creativity-Need for Creative and innovative thinking for quality – Essential theory about directed creativity, components of Creativity, Methodologies and approaches, individual and group creativity, organizational role in creativity, types of innovation, barriers to innovation, innovation process, establishing criterion for assessment of creativity & innovation.			
Unit – II	MECHANISM OF THINKING AND VISUALIZATION	Periods	9
Definitions and theory of mechanisms of mind heuristics and models : attitudes, Approaches and Actions that support creative thinking - Advanced study of visual elements and principles- line, plane, shape, form, pattern, texture gradation, color symmetry. Spatial relationships and compositions in 2 and 3 dimensional space - procedure for genuine graphical computer animation – Animation aerodynamics – virtual environments in scientific Visualization – Unifying principle of data management for scientific visualization – Visualization benchmarking			
Unit – III	CREATIVITY	Periods	9
Methods and tools for Directed Creativity – Basic Principles – Tools that prepare the mind for creative thought – stimulation – Development and Actions: - Processes in creativity ICEDIP – Inspiration, Clarification, Distillation, Perspiration, Evaluation and Incubation – Creativity and Motivation The Bridge between man creativity and the rewards of innovativeness – Applying Directed Creativity.			
Unit – IV	CREATIVITY IN PROBLEM SOLVING	Periods	9
Generating and acquiring new ideas, product design, service design – case studies and hands-on exercises, stimulation tools and approaches, six thinking hats, lateral thinking – Individual activity, group activity, contextual influences.			
Unit – V	INNOVATION	Periods	9
Achieving Creativity – Introduction to TRIZ methodology of Inventive Problem Solving - the essential factors – Innovator’s solution – creating and sustaining successful growth – Disruptive Innovation model – Segmentive Models – New market disruption - Commoditization and DE- commoditization – Managing the Strategy Development Process – The Role of Senior Executive in Leading New Growth – Passing the Baton-Idea generation,Methods,Evaluation of Idea Generation. Case study analysis.			
References		Total Periods	45
1	Rousing Creativity: Think New Now Floyd Hurr, ISBN 1560525479, Crisp Publications Inc. 2017.		
2	Geoffrey Petty,” how to be better at Creativity”, The Industrial Society 2018.		
3	Clayton M. Christensen Michael E. Raynor,” The Innovator’s Solution”, Harvard Business School Press Boston, USA, 2018.		
4	Semyon D. Savransky,” Engineering of Creativity – TRIZ”, CRC Press New York USA,” 2018.		
E-Resource			
1	www.hkpl.gov.hk		

22P2MBA07	OPERATIONS MANAGEMENT							3	0	0	4	25	75	100
Course Objectives	<ul style="list-style-type: none"> To learn about the basics of operations management To understand the forecasting, capacity planning and facility design in the industry To learn about the product designs, process and work systems To improve the knowledge based on materials management. To study about the scheduling methods and project management techniques 													
Course Outcomes	The student should be made to											Knowledge Level		
	Co1: It helps them to understand the various operations strategies											K2		
	Co2: To forecast and able to make clear decisions based on capacity planning, facility design.											K5		
	Co3: It improves the ability in design new product, process and work systems											K3		
	Co4: The students can able to apply the knowledge in managing the materials											K3		
	Co5: It develops the skill to make scheduling methods and project management in a better manner.											K6		
CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 - Weak											CO/PSO Mapping			
COs		Programme Outcomes (POs)									PSOs			
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3		
CO 1	3					2				2				
CO 2					3	2				2				
CO 3				2			3				2			
CO 4				2		2	3					2		
CO 5				2			3			2				
Course Assessment methods														
Direct														
1. Continuous Assessment Test I, II														
2. Assignment														
3. End-Semester examinations														
Indirect														
1. Course – Mini project about operations.														

UNIT I:

Production Management – Definition – Scope and Functions – Production System and Types of Production Systems – Plant Location – Factors influencing Plant Location – Plant Layout – Principles and Criteria of Plant Layout – Types of Plant Layout – Value Analysis and its procedure.

UNIT II:

Production Planning and Control – Objectives – Functions – Requirements of effective Production Planning and Control – Routing and Scheduling – Importance, Objectives and its Procedure.

UNIT III:

Inventory Control – Techniques – EOQ Analysis – ABC Analysis – Material Requirement Planning - Just in Time System – Lean Manufacturing.

Material Management: Objectives – Functions – Purchase Management – Vendor Rating.

UNIT IV:

Quality Control – Objectives – Importance – Inspection – Kinds of Inspection – KAIZEN – Key Elements of KAIZEN – Steps in Implementation – Quality Circles – Total Quality Management – Maintenance – Requirements for effective maintenance – Types of Maintenance – Material Handling – Objectives - Material Handling Equipments.

UNIT V:

Work Environment – Worker Safety – Major Components of Work Study – Method Study – Work Measurement – Techniques of Work Measurement – Steps Involved for Conducting Time Study – Steps in Method Study – Principles of Motion Economy. Case study analysis.

Text Book:

1. Panneer Selvam.R., Production and Operations Management, Prentice Hall of India, New Delhi.

Reference Books:

1. Saravanel.P and Sumathi.S, Production and Materials Management, Margham Publications, Chennai.
2. Rama Murthy.P, Production and Operations Management, New Age International.
3. Aswathappa.K, Sridhar Bhat.K, Production and Operations Management, Himalaya Publishing House.
4. Aggarwal, Kanna.L.N., Production Planning and Control, K.C.Jain Publications.
5. Khanna.R.B., Production and Operations Management, PHI.
6. Gupta.Dr.C.B., Operations Management and Control, Sultan Chand and Sons, New Delhi.
7. Khanna.P.O, Industrial Engineering and Management, DhantPat Rai Publications Pvt. Ltd.
8. Chunawalla.S.A. and Patel.D.R., Production and Operations Management, Himalaya Publishing House.

Note: The Question Paper should contain 80% marks for Theory and 20% marks for Problems

22P2MBA08	FINANCIAL MANAGEMENT
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|--------------------------|--|
| Course Objectives | <ul style="list-style-type: none"> • To study about the fundamentals of finance • To know about how investment decisions has been taken in business • To identify the nature of financial and dividend policies • To know about the working capital management and its role • To identify what are the various sources of long term finance |
|--------------------------|--|

Course Outcomes	The student should be made to	Knowledge Level
	CO1: It gains knowledge in dealing the fund management	K3
	CO2: It gives confidence to the students in making better investment decisions in business.	K4
	CO3: To practice and apply the various financial and dividend policies	K4
	CO4: It gives immense knowledge in handling day to day expenses	K3
	CO5: It develops the ability of generate and invest them for long term finance.	K6

CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 - Weak										CO/PSO Mapping		
COs	Programme Outcomes (POs)									PSOs		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
CO 1						2				2		
CO 2	2			3							2	
CO 3		2		2			2				2	
CO 4	2			2			2			2		
CO 5			2						3		2	

Course Assessment methods
Direct
<ol style="list-style-type: none"> 1. Continuous Assessment Test I, II 2. Assignment 3. End-Semester examinations
Indirect
<ol style="list-style-type: none"> 1. Course – Share market investment exercises

Unit	Unit Title	Intended Learning Chapters(K1- Knowledge Level) K2-Understanding Level)
1	Financial management	Financial Management –Introduction: Finance –Meaning-Importance of Finance- Business Finance –Meaning—Purpose of Business Finance- Financial Management –Meaning-Definition –Objectives of Financial Management –Theories of Finance-Finance Manager – Role and Functions.
2	Capital Budgeting	Capital Budgeting- Meaning-Definition –Concept of Capital Expenditure-Importance of Payback Capital Budgeting- Limitations of Capital budgeting - Capital budgeting Appraisal Methods –Payback Method-ARR Method – Discounted Cash Flow Method-Profitability Index Method-Problems.
3	Cost of Capital	Cost of Capital :Introduction –Meaning-Definition of Cost of Capital –Importance of Cost of Capital in Decision Making –Determination of Cost of Capital – Computations of Cost of Capital-Computation of Cost of Each Specific Sources of Finance-Computation of Weighted Average Cost of Capital-Problems
4	Leverages & capital structure	Leverages & Capital Structure: Meaning –Definition-Typesof Leverages-Significance-Limitations –Computations Different Types of Leverages-Problems. Capital Structure- Meaning-Definition-Patterns of Capital Structure-Theories of Capital Structure-Computation of Valuation of Firms- Problems.
5	Working Capital	Working Capital: Meaning –Definition of Working Capital –Types of Working-Factors Determining the working capital Requirements-Methods of Estimating working capital .Case study analysis.

Course Objectives	To understand the fundamental concepts of marketing To learn about various marketing strategies To know about various marketing mix decisions involved in sales To learn about the buyer behavior and its influence in sales To gain knowledge in undergo marketing research and to study about various marketing trends
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Course Outcomes	The student should be made to	Knowledge Level
	CO1: Apply the learned marketing concepts in business	K3
	CO2: Enrich the skill of applying suitable marketing strategies	K3
	CO3: Apply right marketing mix decisions for sales improvements	K3
	CO4: Gain knowledge about buyer behavior	K6
	CO5: Analyze the concept of recent marketing trends.	K3

		CO / PO Mapping <small>(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 - Weak</small>					CO/PSO Mapping					
COs	Programme Outcomes (POs)									PSOs		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
CO 1	2						3			2		
CO 2				3			3					2
CO 3			2		3					2		
CO 4	2						3				2	
CO 5						3		3			2	

Course Assessment methods

Direct
1. Continuous Assessment Test I, II 2. Assignment 3. End-Semester examinations
Indirect
1. Course – Marketing survey

UNIT - I

Marketing: Definition, importance and scope – Core marketing concepts, Company orientation towards marketplace – Marketing and customer value – Creating value, and customer relationship – Analyzing consumer markets - Identifying market segments and targets.

UNIT - II

Product characteristics and classifications – Product differentiation – Product and brand relationship - Packaging and labeling- New product development – Product life cycle marketing strategies – Brand equity – Measuring brand equity - Devising a branding strategy – Crafting the brand positioning.

UNIT - III

Pricing: Understanding pricing – Setting the price – Pricing Methods - Adapting the price – Initiating and responding to price changes. Physical distribution: Marketing channels and value networks – Role of marketing channels – Channel design decisions – Channel management decisions – Channel conflict management.

UNIT - IV

Retailing - Private Labels – Wholesaling – Market logistics - Promotion: Role of marketing communication – Developing effective communication – Deciding the communication mix – Advertising (objective, budget) – Sales promotion (objectives, major decisions) – Events and experiences, Public relations.

UNIT - V

Direct marketing – Interactive marketing – Word-of-mouth - Personal selling: Designing and managing sales force – Principles of personal selling - Trends in marketing practices: Internal marketing – Socially responsible marketing – Marketing implementation and control – Future of marketing. Case study analysis.

TEXT BOOK:

1. *Philip Kotler, Kevin Lane Keller, Abraham Koshy and Mithileswar Jha. 2020. **Marketing Management**. [Thirteenth Edition]. Pearson Education, New Delhi.*

REFERENCE BOOKS:

1. *Ramaswamy, V.S and Namakumari S, 2020. **Marketing Management**. [Fifth Edition]. Macmillan India Ltd, New Delhi.*
2. *Rajan Saxena. 2019. **Marketing Management**. [six Edition]. Tata-McGraw Hill, New Delhi.*

22P2MBA10	HUMAN RESOURCE MANAGEMENT														
Course Objectives	<ul style="list-style-type: none"> • To learn about the basic perspectives of HRM • To understand about the recruitment and selection procedures followed in an organization • To know about various training methods followed in an organization • To identify the factors which makes the employees sustaining their interest • To learn about the importance of performance evaluation and control process. 														
Course Outcomes	The student should be made to											Knowledge Level			
	CO1: Gain better knowledge of HRM fundamentals.											K2			
	CO2: Apply better recruitment and selection procedures											K3			
	CO3: Analyze and practice the suitable training methods											K3			
	CO4: Enrich the employees' interest and to retain better employees											K6			
	CO5: Apply suitable performance evaluation and control technique for better organizational decisions											K3			
	CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 - Weak									CO/PSO Mapping					
	Cos	Programme Outcomes (POs)									PSOs				
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3		
	CO 1	2	3		2						2				
	CO 2				3	2						2			
	CO 3				2			2					2		
	CO 4		2								2				
CO 5			2		3						2				
Course Assessment methods															
Direct															
<ol style="list-style-type: none"> 1. Continuous Assessment Test I, II 2. Assignment 3. End-Semester examinations 															
Indirect : Case study discussions															

1	Introduction to HRM	Introduction – Meaning and Definition, Nature, Scope, Objectives and Importance of HRM – Functions of HRM - Role of Human Resource Manager – Computer Applications in Human Resource Management – Human Resource Accounting and Audit.
2	Process of HRM	Human Resource Planning – Importance – Process - Forecasting Human Resource Requirement – Techniques - Matching supply and demand - Recruitment and Selection – Sources of Recruitment – Selection of Employees - Difference between recruitment and selection – Procedures for selection – Tests - Interview – Types of Interview – Process of conducting interview.
3	Training and Development	Training - Meaning and Definition- Types of Training Methods – Reasons – Benefits – Resistance – Executive Development Programmes (EDP) – Common practices - Benefits – Self Development – Knowledge Management - Compensation Plan – Reward – Career Management – Development of Mentor.
4	Performance evaluation methods	Method of performance evaluation – Feedback – Industry Practices - Promotion, Demotion, Transfer and Separation – Implication of job change - The Control Process – Importance – Methods – Requirement of Effective Control Systems – Grievances – Causes – Implications – Redressal Methods.
5	Worker's participation	Workers Participation in Management – Evolution of Participative Management – Structure – Functions – Nature and Benefits of Participation – Types and Degree of Participation – Quality Circle – Organization for Quality Circle – Grievance Handling Procedure. Case study analysis.

Reference Books

1. Agarwal, A.N., 2020 Indian Economy; Nature, Problems and Progress, Vikas Biraj Praksah, New Delhi
2. Aswathappa.K, Human Resources and Personnel Management TMH, New Delhi.
3. Luis R.Gomez-Mejia, David B.Balkin, Robert L Cardy, Managing Human Resource, PHI Learning. 2020
4. Bernadin , Human Resource Management, Tata Mcgraw Hill ,8th edition 2019.

22P2MBA11	MANAGEMENT INFORMATION SYSTEM														
Course Objectives	<ul style="list-style-type: none"> To learn about the various types of Information system To understand the process involved in system analysis and design To learn the database management system process To gain in depth knowledge in security, control and reporting To learn the new IT initiatives 														
Course Outcomes	The student should be made to										Knowledge Level				
	CO1: Apply the best suitable information system according the business nature										K3				
	CO2: Know the system design for better performance										K3				
	CO3: Analyze to apply database management system to take better decisions										K3				
	CO4: Execute and practice best control techniques and effective reporting process.										K6				
	CO5: Gain better IT knowledge in information processing										K3				
CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 - Weak										CO/PSO Mapping					
COs		Programme Outcomes (POs)								PSOs					
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3		
CO 1		3	2								2				
CO 2			2		3								2		
CO 3			2			3					2				
CO 4				3	2	3		2				2			
CO 5		2				2	2					2			
Course Assessment methods															
Direct															
<ol style="list-style-type: none"> Continuous Assessment Test I, II Assignment End-Semester examinations 															
Indirect : Lab practice in systems															

Unit - I	INTRODUCTION	Periods	10
Data, Information, Intelligence, Information Technology, Information System, System development methodologies,			

Unit - II	SYSTEM ANALYSIS AND DESIGN	Periods	10
Functional Information Systems, DSS, EIS, International Information System.			
Unit - III	DATABASE MANAGEMENT SYSTEMS	Periods	9
DBMS – HDBMS, NDBMS, RDBMS, OODBMS, Query Processing, SQL, Concurrency Management, Data warehousing and Data Mart			
Unit - IV	SECURITY, CONTROL AND REPORTING	Periods	8
Security, Testing, Error detection, Controls, IS Vulnerability, Computer Crimes, Securing the Web, Intranets and Wireless Networks, Software Audit, Ethics in IT, User Interface and reporting.			
Unit - V	NEW IT INITIATIVES	Periods	8
Role of information management in ERP, e-business, e-governance, Data Mining, Business Intelligence, Cloud computing, CMM-Recent Trends in IT initiatives-Case Studies.			
References		Total Periods	45
1	Robert Schulthe is and Mary Summer, Management Information Systems – The Managers View, Tata McGraw Hill, 2018.		
2	Kenneth C. Laudon and Jane Price Laudon, Management Information Systems – Managing the digital firm, PHI Learning / Pearson Education, PHI, Asia, 2018.		
Further Readings			
1	Rahul de, MIS in Business, Government and Society, Wiley India Pvt Ltd, 2018.		
2	Gordon Davis, Management Information System : Conceptual Foundations, Structure and Development, Tata McGraw Hill, 21st Reprint 2018.		
3	Haag, Cummings and Mc Cubbrey, Management Information Systems for the Information Age, McGraw Hill,. 9th edition, 2018.		
E-Resource			
1	https://elearning.scranton.edu		

RESOURCE MANAGEMENT TECHNIQUES**Course Objectives**

- Ability to understand and analyze managerial problems in industry so that they are able to use resources (capitals, materials, staffing, and machines) more effectively.
- Knowledge of formulating mathematical models for quantitative analysis of managerial problems in industry.
- Skills in the use of Operations Research approaches and computer tools in solving real problems in industry.
- Mathematical models for analysis of real problems in Operations Research in Management.

Course Outcomes

The student should be made to	Knowledge Level
CO1: To provide knowledge about the basic (Optimization) programming techniques models commonly used in business decision-making.	K3
CO2: To study the applications, methods, and interpretations to various business and management related situations.	K5
CO3: To inculcate in the students 'situation oriented –application thinking' approach towards a number of areas of Operations Research.	K3
CO4: It helps to apply knowledge in decision making under risk.	K3
CO5: Gives immense application of queuing theory in operations research.	K2

CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 - Weak										CO/PSO Mapping		
COs	Programme Outcomes (POs)									PSOs		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
CO 1	2	3		2						2		
CO 2					3	2				2		
CO 3		2										2
CO 4					3	3					2	
CO 5	2		3							2		

Course Assessment methods**Direct**

1. Continuous Assessment Test I, II
2. Assignment
3. End-Semester examinations

Indirect : Statistical problems exercises

UNIT I:

Operations Research and Linear Programming: Introduction to Operations Research – Evaluation – Definition – Scope – Model and Limitations of Operations Research – Linear Programming – Formulation – Graphical Solution.

UNIT II:

Transportation and Assignment Models: Transportation Model – North West Corner Rule – Least Cost Method – Vogel's Approximation Method – Test for Optimality – MODI Method – Assignment Problems – Hungarian Method.

UNIT III:

Game Theory and Decision Theory: Game theory – Meaning and characteristics – Saddle point – Dominance property – Algebraic and Graphical solution – Decision theory and its applications – Decision making under risk – Uncertainty in decision making – Mini max – Maximin – Regret – Laplace Hurwicz Criteria.

UNIT IV:

Queuing Theory and Sequencing Model: Queuing Theory: General Structure of Queuing System – Operating Characteristics of Queuing System – M/M/I Model – Problems; Sequencing Problem – Processing N Jobs Through Two Machines – Processing N Jobs Through Three Machines.

UNIT V:

Simulation and Network Analysis: Simulation – Meaning and Types – Steps – Monte Carlo Simulation – Problems on Inventory, Queuing and Maintenance - Networks Analysis – Programme Evaluation and Review Technique (PERT) – Critical Path Method (CPM). Case study analysis.

Text Book:

1. Sharma.J.K., Operations Research, Theory and Applications, Macmillan Publishers India Ltd., 7th Edition 2021.

Reference Books:

1. Kapoor .V.K - Operations Research Sultan Chand & Sons, 2018.

2. Srinivasan.G - Operations Research: Principles and Applications, PHI, 3rd Edition, 2018.

Wayne L. Winston - Operations Research: Applications and Algorithms Boork/ Cole, 4th Edition, 2019.

22P2MBA12	RESEARCH METHODOLOGY
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Course Objectives	<ul style="list-style-type: none"> • It helps to learn the purpose of research • It helps the students to learn about the research design and how it is measured • It helps to know the process of data collection by students. • It helps to learn how to make data preparation and analysis by students. • It teaches them to know research design, writing and ethics of business research
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Course Outcomes	The student should be made to	Knowledge Level
	CO1: To apply the basic concepts of research in business	K3
	CO2: It develops them to be a researcher in handling the research problem	K6
	CO3: To enrich them in become expertise of researcher	K6
	CO4: It develops the ability of analyzing the research problem effectively	K6
	CO5: It improves their research knowledge.	K3

CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 - Weak										CO/PSO Mapping		
COs	Programme Outcomes (POs)									PSOs		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
CO 1	3							2		2		
CO 2	2							3				2
CO 3	2			3			2			2		
CO 4						3		2			2	
CO 5	2							2	2		2	

Course Assessment methods
Direct
<ol style="list-style-type: none"> 1. Continuous Assessment Test I, II 2. Assignment 3. End-Semester examinations
Indirect : SPSS Application

1	Basics of Research	Basics of Research: Research Meaning, Scope and Objectives – Types of Research – Research Vs. Research Methodology – Research Process - Relevance of Research for Decision Making in various Functional Areas of Management.
2	Research Problem, Hypothesis, Research Design, Sampling Design.	Problem Definition– Techniques, Hypothesis, Types - Formulation of Research Hypothesis - Choosing the Appropriate Research Design – Sampling Design – Techniques –Steps - Sample Size Determination - Precautions – Errors.
3	Measurement and Scaling Techniques	Measurement and Scaling Techniques - Data Collection - Primary Data and Secondary Data – Methods of Collection – Questionnaire Design – Essentials of a Good Questionnaire – Pre Testing of Questionnaire – Pilot Study – Merits and Demerits of Questionnaire – Use of Schedules – Structured and Unstructured Interviews – Observation Method, Use of Secondary data in research.
4	Processing and Analysis of Data	Processing and Analysis of Data: Editing – Types of Editing – Guidelines for Editing - Coding – Classifications – Tabulation – Need, Nature and Guidelines – Ungrouped and Grouped Frequency Tables, Charts and Diagrams – Use of Computer Packages for Data Analysis – Application of Statistical Tests and Interpretation of Test of Results.
5	Presentation of Research Results	Presentation of Research Results - Organizing a Research Report - The Significance Report – Steps in Writing Report - The Integral Parts of a Report – Types of Reports – Precautionsfor Writing Research Reports, Plagiarism Check – Need, Importance. Case study analysis.

Reference:

Text Book:

1. Kothari.C.R., Gaurav Garg - Research Methodology – Methods and Techniques 4th Edition, 2018.

Reference Books:

1. Cooper – Business Research Methods Tata McGraw Hill Education 9th Edition 2020.
2. Donald Cooper, Pamela Schnider – Business Research Methods, McGraw Hill Higher Education, 12th Edition 2018.
3. William J.Goode P.K.Hatt – Methods in Social Research McGraw Hill Inc,2018

Journals and Documents

1. Journal of Mixed Methods Research (JMMR)
2. International Journal of Research Methodology.
3. International Journal of Research in Social Science.

22P2MBA02	DATA ANALYSIS AND BUSINESS MODELING
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Course Objectives	<ul style="list-style-type: none"> • To gain knowledge about various accounting packages • To learn about hypothesis, correlation and regression • To know about portfolio selection, revenue management methods • To learn transportation and assignment, networking models • To learn about queuing theory, Inventory models
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Course Outcomes	The student should be made to	Knowledge Level
	CO1: They can apply various accounting packages in business	K3
	CO2: It develops the research knowledge in applying statistical tools	K3
	CO3: To make them to apply portfolio, revenue management models in business	K3
	CO4: It gives experience in applying transportation, assignment and networking procedures in business models	K3
	CO5: It develops the skill of managing the inventory	K6

		CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 - Weak								CO/PSO Mapping		
COs	Programme Outcomes (POs)									PSOs		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
CO 1		2	3								2	
CO 2				3		2					2	
CO 3		3		2						2		
CO 4	3					2		2				2
CO 5	3			2		2				2		

Course Assessment methods
Direct
<ol style="list-style-type: none"> 1. Computer – Software practices 2. End-Semester examinations
Indirect : Exercise problems

S.No.	Exp No.	Name of the experiments	Duration
1	1	Accounting Packages	4
2	2	Descriptive Statistics	4
3	3	Hypothesis – Parametric	4
4	4	Hypothesis – Non-parametric	4
5	5	Correlation & Regression	4
6	6	Forecasting	4
7	-	Extended experiment – 1	4
8	7	Portfolio Selection	4
9	8	Revenue Management	4
10	-	Extended experiment – 2	4
11	9	Transportation & Assignment	4
12	10	Networking Models	4
13	11	Queuing Theory	4
14	12	Inventory Models	4
15	-	Extended experiments – 3	4
Total			60

Periods

1	Personal Computers – 30 nos
2	Any licensed Spreadsheet and Analysis software like Microsoft Excel, SPSS etc– 30 user Licenses

E-Resource

1	www.udemy.com
2	www.coursera.org
3	www.lynda.com

22P3MBA13	STRATEGIC MANAGEMENT
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Objective	<ul style="list-style-type: none"> • It helps to learn the nature of strategy • It helps the students to learn about the importance of competitive strategy • It helps them to know the various strategy and its impact in business • It helps them to learn the strategy implementation process • It teaches them to know what are the other strategic issues involved
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Course Outcomes	The student should be made to	Knowledge Level
	CO1: Apply the suitable strategy for business	K3
	CO2: Enriching in formulating various competitive strategies	K4
	CO3: Enhance in become expertise in formulating various strategy	K3
	CO4: Develop the ability of strategy implementation process	K5
	CO5: Improve the confidence in solving various strategic issues	K2

		CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak								CO/PSO Mapping		
COs	Programme Outcomes (POs)									PSOs		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
CO 1	3							2			2	
CO 2	2							3		2		
CO 3	2			3			2				2	
CO 4						3		2				2
CO 5	2							2	2		2	

Course Assessment methods

Direct
<ol style="list-style-type: none"> 1. Continuous Assessment Test I, II 2. Assignment 3. End-Semester examinations
Indirect : Case studies

Unit	Unit title	Intended learning chapters (k1-knowledge level) (k2-understanding level)
1	Introduction to strategy:	Strategy: meaning and definition-differences between policy, strategy and tactics-levels of strategy-strategic management: meaning- importance-benefits-process of strategic management-strategies and their role in strategic management.
2.	Strategy formulation	Strategy formulation: vision and mission statements-goals and objectives-external environments: market-technological-suppliers- economic-regulatory-political-socio-cultural-and international environment-techniques of environment analysis-internal competencies and resources; organizational capability profile- strategic advantage profile-value chain analysis
3	Strategy alternatives	Strategy alternatives: corporate level strategies-grand strategies-stability-expansion-retrenchment-combination-business level strategies-porters generic business strategies
4	Strategic analysis choice and	Strategic analysis and choice: corporate level strategic analysis-boston consulting group(BCG) matrix-general electric nine cell matrix-SWOT analysis-business level strategic analysis-Michael porters five force model-mc Kinsley's 7s framework
5	Strategy implementation and evaluation	Strategy implementation and evaluation: project and procedural implementation-resources allocation-structural-behavioral-functional and operational implementation-strategic evaluation and control- skills for strategies: problems solving and decision makes skills-forward planning and strategic thinking skills-leadership skills. Case study analysis.

Reference Books:

1. Charles W.L.Hill and Gareth R. Jones, Strategic Management Theory: An Integrated Approach, Houghton Mifflin Company, Princeton New Jersey, All India Publishers and Distributors.
2. Thomas L. Wheelen and J. David Hunger, Concepts of Strategic Management and Business Policy, Pearson Education.
3. Azhar Kazmi, Business Policy and Strategic Management, Tata McGraw Hill Publishing Company Ltd.
4. A Nag, Strategic Management, Vikas Publishing House Pvt. Ltd

Unit - I	INTRODUCTION	Periods	10									
22P3MBA14	INTERNATIONAL BUSINESS MANAGEMENT											
Objective	<ul style="list-style-type: none"> To familiarize the students to the basic concepts of international business management To learn the strategies involved in international trade and investment To understand the functions of international strategic management To update their knowledge in production, marketing, finance, hr of global business To understand the process of conflict management in IBM. 											
Course Outcomes	The student should be made to	Knowledge Level										
	CO1: To become familiar with global business environment	K3										
	CO2: It enriches them to practice international trade and investment	K4										
	CO3: To enrich them to frame strategies for global market	K4										
	CO4: It makes them to concentrate on all fields of global business	K3										
	CO5: It gives confidence in managing conflict and ethics in IBM	K2										
CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak		CO/PSO Mapping										
COs	Programme Outcomes (POs)									PSOs		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
CO 1	3							2		2		
CO 2	2					3						2
CO 3	2			3			2			2		
CO 4						3		2			2	
CO 5	2							2	2		2	
Course Assessment methods												
Direct												
<ol style="list-style-type: none"> Continuous Assessment Test I, II Assignment End-Semester examinations 												
Indirect : Case studies												

International Business –Definition – Internationalizing business-Advantages – factors causing globalization of business- international business environment – country attractiveness –Political, economic and cultural environment – Protection Vs liberalization of global business environment.			
Unit - II	INTERNATIONAL TRADE AND INVESTMENT	Periods	8
Promotion of global business – the role of GATT/WTO – multilateral trade negotiation and agreements – Challenges for global business – global trade and investment– theories of international trade– Need for global competitiveness – Regional trade block – Types – Advantages and disadvantages – RTBs across the globe – brief history.			
Unit - III	INTERNATIONAL STRATEGIC MANAGEMENT	Periods	9
Strategic compulsions-Standardization Vs Differentiation – Strategic options – Global portfolio management-global entry strategy – different forms of international business – advantages -organizational issues of international business – organizational structures – controlling of international business – approaches to control – performance of global business- performance evaluation system			
Unit - IV	PRODUCTION, MARKETING, FINANCIAL AND HUMAN RESOURCE MANAGEMENT OF GLOBAL BUSINESS	Periods	8
Global production –Location –scale of operations- cost of production – Make or Buy decisions – global supply chain issues – Quality considerations- Globalization of markets, marketing strategy – Challenges in product development , pricing, production and channel management- Investment decisions – economic-Political risk – sources of fund- exchange –rate risk and management – strategic orientation – selection of expatriate managers- Training and development – compensation.			
Unit - V	CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL BUSINESS MANAGEMENT	Periods	10
Disadvantages of international business – Conflict in international business- Sources and types of conflict – Conflict resolutions – Negotiation – the role of international agencies –Ethical issues in international business– Ethical decision-making. Case study analysis.			
References		Total Periods	45
1	Charles W.I. Hill and Arun Kumar Jain, International Business, 6th edition, Tata McGraw Hill, New Delhi, 2018.		
2	John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, 12th Edition,New Delhi, 2018		
Further Readings			
1	K. Aswathappa, International Business,6th Edition, Tata Mc Graw Hill, New Delhi, 2019		
2	Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business, 7th Edition, Cengage Learning, New Delhi, 2010		
3	Rakesh Mohan Joshi, International Business, Oxford University Press, New Delhi, 2019		
E-Resource			
1	online.norwich.edu		
2	internationalbusinessguide.org		

22P3MBAP04	Indian Ethos and Values													
Course Objectives	<ul style="list-style-type: none"> To understand the sources of moral ideas in Indian Tradition. To learn the meaning of ethics in Indian tradition to connect company and cause compassion into an working environment Understanding Indian heritage in business in order to incorporate value system in the working culture To learn how the ethical values, myths, ethical codes and ethical principles are used in business It is designed to prepare students to handle challenges facing in business environment and to apply the Indian ethical principles to resolve the conflicts in an organisation. 													
Course Outcomes	The student should										Knowledge Level			
	CO1: Be exposed to the various elements of Indian ethos and management lessons from Indian scriptures.										K3			
	CO2: Understand the Indian system of learning and the concepts of karma.										K3			
	CO3: Learn the work ethos and values and its relevance to management.										K3			
	CO4: Practice the concepts of management of stress.										K3			
	CO5: Know the concepts of Indian ethos and personality development.										K6			
	CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 - Weak									CO/PSO Mapping				
	COs	Programme Outcomes (POs)									PSOs			
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2		PSO 3
	CO 1	3		2	2	1					2			
	CO 2		1		2									2
	CO 3	3	3	1				2				2		
	CO 4	3			2	1	1				2			
CO 5	2	2	3	1						2				
Course Assessment methods														
Direct														
1. Seminar														
Indirect : Assignments														

SEMINAR TOPICS

1. Indian Heritage in Business and Management – Quality, Economics of giving, Law of Karma, The matrix of vendantic philosophy and wisdom in aid of contemporary management.

2. Ethics in Business - Religious view, Ethics policy, Scholars view on ethics.

3.Values - Science and human values, Aristotle view, Application of Values, Holistic Approach for Managers in Decision Making ,Trans-cultural Human Values in Management, Secular Versus Spiritual Values in Management

4. Indian perspective on general and functions of management - Planning, Organizing, Leadership, Control Communication, Decision making- Holistic Approach, Organization Behaviour

5. Self-Management - Personal growth and lessons from Ancient Indian Education System, Techniques for Time Management, Stress management and Anger management

6. Leadership - Meaning, Contemporary Approaches to Leadership, Joint Hindu Family Business – Leadership Qualities of Karta

7. Indian Ethos and Personality Development

8. Trans-cultural human values in management education

9. Relevance of Value Based Management in Global Change, Impact of Values on Stakeholders, Employees, Customers, Government, Competitors and Society.

10. Emerging trends - Indian Ethos and Corporate Governance, Relevance of Gandhian Thought for the contemporary manager

Reference Books

1. Nandagopal, Ajith Shanker, Indian Ethos and Values in Management , Tata McgrawHill,2019
2. Khandelwal Indian Ethos and Values for Managers, Himalaya Publishing House, 2019.
3. Biswanath Ghosh, Ethics In Management and Indian Ethos,Vikas Publishing House,2019.
4. Joseph Des Jardins, An Introduction to Business Ethics , Tata Mc Graw Hill,2019.
5. Management by Values, Oxford University Press, New Delhi, 2018
6. Rinku Sanjeev, Parul Khanna, Ethics and Values in Business Management, Ane Books Pvt. Ltd., 2019
7. Rao. A.B,Business Ethics and Professional values, Excel Books, 2017
8. Gandhi M K, The Story of My Experiment with Truth, Navjivan Publishing House,Ahmedabad, 2019.

HUMAN RIGHTS

Objectives

1. To know the basic knowledge about human rights.
2. To create the awareness about the women's rights and various councils.

Learning Outcomes

1. To explain how individual differences in personality, perception and attitude contribute to organizational behavior.
2. To develop group dynamic and team skills.

CO NUMBER	CO STATEMENT	KNOWLEDGE LEVEL
C01	Explain the basic concepts about Human rights.	K2
C02	Discuss Fundamental rights	K2
C03	Classify National human rights commission and its function	K3
C04	Ability to write the Constitutional provisions of HR	K2
C05	Ability to apply Instruments on the rights of children	K3

UNIT-1

Definition- characteristics- Principles-Theories: Theory of natural rights, social welfare theory, legal theory, classification-international instruments of human rights universal declaration of FIR – International covenant on wire, economic, social and cultural and political rights.

(6 Hours)

UNIT-II

Fundamental rights part iii of the constitution- directive principles part IV of the constitution- the criminal procedure code 1973-protection of civil rights 1955-the schedule caste and scheduled tribe act 1989- optional protocol to international covenant on wire and political rights.

(6Hours)

UNIT- III

National HR commission- state human rights commission- national commission for women 1990- national commission for minorities- national commission for scheduled caste and scheduled tribe- their powers and functions.

(6 Hours)

UNIT-IV

Constitutional provisions: Articles 17,15,15(3),16,39(a),39(b),39(c) and 42 of the constitution- legal provisions the employees state insurance act 1948, family court act 1954, the special marriage act 1954, the Hindu marriage act 1995, the maternity benefit act, 1901(amended in 1955), dowry prohibition act 1961, the equal remuneration act 1976, prohibition of child marriage act 2006, the factories act 1986. The protection of women from domestic violence act 2005.

(6 Hours)

UNIT-V

Instruments on the rights of children- refugees and HR- certain incidents that pose a threat to hr- educational rights- rights to employment- right to information act 2005.

(6 Hours)

Topics beyond the Syllabus

1. Human trafficking.
2. Emotional abuse.
3. Dating violence.

Text Book

1. **Eric Berne** The Psychology of Human Relationships 2015
2. **Peter Joseph** -The New Human Rights Movement 2016

Reference book

1. **Jack Donnelly**-Universal Human Rights in Theory and Practice, Eight Edition 2016

Websites

- 1.<http://blog.amnestyusa.org/africa/top-10-summer-reading-list-for-human-rights-advocates/>
- 2.<http://www.ohchr.org/Documents/Events/WHRD/WomenRightsAreHR.pdf>

22P4MBA15	ENTREPRENEURSHIP DEVELOPMENT													
Objective	<ul style="list-style-type: none"> To develop the ability to become entrepreneurial competent It helps to understand the various entrepreneurial environment It helps the students to make the business plan preparation It enriches them to launch small business It helps to understand how to manage small business 													
Course Outcomes	The student should be made to											Knowledge Level		
	CO1: To become an competent entrepreneur by developing skills											K2		
	CO2: It enriches them to adapt the various entrepreneurial environment											K3		
	CO3: To enrich them to apply business plan											K2		
	CO4: It makes them to carry out successfully small business activities											K1		
	CO5: It gives confidence in managing small business activity											K2		
CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak										CO/PSO Mapping				
COs		Programme Outcomes (POs)								PSOs				
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3	
CO 1		3							2		2			
CO 2		2							3				2	
CO 3		2		3				2			2			
CO 4						3			2			2		
CO 5		2							2	2		2		
Course Assessment methods														
Direct														
1. Continuous Assessment Test I, II														
2. Assignment														
3. End-Semester examinations \														
Indirect : Case studies														

UNIT I:

Concept of Entrepreneur and Entrepreneurship – Major Entrepreneurial Competencies
– Qualities of Successful Entrepreneur - Types of Entrepreneur – Knowledge and Skills required for Entrepreneur – Women Entrepreneur – Growth of Entrepreneurship in India.

UNIT II:

Entrepreneurial Environment – Economic and Non Economic Factors – Entrepreneurial Motivation – Need, Objectives, Contents, Phases and Evaluation of EDPs.

UNIT III:

Project Identification and Selection – Project Formulation – Significance, Contents and formulation of a Project Report – Project Appraisal – Methods of Project Appraisal.

UNIT IV:

Institutional Finance – Term Lending Institutions – Commercial Banks – State Finance Corporations – TIIC – Technical Support Small Industries Development Bank of India (SIDBI), Small Industries Service Institute (SISI), District Industries Centre (DIC), SIDCO, SIPCOT and ITCOT.

UNIT V:

Government Policy for Small Scale Enterprises - Growth Strategies - Product Launching - Monitoring and Evaluation of Small Business – Industrial Sickness – Causes & Consequences – Preventing Sickness. Case study analysis.

1. Acquire the knowledge and skills required for a Entrepreneur.
2. Assess the various factors that exist in Entrepreneurial Environment.
3. Evaluate and organize a good Project.
- 4) Describe the role and functions of Institutional Finance and Institutional Support
- . 5) Monitor the Government Policy and Curb Industrial Sickness.

Text Book:

- S.S.Khanka, Entrepreneurial Development, S.Chand and Company Limited, New Delhi.

Reference Books:

1. Prasanna Chandra, Project Planning, Analysis, Selection Implementation & Review, Tata Mc Graw Publications.
2. Jain.P.C., Hand Book for New Entrepreneur, Oxford University Press, New Delhi.
3. Hisrich, Entrepreneurship, Tata Mc Graw Hill, New Delhi.

22P4MBA16	CORPORATE ETHICS, GOVERNANCE AND SOCIAL RESPONSIBILITY												
Objective	<ul style="list-style-type: none"> To understand the basic concepts of business ethics To gain knowledge in understanding the conceptual framework of corporate governance To learn the procedure to manage the corporate To understand the role and functions of board committees To gain knowledge about corporate social responsibility 												
Course Outcomes	The student should be made to											Knowledge Level	
	CO1: It helps them to apply business ethics systematically											K2	
	CO2: It enriches them to follow corporate governance procedures											K2	
	CO3: It builds confidence in managing the corporate activities											K3	
	CO4: It makes them to perform role of board committees											K4	
	CO5: It helps them to apply CSR activities for the social development											K3	
CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak										CO/PSO Mapping			
COs	Programme Outcomes (POs)									PSOs			
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3	
CO 1	3							2			2		
CO 2	2				3								2
CO 3	2			3			2						
CO 4						3		2		2	2		
CO 5	2								2	2			
Course Assessment methods													
Direct													
1. Continuous Assessment Test I, II 2. Assignment 3. End-Semester examinations													
Indirect : Case studies													

Unit - I	BUSINESS ETHICS	Periods	12
Concept of business ethics; various approaches to business ethics; ethical theories; ethical governance; social responsibility—an extension of business ethics; the concept of corporate ethics; benefits of adopting ethics in business; ethics programme; code of ethics; ethics committee.			
Unit - II	CONCEPTUAL FRAMEWORK OF CORPORATE GOVERNANCE	Periods	12
Evolution of corporate governance; developments in India; regulatory framework of corporate governance in India			

Unit - III	CORPORATE MANAGEMENT	Periods	12
Management vs. Governance; chairman- qualities of a chairman, powers, responsibilities and duties of a chairman; chief executive officer (CEO), role and responsibilities of the CEO; separation of roles of chairman and CEO; CFO; manager; company secretary; auditor.			
Unit - IV	ROLE AND FUNCTIONS OF BOARD COMMITTEES	Periods	12
Standing committees, ad-hoc committees, task force committees, advisory committees; powers, functions and duties of board committees; limitations of board committees; statutory committees of board- audit committee, remuneration committee, nomination committee, compliance committee, shareholders grievance committee, investors relation committee, investment committee, risk management committee, other committees.			
Unit - V	CORPORATE SOCIAL RESPONSIBILITY (CSR)	Periods	12
Meaning; corporate philanthropy; CSR-an overlapping concept; corporate sustainability reporting; CSR through triple bottom line; CSR and business ethics; CSR and corporate governance; environmental aspect of CSR; CSR models; drivers of CSR; global reporting initiatives; major codes on CSR; initiatives in India. Case study analysis.			
References		Total Periods	60
1	Blowfield, Michael, and Alan Murray, Corporate Responsibility, Oxford University Press.		
2	Francesco Perrini, Stefano, and Antonio Tencati, Developing Corporate Social Responsibility-A European Perspective, Edward Elgar.		
3	Mallin, Christine A., Corporate Governance (Indian Edition), Oxford University Press, New Delhi.		
Further Readings			
1	Sharma, J.P., Corporate Governance, Business Ethics & CSR, Ane Books Pvt Ltd, New Delhi.		
2	Sharma, J.P., Corporate Governance and Social Responsibility of Business, Ane Books Pvt. Ltd, New Delhi.		
E-Resource			
1	www.csr.edu.in		

22PMBAM01	BRAND MANAGEMENT																																																						
Objective	<ul style="list-style-type: none"> • Develop a consumer-centric approach to building, measuring and evaluating strategies that build brand equity for new and existing brands. • Identify important issues related to planning and implementing brand strategies for a diverse group of marketing offerings (e.g., products, services, industrial goods, non-profits, etc.). • Learn how to identify brand meaning and to measure brand strength for any particular market offering. • Apply branding principles and marketing communication concepts and frameworks to achieve brand management goals and improve marketing performance. 																																																						
Course Outcomes	The student should be made to											Knowledge Level																																											
	CO1: It helps to create the brand image for the business											K2																																											
	CO2: It enriches to enrich knowledge various brand strategies for sales											K2																																											
	CO3: It builds confidence in deriving results of based on effective brand communications											K3																																											
	CO4: It makes them to perform brand extension activities globally											K4																																											
	CO5: It helps to apply brand audit and brand promotion systematically.											K5																																											
	CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak									CO/PSO Mapping																																													
	COs		Programme Outcomes (POs)							PSOs																																													
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3																																										
	CO 1	3					3				2																																												
	CO 2	2							3				2																																										
	CO 3	2			3			2			2																																												
	CO 4						3		2			2																																											
CO 5	2					2		2			2																																												
Course Assessment methods																																																							
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Direct																																																							
1. Continuous Assessment Test I, II . 2. Assignment 3. End-Semester examinations																																																							
Indirect : Case studies																																																							
Unit - I	INTRODUCTION										Periods	8																																											
Brand History and Overview - Basics Understanding of Brands – Definitions - Branding Concepts – Functions of Brand - Significance of Brands – Different Types of Brands – Co branding – Store brands - Review of brand management and brand leadership ideas																																																							
Unit - II	BRAND STRATEGIES										Periods	10																																											
Strategic Brand Management process – Building a strong brand – Brand positioning – Establishing Brand values – Brand vision – Brand Elements – Branding for Global Markets – Competing with foreign brands - Developing marketing and communication programs for brands.																																																							
Unit - III	BRAND COMMUNICATION										Periods	8																																											
Brand image Building – Brand Loyalty programmes – Brand Promotion Methods – Role of Brand ambassadors, celebrities – On line Brand Promotions.																																																							
Unit - IV	BRAND EXTENSION										Periods	9																																											
Brand Adoption Practices – Different type of brand extension – Factors influencing Decision for extension – Re-branding and re-launching.																																																							
Unit - V	BRAND PERFORMANCE										Periods	10																																											

Measuring Brand Performance – Brand Equity Management – Global Branding strategies – Brand Audit – **Branding research and brand measurement** – Brand Leverage – Role of Brand Managers – Branding Challenges & Opportunities. Case study analysis.

References		Total Periods	45
1	Brand Management - Emmanuel Mogaji (Author) - Palgrave Macmillan; 1st ed. 2021 edition (21 March 2021)		
2	Global Brand Management A Guide to Developing Building & Managing an International Brand 2019 Edition by Laurence Minsky, IlanGeva , Kogan		
3	Strategic Brand Management Fifth Edition By Pearson Paperback – 15 November 2021 by Isaac C. Jacob Kevin Lane Keller , VanithaSwaminathan , Ambi M.G. Parameswaran (Author)		
E-Resource			
1	https://www.managementstudyguide.com/brand-management.htm		
2	https://www.geektonight.com/brand-management-notes/		
3	https://www.investopedia.com/terms/b/brand-management.asp		
4	https://gurukpo.com/Content/MBA/productandBrandManagement.pdf		
5	https://www.tutorialspoint.com/brand_management/brand_management_tutorial.pdf		
6	https://www.ddegjust.ac.in/studymaterial/mba/mm-408.pdf		
7	https://indiafreenotes.com/bangalore-university-bba-mk6-5-brand-management/		

22PMBAM02		RETAIL MANAGEMENT													
Objective		<ul style="list-style-type: none"> To understand the concepts of effective retailing To learn about the various retailing formats involved To understand the procedures involved in retailing decisions To gain knowledge in managing retail shops To know the behavior of retail shopper 													
Course Outcomes		The student should										Knowledge Level			
		CO1: Gain knowledge about the application of retailing concepts in business										K1			
		CO2: Choose and practice better retailing formats										K2			
		CO3: Confident in taking retailing decisions										K4			
		CO4: Gain knowledge about the better management of retail shops										K3			
		CO5: Easily study the retail shopper behavior										K4			
		CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak								CO/PSO Mapping					
		COs	Programme Outcomes (POs)							PSOs					
			PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3	
		CO 1	3						2			2			
		CO 2	2					3			2				
		CO 3	2		3			2				2			
		CO 4					3		2					2	
		CO 5	2		3					2	2				
Course Assessment methods															
Direct															
1. Continuous Assessment Test I, II 2. Assignment 3. End-Semester examinations															
Indirect : Case studies															
Unit - I		INTRODUCTION									Periods		9		
An overview of Global Retailing – Challenges and Opportunities - Retail trends in India – Socio economic and technological Influences on retail management – Government of India policy implications on retails.															
Unit - II		RETAIL FORMATS									Periods		9		
Organized and unorganized formats – Different organized retail formats – Characteristics of each format – Emerging trends in retail formats – MNC's role in organized retail formats.															
Unit - III		RETAILING DECISIONS									Periods		9		
Choice of retail locations - internal and external atmospherics – Positioning of retail shops – Building retail store Image - Retail service quality management – Retail Supply Chain Management – Retail Pricing Decisions. Merchandising and category management – buying.															
Unit - IV		RETAIL SHOP MANAGEMENT									Periods		9		
Visual Merchandise Management – Space Management – Retail Inventory Management – Retail accounting															

and audits - Retail store brands – Retail advertising and promotions – Retail Management Information Systems - Online retail – Emerging trends .			
Unit - V	RETAIL SHOPPER BEHAVIOUR	Periods	9
Understanding of Retail shopper behavior – Shopper Profile Analysis – Shopping Decision Process - Factors influencing retail shopper behavior – Complaints Management - Retail sales force Management – Challenges in Retailing in India-Opportunities and Challenges of COVID-19. Case study analysis.			
References		Total Periods	45
1	Michael Havy ,Baston, Aweitz and Ajay Pandit, Retail Management, Tata Mcgraw Hill, Sixth Edition, 2017		
2	Ogden , Integrated Retail Management, Biztantra, India, 2018.		
Further Readings			
1	Patrick M. Dunne and Robert F Lusch, Retailing, Thomson Learning, 4th Edition 2018.		
2	Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press, 2017.		
3	Swapna Pradhan, Retail Management -Text and Cases, Tata McGraw Hill, 3rd Edition, 2019.		
4	Dunne, Retailing, Cengage Learning, 2nd Edition, 2018.		
5	Ramkrishnan and Y.R.Srinivasan, Indian Retailing Text and Cases, Oxford University Press, 2018.		
6	Dr.Jaspreet Kaur , Customer Relationship Management, Kogent solution.		
E-Resource			
1	ivend.com		
2	india.oup.com		

22PMBAM03	SERVICES MARKETING																																																		
Objective	<ul style="list-style-type: none"> To understand the meaning of services and the significance of marketing the services To learn the various service marketing opportunities To understand the process involved in service design & development To learn the process of service delivery and promotion To understand the various service strategies 																																																		
Course Outcomes	The student should be made to										Knowledge Level																																								
	CO1: It helps them to overcome the challenges in services marketing										K2																																								
	CO2: It enriches them to utilize service marketing opportunities										K3																																								
	CO3: It builds confidence in framing service design and development										K4																																								
	CO4: It makes them to perform better service delivery and promotion										K3																																								
	CO5: It helps them to apply better service strategies										K4																																								
	CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak									CO/PSO Mapping																																									
	COs	Programme Outcomes (POs)									PSOs																																								
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2		PSO 3																																					
	CO 1	3						2				2																																							
	CO 2	2					3					2																																							
	CO 3	2			3			2			2																																								
	CO 4						3		2			2																																							
CO 5	2		2					2	2		2																																								
Course Assessment methods																																																			
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Direct																																																			
1. Continuous Assessment Test I, II 2. Assignment 3. End-Semester examinations																																																			
Indirect : Case studies																																																			
Unit – I	INTRODUCTION										Periods		9																																						
Definition – Service Economy – Evolution and growth of service sector – Nature and Scope of Services – Unique characteristics of services - Challenges and issues in Services Marketing.																																																			
Unit – II	SERVICE MARKETING OPPORTUNITIES										Periods		9																																						
Assessing service market potential - Classification of services – Expanded marketing mix – Service marketing – Environment and trends – Service market segmentation, targeting and positioning.																																																			
Unit – III	SERVICE DESIGN AND DEVELOPMENT										Periods		9																																						
Service Life Cycle – New service development – Service Blue Printing – GAP model of service quality – Measuring service quality – SERVQUAL – Service Quality function development.																																																			
Unit – IV	SERVICE DELIVERY AND PROMOTION										Periods		9																																						

Positioning of services – Designing service delivery system, service channel – Pricing of services, methods – Service marketing triangle – Integrated service marketing triangle.			
Unit – V	SERVICE STRATEGIES	Periods	9
Service Marketing Strategies for health – Hospitality – Tourism – Financial – Logistics - Educational – Entertainment & public utility Information technique Services-Recent Trends in Service Marketing. Case study analysis.			
References		Total Periods	45
1	Christopher H.Lovelock and Jochen Wirtz, Services Marketing, Pearson Education, New Delhi, 7th edition, 2018.		
2	Hoffman, Marketing of Services, Cengage Learning, 1st Edition, 2018.		
Further Readings			
1	Kenneth E Clow, et al, Services Marketing Operation Management and Strategy, Biztantra, 2nd Edition, New Delhi, 2020.		
2	Halen Woodroffe, Services Marketing, McMillan, 2018.		
3	Valarie Zeithaml et al, Services Marketing, 5th International Edition, Tata McGraw Hill, 2017.		
4	Christian Gronroos, Services Management and Marketing a CRM Approach, John Wiley, 2017.		
5	Gronroos, Service Management and Marketing –Wiley India.		
6	Dr.Jaspreet Kaur , Customer Relationship Management, Kogent solution.		
E-Resource			
1	www.eminentseo.com ›		
2	theinvestorsbook.com ›		

22PMBAM04		ADVERTISING & DISTRIBUTION MANAGEMENT											
Objective	<ul style="list-style-type: none"> To understand the basic concepts of advertising To know the role of advertising media To understand the importance of sales promotion To learn the role of maintaining public relations To gain knowledge in forming publicity for product promotion 												
Course Outcomes	The student should										Knowledge Level		
	CO1: Gain application knowledge about the fundamentals of advertising in business										K3		
	CO2: Know to utilize the advertising media effectively										K2		
	CO3: Build confidence in implementing better suitable sales promotion techniques										K3		
	CO4: Be made them to perform better in public relations activity										K4		
	CO5: Know to apply better publicity and in turn must improves brand image and sales.										K3		
		CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak							CO/PSO Mapping				
COs		Programme Outcomes (POs)							PSOs				
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
CO 1		3							2		2		
CO 2		2							3		2		
CO 3		2			3			2				2	
CO 4							3		2				2
CO 5		2							2	2			2
Course Assessment methods													
Direct													
1. Continuous Assessment Test I, II 2. Assignment 3. End-Semester examinations													
Indirect : Case studies													
Unit – I		INTRODUCTION TO ADVERTISEMENT							Periods		9		
Concept –definition-scope-Objectives-functions-principles of advertisement – Social, Economic and Legal Implications of advertisements – setting advertisement objectives – Advertisement Agencies – Selection and remuneration – Advertisement campaigns – case studies.													
Unit - II		ADVERTISEMENT MEDIA							Periods		9		
Media plan – Type and choice criteria – Reach and frequency of advertisements – Cost of advertisements - related to sales – Media strategy and scheduling. design and execution of advertisements –Message development – Layout – Design appeal – Copy structure – Advertisement production – Print – Radio, T.V and web advertisements – Media research – Measuring impact of advertisements – case studies.													
Unit – III		SALES PROMOTION							Periods		9		

Scope and role of sale promotion – Definition – Objectives of sales promotion - sales promotion techniques – Trade oriented and consumer oriented. Sales promotion – Requirement identification – Designing of sales promotion campaign – Out sourcing sales promotion national and international promotion strategies – Coordination within the various promotion techniques – Online sales promotions- case studies.			
Unit – IV	PUBLIC RELATIONS	Periods	9
Introduction – Meaning – Objectives –Scope-Functions-integrating PR in to Promotional Mix-Marketing Public Relation function- Process of Public Relations-advantages and disadvantages of PR-Measuring the Effectiveness of PR- PR tools and techniques. PR and Media Relations, - PR consultancy: Pros and Cons. - Discussion on opinion survey of PR in Public and Private Enterprises. PR- Research, Evaluation, Counseling-Marketing Public Relations (MPR)-Structure of Public Relations Department. Budgeting of PR. PR Agencies			
Unit – V	PUBLICITY	Periods	9
Introduction – Meaning – Objectives - Tools – Goals of Publicity – Scope of Publicity – Importance of Publicity – Difference between Marketing, PR and Publicity - Social publicity – Web Publicity and Social media – Recent Trends in Publicity Campaigns. Case study analysis.			
References		Total Periods	45
1	George E Belch and Michel A Belch, Advertising & Promotion, Tata McGraw Hill7 th edition, 2018.		
2	Wells, Moritary & Burnett, Advertising, Principles & Practice, PHI,7 th Edition, 2017.		
3	Kenneth Clow. Donald Baack, Integrated Advertisements, Promotion and Marketing communication, Prentice Hall of India, New Delhi, 2018.		
Further Readings			
1	S. H. H. Kazmi and Satish K Batra, Advertising & Sales Promotion, Excel Books, New Delhi,2018.		
2	Julian Cummings, Sales Promotion, Kogan Page, London 2018.		
E-Resource			
1	www.emerald.com ›		
2	thrivehive.com ›		

22PMBAM05	CONSUMER BEHAVIOUR															
Objective	To understand the concepts of consumer behavior To analyze of the reasons and motives for consumer buying behavior To analyze the relationship between psychological social and cultural drivers behind consumer behavior and marketing To identify the external factors influencing consumer behavior To learn the process involved in purchasing decision															
Course Outcomes	The student should										Knowledge Level					
	CO1: Gain knowledge of consumer behavior in the application of marketing decisions										K2					
	CO2: Know the better usage of consumer behavior models										K3					
	CO3: Be able to provide better application of ideas in satisfying customer expectations										K3					
	CO4: Perform best in managing external factors systematically.										K2					
	CO5: Make better choice of applying purchasing decisions										K4					
	CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak									CO/PSO Mapping						
	COs	Programme Outcomes (POs)									PSOs					
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2		PSO 3		
	CO 1	3							2		2					
	CO 2	2				3						2				
	CO 3	2			3			2			2					
	CO 4						3		2		2					
CO 5	2					3			2			2				
Course Assessment methods																
<table border="1" style="width: 100%;"> <thead> <tr> <th colspan="1" style="text-align: left;">Direct</th> </tr> </thead> <tbody> <tr> <td>1. Continuous Assessment Test I, II 2. Assignment 3. End-Semester examinations</td> </tr> <tr> <th colspan="1" style="text-align: left;">Indirect : Case studies</th> </tr> <tr> <td> </td> </tr> </tbody> </table>													Direct	1. Continuous Assessment Test I, II 2. Assignment 3. End-Semester examinations	Indirect : Case studies	
Direct																
1. Continuous Assessment Test I, II 2. Assignment 3. End-Semester examinations																
Indirect : Case studies																
Unit – I	INTRODUCTION										Periods	9				
Concepts – Significance – Dimensions of Consumer Behavior – Application of knowledge of Consumer Behavior in marketing decisions.																
Unit – II	CONSUMER BEHAVIOUR MODELS										Periods	9				
Industrial and individual consumer behaviour models - Howard- Sheth, Engel – Kollat, Webstar and wind Consumer Behaviour Models – Implications of the models on marketing decisions.																
Unit – III	INTERNAL INFLUENCES										Periods	9				
Psychological Influences on consumer behavior – motivation – perception – personality Learning and Attitude- Self Image and Life styles – Consumer expectation and satisfaction.																
Unit – IV	EXTERNAL INFLUENCES										Periods	9				
Socio-Cultural, Cross Culture – Family group – Reference group – Communication – Influences on Consumer behaviour.																
Unit – V	PURCHASING DECISION PROCESS										Periods	9				
High and low involvement - Pre-purchase and post-purchase behaviour – Online purchase decision process																

– Diffusion of Innovation – Managing Dissonance - Emerging Issues-Case Study.		
References		Total Periods
1	Leon G Schiffman, Joseph Wisemblit, S Ramesh Kumar , Consumer Behaviour, 11th edition, Pearson, 2018.	45
2	Barry J.Babin, Eric G.Harris, Ashutosh Mohan, Consumer Behavior: A South Asian Perspective, Cengage Learning, Indian Edition, 6th Edition, 2018.	
3	P.C.Jain and Monika Bhatt., Consumer Behavior in Indian Context, S.Chand & Company, 2018.	
Further Readings		
1	Srabanti Mukherjee, Consumer behavior, Cengage Learning, 2018.	
2	Assael, Consumer Behavior - A Strategic Approach, Biztranza, 2018.	
3	Dinesh kumar, Consumer Behaviour, Oxford University Press, 2018.	
E-Resource		
1	www.frontiersin.org	
2	swayam.gov.in › nd2_imb21_mg21 ›	

22PMBAM06	CUSTOMER RELATIONSHIP MANAGEMENT													
Objective	1. To understand the fundamentals of customer relationship management 2. To learn about the customers perception and its influence in sales 3. To gain knowledge in various CRM structures 4. To get better ideas in planning and implementing CRM 5. To upgrade the latest CRM trends in business.													
Course Outcomes	The student should											Knowledge Level		
	CO1: Know to apply the knowledge of consumer behavior in marketing decisions											K2		
	CO2: Enrich their knowledge for the better utilization of consumer behavior models											K3		
	CO3: Learn to apply better ideas to achieve customer expectations											K2		
	CO4: Be able to perform better in managing external factors systematically.											K3		
	CO5: Know to make better choice for the application of purchasing decisions											K4		
	CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak									CO/PSO Mapping				
	2COs	Programme Outcomes (POs)									PSOs			
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2		PSO 3
	CO 1	3					3				2			
	CO 2	2							3			2		
	CO 3	2			3			2			2			2
	CO 4						3		2		2			
CO 5	2							2	2		2			
Course Assessment methods														
Direct														
1. Continuous Assessment Test I, II 2. Assignment 3. End-Semester examinations														
Indirect : Case studies														
Unit – I	INTRODUCTION										Periods		9	
Definitions – Concepts and context of relationship management – Evolution – Transactional Vs Relationship Approach – CRM as a Strategic Marketing Tool – CRM significance to the stakeholders														
Unit – II	UNDERSTANDING CUSTOMERS										Periods		9	
Customer information database – Customer Profile Analysis - Customer Perception. Expectations analysis - Customer Behavior in relationship perspectives: individual and group customer’s – Customer life time value – Selection of Profitable Customer Segments.														
Unit – III	CRM STRUCTURES										Periods		9	
Elements of CRM – CRM Process – Strategies for Customer Acquisition – Retention and Prevention of Defection – Models of CRM – CRM road map for business applications.														
Unit – IV	CRM PLANNING AND IMPLEMENTATION										Periods		9	
Strategic CRM planning process – Implementation issues – CRM Tools – Analytical CRM – Operational CRM – Call Center Management – Role of CRM Managers.														

Unit – V	TRENDS IN CRM	Periods	9
E-CRM Solutions – Data Warehousing – Data mining for CRM – An Introduction to CRM software packages. Case study analysis.			
References		Total Periods	45
1	G.Shainesh, Jagdish, N.Sheth, Customer Relationships Management Strategic Prespective, Macmillan 2018.		
2	Alok Kumar et al, Customer Relationship Management : Concepts and applications, Biztantra, 2018		
Further Readings			
1	H.Peeru Mohamed and A.Sahadevan, Customer Relation Management, Vikas Publishing 2018.		
2	Jim Catheart, The Eight Competencies of Relationship selling, Macmillan India, 2018.		
3	Assel, Consumer Behavior, Cengage Learning, 6th Edition.		
4	Kumar, Customer Relationship Management - A Database Approach, Wiley India, 2017.		
5	Francis Buttle, Customer Relationship Management: Concepts & Tools, Elsevier, 2020.		
6	Zikmund. Customer Relationship Management, Wiley 2021 .		
7	Mohammed Hp/Sagadevan. A Customer Relationship Management- A step by step approach, 1st edition		
E-Resource			
1	saaslist.com		
2	www.itarian.com		

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22PMBAF01	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT		
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Objective	Enables student to: i. Understand the unfair practices of stock market operations ii. Learn the techniques involved in deciding upon purchase or sale of securities iii. Observe the forecasting techniques involved in securities market iv. Gain knowledge in various charting methods v. Gives better understanding in portfolio management process
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Course Outcomes	The student should be made to	Knowledge Level
	CO1: It helps them to carry out stock and money market operations systematically	K2
	CO2: It enriches them to utilize the technique for buy or sale of securities	K3
	CO3: It provides better application of forecasting techniques in securities market and money market.	K3
	CO4: It makes them to perform better charting methods	K4
	CO5: It gives them to better portfolio management and Security Analysis.	K1

COs	CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak									CO/PSO Mapping		
	Programme Outcomes (POs)									PSOs		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
CO 1	3					2				2		
CO 2	2			3							2	
CO 3	2			3			2				2	
CO 4						3		2		2		
CO 5	2							2	2		2	

Course Assessment methods

Direct
1. Continuous Assessment Test I, II 2. Assignment 3. End-Semester examinations
Indirect : Case studies

Unit – I	INVESTMENT SETTING	Periods	8
Financial and economic meaning of Investment – Characteristics and objectives of Investment – Types of Investment – Investment alternatives – Choice and Evaluation – Risk and return concepts.			
Unit – II	SECURITIES MARKETS	Periods	10
Financial Market – Segments – Types - Participants in Financial Market – Regulatory Environment, Primary Market – Methods of floating new issues, Book building – Role of Primary Market – Regulation			

of Primary Market, Stock Exchanges in India – BSE, OTCEI, NSE, ISE and Regulations of Stock Exchanges – Trading System in Stock Exchanges – SEBI			
Unit – III	FUNDAMENTAL ANALYSIS	Periods	9
Economic Analysis – Economic forecasting and stock Investment Decisions – Forecasting techniques. Industry Analysis : Industry classification, Industry life cycle – Company Analysis Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds investor ratios			
Unit – IV	TECHNICAL ANALYSIS	Periods	9
Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators. Trend – Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators – Market Indicators – Efficient Market theory.			
Unit – V	PORTFOLIO MANAGEMENT	Periods	9
Portfolio Analysis - Portfolio Selection – Capital Asset Pricing Model – Portfolio Revision – Portfolio Evaluation – Mutual Funds. Case study analysis.			
References		Total Periods	45
1	Donald E.Fischer & Ronald J.Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8th edition, 2018.		
2	Prasannachandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2019.		
Further Readings			
1	Reilly & Brown, Investment Analysis and Portfolio Management, Cengage Learning, 9th edition, 2019.		
2	S. Kevin , Securities Analysis and Portfolio Management , PHI Learning , 2019.		
3	V.K.Bhalla, Investment Management, S.Chand & Company Ltd., 2018.		
4	V.A.Avadhan, Securities Analysis and Portfolio Management, Himalaya Publishing House, 2018.		
E-Resource			
1	smude.edu.in		
2	som.nitk.ac.in		

22PMBAF02	MERCHANT BANKING AND FINANCIAL SERVICES															
Objective	Enables student to: 1. Understand the nature of merchant banking 2. Learn the process of Issue management 3. Gain knowledge in other fee based services 4. Identify the fund based financial services 5. Assist other fund based financial services															
Course Outcomes	The student should be made to										Knowledge Level					
	CO1: carry out merchant banking operations systematically										K1					
	CO2: Analyze and practice the procedures of the issue management systematically										K2					
	CO3: Enrich better application of other fee based services										K4					
	CO4: Gain better insight about the fund based financial services										K3					
	CO5: Enhance effective implementation of fund based financial services										K3					
	CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak									CO/PSO Mapping						
	COs	Programme Outcomes (POs)									PSOs					
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2		PSO 3		
	CO 1	3						3				2				
	CO 2	2				3		2			2					
	CO 3	2			3			2				2				
	CO 4		2				3							2		
CO 5	2							2	2		2					
Course Assessment methods																
<table border="1" style="width: 100%;"> <thead> <tr> <th colspan="1" style="background-color: #d3d3d3;">Direct</th> </tr> </thead> <tbody> <tr> <td>1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations</td> </tr> <tr> <th colspan="1" style="background-color: #d3d3d3;">Indirect : Case studies</th> </tr> <tr> <td style="background-color: #d3d3d3;"> </td> </tr> </tbody> </table>													Direct	1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations	Indirect : Case studies	
Direct																
1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations																
Indirect : Case studies																
Unit – I	MERCHANT BANKING									Periods		5				
Introduction – An Over view of Indian Financial System – Merchant Banking in India – Recent Developments and Challenges ahead – Institutional Structure – Functions of Merchant Bank - Legal and Regulatory Framework – Relevant Provisions of Companies Act- SERA- SEBI guidelines- FEMA, etc. - Relation with Stock Exchanges and OTCEI.																
Unit – II	ISSUE MANAGEMENT									Periods		12				
Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments – Issue Pricing – Book Building – Preparation of Prospectus Selection of Bankers, Advertising Consultants, etc. - Role of Registrars –Bankers to the Issue, Underwriters, and Brokers. – Offer for Sale – Green Shoe Option – E-IPO, Private Placement – Bought out Deals – Placement with FIs, MFs, FIIs, etc. Off - Shore																

Issues. – Issue Marketing – Advertising Strategies – NRI Marketing – Post Issue Activities.			
Unit – III	OTHER FEE BASED SERVICES	Periods	10
Mergers and Acquisitions – Portfolio Management Services – Credit Syndication – Credit Rating – Mutual Funds – Business Valuation			
Unit – IV	FUND BASED FINANCIAL SERVICES	Periods	10
Leasing and Hire Purchasing – Basics of Leasing and Hire purchasing – Financial Evaluation.			
Unit – V	OTHER FUND BASED FINANCIAL SERVICES	Periods	8
Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – Factoring and Forfeiting – Venture capital. Case study analysis.			
References		Total Periods	45
1	M.Y.Khan, Financial Services, Tata McGraw-Hill, 12th Edition, 2018		
2	Nalini Prava Tripathy, Financial Services, PHI Learning, 2018..		
Further Readings			
1	Machiraju, Indian Financial System, Vikas Publishing House, 2nd Edition, 2018		
2	J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi		
3	Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi		
4	Sasidharan, Financial Services and System, Tata Mcgraw Hill, New Delhi, 2nd Edition, 2018.		
5	Website of SEBI		
E-Resource			
1	iaear.weebly.com		
2	dimr.edu.in		

22PMBAF03	INTERNATIONAL TRADE FINANCE		
Objective	To enable student: i. Understand the documentation involved in international trade ii. Understand import, export finance procedures iii. Understand the procedures involved in forex management iv. To gain knowledge in documentation in international trade v. To gain ideas about various export promotion schemes		
Course Outcomes	The student should be made to	Knowledge Level	
	CO1: It helps them to be expertise in documentation procedures of international trade	K2	
	CO2: It enriches them to perform better in import, export finance procedures	K3	
	CO3: It provides better experience in forex management	K3	
	CO4: It makes them to well verse in documentation of international trade	K2	
	CO5: It helps them to apply suitable export promotion schemes for business.	K4	

COs	CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak									CO/PSO Mapping		
	Programme Outcomes (POs)									PSOs		
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
CO 1	3				2					2		
CO 2	2							3				2
CO 3	2			3			2				2	
CO 4						3				2		
CO 5	2				3			2	2		2	

Course Assessment methods

Direct

1. Continuous Assessment Test I, II
2. Assignment
3. End-Semester examinations

Indirect : Case studies

Unit – I	INTERNATIONAL TRADE	Periods	9
International Trade – Meaning and benefits – Basis of International Trade – Foreign Trade and Economic Growth – Balance of Trade – Balance of Payment – Current Trends in India – Barriers to International Trade – WTO – Indian EXIM Policy			
Unit – II	EXPORT AND IMPORT FINANCE	Periods	9
Special need for Finance in International Trade – INCO Terms (FOB, CIF etc.) – Payment Terms – Letters of Credit – Pre shipment and Post shipment Finance – Forfeiting – Deferred Payment Terms – EXIM Bank– ECGC and its schemes – Import Licensing – Financing Methods for Import of Capital Goods			
Unit – III	FOREX MANAGEMENT	Periods	9
Foreign Exchange Markets – Spot Prices and Forward Prices – Factors influencing Exchange Rates – The			

effects of Exchange Rates in Foreign Trade – Tools for hedging against Exchange Rate Variations – Forward, Futures and Currency Options – FEMA – Determination of Foreign Exchange Rate and Forecasting.			
Unit – IV	DOCUMENTATION IN INTERNATIONAL TRADE	Periods	9
Export Trade Documents: Financial Documents – Bill of Exchange – Type – Commercial Documents – Proforma, Commercial, Consular, Customs, Legalized Invoice, Certificate of Origin Certificate Value, Packing List, Weight Certificate, Certificate of Analysis and Quality, Certificate of Inspection, Health Certificate. Transport Documents – Bill of Lading, Airway Bill, Postal Receipt, Multimodal Transport Document. Risk Covering Document: Insurance Policy, Insurance Cover Note. Official Document: Export Declaration Forms, GR Form, PP Form, COD Form, Softer Forms, Export Certification, GSPS – UPCDC Norms.			
Unit – V	EXPORT PROMOTION SCHEMES	Periods	9
Government Organizations Promoting Exports – Export Incentives : Duty Exemption – IT Concession – Marketing Assistance – EPCG, DEPB – Advance License – Other Efforts – Export Promotion – EPZ – EQU– SEZ and Export House-Case Study.			
References		Total Periods	45
1	Apte P.G., International Financial Management, Tata McGraw Hill, 2019.		
2	Jeff Madura, International Corporate Finance, Cengage Learning, 9th Edition, 2018.		
Further Readings			
1	Alan C. Shapiro, Multinational Financial Management, PHI Learning, 5th Edition, 2019.		
2	Eun and Resnik, International Financial Management, Tata McGraw Hill, 5th Edition, 2018.		
3	Website of Indian Government on EXIM policy		
E-Resource			
1	tradefinanceanalytics.com		
2	en.reingex.com › Finance-International-Trade		

21PMBAF04	BANKING FINANCIAL SERVICES MANAGEMENT												
Objective	To enable student: 1.To gain knowledge about Indian banking system 2. To understand various sources and application of bank funds 3. To gain knowledge about credit monitoring and risk management 4. To learn about the procedures involved in mergers, diversification and performance evaluation 5. To understand the process involved in Hi-tech green banking												
Course Outcomes	The student should be made to											Knowledge Level	
	CO1: Understand the financial operations based on the Indian banking system											K2	
	CO2: operate and utilize the bank funds systematically											K3	
	CO3: It provides better experience in credit monitoring and risk management											K3	
	CO4: Analyse the financial policies in mergers, diversification and performance evaluation											K4	
	CO5: utilize hi-tech green banking globally											K4	
CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak	CO/PSO Mapping												
	COs	Programme Outcomes (POs)									PSOs		
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
	CO 1	3							2		2		
	CO 2	2			3							2	
	CO 3	2			3			2			2		
	CO 4						3				2		
CO 5	2							2	2			2	
Direct	Course Assessment Methods												
	1. Continuous Assessment Test I, II 2. Assignment 3. End-Semester examinations												
Indirect	Case studies												
UNIT I	OVERVIEW OF INDIAN BANKING SYSTEM									Periods	9		
Overview of Indian Banking System, Functions of banks, key Acts governing the functioning of Indian banking system – RBI Act 1934, Negotiable Instruments Act 1881, Banking Regulations Act 1948 – Rights and obligations of a banker, Overview of Financial statement of banks – Balance sheet and Income Statement													
UNIT II	SOURCES AND APPLICATION OF BANK FUNDS									Periods	9		
Capital adequacy, Deposits and non-deposit sources, Designing of deposit schemes and pricing of deposit services, application of bank funds – Investments and Lending functions, Types of lending– Fund based, non-fund based, asset based – Different types of loans and their features, Major components of a typical													

loan policy document, Steps involved in Credit analysis, Credit delivery and administration, Pricing of loans, Customer profitability analysis.

UNIT III	CREDIT MONITORING AND RISK MANAGEMENT	Periods	9
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Need for credit monitoring, Signals of borrowers' financial sickness, Financial distress prediction models – Rehabilitation process, Risk management – Interest rate, liquidity, forex, credit, market, operational and solvency risks – risk measurement process and mitigation, Basic understanding of NPAs and ALM.

UNIT IV	MERGERS, DIVERSIFICATION AND PERFORMANCE EVALUATION	Periods	9
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Mergers and Diversification of banks into securities market, underwriting, Mutual funds and Insurance business, Risks associated therewith. Performance analysis of banks – background factors, ratio analysis and CAMELS.

UNIT V	HIGH TECH E-BANKING	Periods	9
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Payment system in India – Paper based, e-payments – Electronic banking – advantages – Plastic money, E-money – Forecasting of cash demand at ATMs – Security threats in e-banking and RBI's initiatives. Case study analysis.

References		Total Periods	45
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1	Padmalatha Suresh and Justin Paul, "Management of Banking and Financial Services, Pearson, Delhi, 2018.
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2	Meera Sharma, "Management of Financial Institutions – with emphasis on Bank and Risk Management", PHI Learning Pvt. Ltd., New Delhi 2018.
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Further Readings

1	Peter S. Rose and Sylvia C. and Hudgins, "Bank Management and Financial Services", Tata McGraw Hill, New Delhi, 2019.
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2	Benton E.GUP, "Banking and Financial Institutions", John Wiley Inc., Hoboken, New Jersey, 2021.
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E-Resource

1	tppl.org.in
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2	mitwpu.edu.in › m
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3	nptel.ac.in - https://www.freebookcentre.net/business-books-download/Bank-Management.html
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22PMBAF05	DERIVATIVES MANAGEMENT													
Objective	<ul style="list-style-type: none"> To understand the derivate and its risks involved To learn about the futures contract and its types To study the various options of pricing models To know much about the SWAP and its purpose To gain insight about the derivative markets in India 													
Course Outcomes	The student should be made to											Knowledge Level		
	CO1: Understand the risks involved in derivatives											K3		
	CO2: Gain knowledge about currencies and commodities of business market											K2		
	CO3: Enhance better insight and clarity of options and pricing											K3		
	CO4: Operate and invest wisely in bonds, financial securities											K2		
	CO5: Analyse and practice to invest systematically in NSE, BSE stock markets											K4		
	CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak									CO/PSO Mapping				
	COs	Programme Outcomes (POs)									PSOs			
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2		PSO 3
	CO 1	3							2		2			
	CO 2	2			3							2		
	CO 3	2			3			2		2	2			
	CO 4						3		2			2		
CO 5	2							2				2		
Direct Course Assessment Methods														
1. Continuous Assessment Test I, II 2. Assignment 3. End-Semester examinations														
Indirect : Case studies														
UNIT I	INTRODUCTION									Periods	9			
Derivatives – Definition – Types – Forward Contracts – Futures Contracts – Options – Swaps – Differences between Cash and Future Markets – Types of Traders – OTC and Exchange Traded Securities – Types of Settlement – Uses and Advantages of Derivatives – Risks in Derivatives.														
UNIT II	FUTURES CONTRACT									Periods	9			
Specifications of Futures Contract - Margin Requirements – Marking to Market – Hedging uses Futures – Types of Futures Contracts – Securities, Stock Index Futures, Currencies and Commodities – Delivery Options – Relationship between Future Prices, Forward Prices and Spot Prices.														
UNIT III	OPTIONS									Periods	9			
Definition – Exchange Traded Options, OTC Options – Specifications of Options – Call and Put Options – American and European Options – Intrinsic Value and Time Value of Options – Option payoff, options on Securities, Stock Indices, Currencies and Futures – Options pricing models – Differences between future and Option contracts.														

UNIT IV	SWAPS	Periods	9
Definition of SWAP – Interest Rate SWAP – Currency SWAP – Role of Financial Intermediary – Warehousing – Valuation of Interest rate SWAPs and Currency SWAPs Bonds and FRNs – Credit Risk.			
UNIT V	DERIVATIVES IN INDIA	Periods	9
Evolution of Derivatives Market in India – Regulations - Framework – Exchange Trading in Derivatives – Commodity Futures – Contract Terminology and Specifications for Stock Options and Index Options in NSE – Contract Terminology and specifications for stock futures and Index futures in NSE – Contract Terminology and Specifications for Interest Rate Derivatives. Case study analysis.			
References		Total Periods	45
1	David Dubofsky – „Option and Financial Futures – Valuation and Uses, McGraw Hill International Edition.		
2	on M. Chance, Robert Brooks, An Introduction to Derivatives and Risk Management, 9th edition, Cengage, 2018.		
Further Readings			
1	John. C. Hull, Options, Futures and Other Derivative Securities“, PHI Learning, 9th Edition, 2018		
2	Keith Redhead, „Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs“,– PHI Learning, 2018		
3	S. L. Gupta, Financial Derivatives- Theory, Concepts and Practice, Prentice Hall of India, 2018		
4	Stulz, Risk Management and Derivatives, Cengage, 2nd Edition, 2017		
5	Varma, Derivatives and Risk Management, 2nd Edition, 2018		
6	Website of NSE, BSE		
E-Resource			
1	swayam.gov.in › nd1_noc19_mg39		
2	www.ijhssi.org		

22PMBAF06	CORPORATE FINANCE												
Objective	Student will acquire: 1. To know the importance of industrial finance and its sources 2. It helps to understand short term working capital finance 3. To learn about the procedures involved in managing advanced finance. 4. To practice how to make proper financial decisions. 5. To learn the procedures involved in corporate governance												
Course Outcomes	The student should be made to										Knowledge Level		
	CO1: It helps them to manage industrial finance effectively										K2		
	CO2: It enriches them to manage better public deposits and inter corporate investments										K3		
	CO3: It provides a better understanding of decision tree approach.										K4		
	CO4: It makes to apply proper financing and dividend decisions										K4		
	CO5: It helps them to perform better in corporate social responsibility										K3		
	CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak								CO/PSO Mapping				
	COs	Programme Outcomes (POs)								PSOs			
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
	CO 1	3							3				2
	CO 2	2							3		2		
	CO 3	2			3			2				2	
	CO 4						3		2				2
CO 5	2							2	2	2			
Direct Course Assessment Methods													
1. Continuous Assessment Test I, II 2. Assignment 3. End-Semester examinations													
Indirect : Case studies													
UNIT I	INDUSTRIAL FINANCE								Periods		9		
Indian Capital Market – Basic Problem of Industrial Finance in India. Equity – Debenture Financing – Guideline from SEBI, advantages and disadvantages and cost of various sources of Finance – Finance from International Sources, financing of exports – role of EXIM bank and commercial banks – Finance for rehabilitation of sick units.													
UNIT II	SHORT-TERM WORKING CAPITAL FINANCE								Periods		9		
Estimating working capital requirements – Approach adopted by Commercial banks, Commercial paper – Public Deposits and inter corporate investments													
UNIT III	ADVANCED FINANCIAL MANAGEMENT								Periods		9		
Appraisal of Risky Investments, certainty equivalent of cash flows and risk adjusted discount rate. Risk analysis in the context of DCF methods using Probability information. Nature of cash flows. Sensitivity Analysis: Simulation and Investment decision. Decision tree approach in investment													

decision.			
UNIT IV	FINANCING DECISIONS	Periods	9
Simulation and financing decision – cash inadequacy and cash insolvency – determining the probability of cash insolvency – Financing decision in the Context of option pricing model and agency costs – Inter-dependence of Investment – Financing and Dividend decisions			
UNIT V	CORPORATE GOVERNANCE	Periods	9
Corporate Governance – SEBI Guidelines – Corporate Disasters and Ethics – Corporate Social Responsibility – Stakeholders and Ethics – Ethics, Managers and Professionalism-Case Study.			
References		Total Periods	45
1	Richard A.Brealey, Stewart C.Myers and Mohanthy, Principles of Corporate Finance, Tata McGraw Hill, 9th Edition, 2017.		
2	I.M.Pandey, Financial Management, Vikas Publishing House Pvt., Ltd., 12th Edition, 2018		
Further Readings			
1	Brigham and Ehrhardt, Corporate Finance - A focused Approach, Cengage Learning, 2nd Edition, 2018.		
2	M.Y Khan, Indian Financial System, Tata McGraw Hill, 6th Edition, 2019.		
3	Smart, Megginson, and Gitman, Corporate Finance, 2nd Edition, 2018.		
4	Krishnamurthy and Viswanathan, Advanced Corporate Finance, PHI Learning, 2019.		
5	Website of SEBI		
E-Resource			
1	www.coursera.org		
2	www.insead.edu		

22PMBAH02	ORGANISATIONAL THEORY, DESIGN AND DEVELOPMENT													
Objective	Student will acquire: 1. To understand the nature of organization and environment 2. To know the process involved in organizational design 3. To learn about the framework of organizational culture 4. To know about the certainty of organizational change and methods of implementing 5. To learn about the models involved in organizational decision making													
Course Outcomes	The student should be made to										Knowledge Level			
	CO1: Analyze the functions in an organization and its environment										K2			
	CO2: Enrich the knowledge to frame better organizational design										K3			
	CO3: Have a better insight in managing and selecting suitable organizational culture based on the framed objectives										K2			
	CO4: Have ideas on how to manage the organizational change effectively										K3			
	CO5: Apply better organizational models in decision making										K4			
	CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak									CO/PSO Mapping				
	COs	Programme Outcomes (POs)									PSOs			
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2		PSO 3
	CO 1	3							2		2			
	CO 2	2							2			2		
	CO 3	2			3			2						2
	CO 4						3			2	2			
CO 5	2							2				2		
Direct Course Assessment Methods														
1. Continuous Assessment Test I, II 2. Assignment 3. End-Semester examinations														
Indirect : Case studies														
UNIT I	ORGANISATION & ITS ENVIRONMENT								Periods		8			
Meaning of Organization – Need for Existence – Organizational Effectiveness – Creation of Value – Measuring Organizational Effectiveness – External Resources Approach. Internal Systems Approach and Technical Approach – HR Implications														
UNIT II	ORGANISATIONAL DESIGN								Periods		15			
Organizational Design – Determinants – Components – Types – Basic Challenges of design – Differentiation, Integration, Centralization, Decentralization, Standardization, Mutual Adjustment – Mechanistic and Organic Structures – Technological and Environmental Impacts on Design – Importance of Design – Success and Failures in Design – Implications for Managers														
UNIT III	ORGANISATIONAL CULTURE								Periods		6			
Understanding Culture – Strong and Weak Cultures – Types of cultures – Importance of Culture – Creating and Sustaining Culture – Culture and Strategy – Implications for practicing managers.														
UNIT IV	ORGANISATIONAL CHANGE								Periods		6			
Meaning – Global Market and Current Trend- Forces for Change – Resistance to change – Types and forms of change – Evolutionary and Revolutionary change – Change Process – Organization Development – HR Functions and Strategic Change Management – Implications for Practicing														

Managers.			
UNIT V	ORGANISATIONAL EVOLUTION AND SUSTENANCE	Periods	10
Organizational life cycle – Models of transformation – Models of Organizational Decision Making – Organizational Learning – Innovation. Intrapreneurship and Creativity – HR Implications-Case Study.			
References		Total Periods	45
1	Gareth R.Jones, Organisational Theory, Design & Change, Pearson Education, 6th Edition 2018.		
2	Richard L. Draft. Understanding the theory & design of organizations. Cengage Learning Western, 10th Edition 2019.		
Further Readings			
1	Thomson G. Cummings and Christopher G. Worley, Organizational Development and Change. Cengage Learning, 9th Edition 2021		
2	Robbins Organisation Theory; Structure Design & Applications, Prentice Hall of India, 2020		
3	Bhupen Srivastava, Organisational Design and Development: Concepts application, Biztantra.		
E-Resource			
1	hbs.ac.in		
2	enggedu.com		

22PMBAH03**INDUSTRIAL RELATIONS AND LABOUR WELFARE****Objective**

- To understand the nature and role of trade unions in an organization
- To learn the reasons for Industrial conflicts and precautionary steps to be taken to resolve conflicts.
- To study the various welfare facilities provided to the employees by the organization
- To gain knowledge about various safety measures to be followed in an Industry.
- To understand the various welfare schemes provided to special category labors.

Course Outcomes

The student should be made to

Knowledge Level

CO1: Know about managing the trade union members effectively

K2

CO2: Be an good leader in solving industrial conflicts

K3

CO4: Give better experience in applying proper safety measures to avoid industrial accidents

K3

CO5: Concentrate on special category labors and it tends to maintain industrial harmony

K4

CO / PO Mapping(3/2/1 indicates strength of correlation)
3-Strong, 2 – Medium, 1 – Weak**CO/PSO Mapping****Cos****Programme Outcomes (POs)****PSOs****PO 1****PO 2****PO 3****PO 4****PO 5****PO 6****PO 7****PO 8****PO 9****PSO 1****PSO 2****PSO 3**

CO 1

3

2

2

CO 2

2

3

2

CO 3

2

3

2

2

CO 4

3

2

2

CO 5

2

3

2

2

Direct**Course Assessment Methods**

1. Continuous Assessment Test I, II & III
2. Assignment
3. End-Semester examinations

Indirect : Case studies**UNIT I****INDUSTRIAL RELATIONS****Periods****7**

Concepts – Importance – Industrial Relations problems in the Public Sector – Growth of Trade Unions – Codes of conduct

UNIT II**INDUSTRIAL CONFLICTS****Periods****12**

Disputes – Impact – Causes – Strikes –Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication.

UNIT III**LABOUR WELFARE****Periods****8**

Concept – Objectives – Scope – Need – Voluntary Welfare Measures – Statutory Welfare Measures – Labor – Welfare Funds – Education and Training Schemes

UNIT IV**INDUSTRIAL SAFETY****Periods****9**

Causes of Accidents – Prevention – Safety Provisions – Industrial Health and Hygiene – Importance – Problems – Occupational Hazards – Diseases – Psychological Problems – Counseling – Statutory Provisions

UNIT V**WELFARE OF SPECIAL CATEGORIES OF****Periods****9**

LABOUR			
Child Labor– Female Labor – Contract Labor – Construction Labor –Agricultural Labor – Differently abled labor – BPO & KPO Labor – social assistance – social security – Implications. Case study analysis.			
References		Total Periods	45
1	Mamoria C.B. and Sathish Mamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2017.		
2	Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj. Industrial relations & Labour Laws. Tata McGraw Hill. 2018.		
Further Readings			
1	Ratna Sen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi, 2017.		
2	C.S.Venkata Ratnam, Globalisation and Labour Management Relations, Response Books, 2017.		
3	Srivastava, Industrial Relations and Labour laws, Vikas, 2017		
E-Resource			
1	labour.gov.in › industrial-relations		
2	www.phindia.com		
E-Resource			
1	Labour.gov.in		
2	www.phindia.com		

20PMBAH04	LABOUR LEGISLATIONS																			
Objective	<ul style="list-style-type: none"> To have a broad understanding of factories, trade union, wages, industrial disputes, compensation, gratuity, bonus acts. To have an in depth knowledge in following provident fund, ESI, standing orders act. To gain better insight in apprentices act and equal remuneration act To follow the rules by understanding maternity benefits through act <p>To learn the rules to be followed in contract labor practices and prevention of child labor.</p>																			
Course Outcomes	The student should be made to										Knowledge Level									
	CO1: It helps them to apply the mandatory procedures by possessing deep knowledge in factories act.										K2									
	CO2: It enriches them to be expertise in maintaining EPF Procedures, ESI Procedures etc., for the employees welfare										K3									
	CO3: It also makes them to follow effective system in applying proper remuneration procedures										K3									
	CO4: It gives them better way of taking care of women employees health aspect										K4									
	CO5: It enriches them to maintain contract act and its principles.										K3									
Cos	CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak									CO/PSO Mapping										
	Programme Outcomes (POs)									PSOs										
	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3								
	CO 1	3						2		2										
	CO 2	2						2			2									
	CO 3	2		3			2				2									
	CO 4					3				2										
CO 5	2							2		2										
<table border="1"> <thead> <tr> <th colspan="2" data-bbox="229 1218 1453 1256">Direct Course Assessment Methods</th> </tr> </thead> <tbody> <tr> <td data-bbox="229 1256 1453 1384">1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations</td> <td data-bbox="229 1384 1453 1534"></td> </tr> <tr> <th colspan="2" data-bbox="229 1384 1453 1458">Indirect : Case studies</th> </tr> <tr> <td data-bbox="229 1458 1453 1534"></td> <td data-bbox="229 1534 1453 1534"></td> </tr> </tbody> </table>													Direct Course Assessment Methods		1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations		Indirect : Case studies			
Direct Course Assessment Methods																				
1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations																				
Indirect : Case studies																				

S.No	Contained in the following acts are to be studied	Periods
1	The Factories Act, 1948	3
2	The Trade Unions Act, 1926	4
3	The Payment of Wages Act, 1936	3
4	The Minimum Wages Act, 1948	2
5	The Industrial Disputes Act, 1947	5
6	The Workmen's Compensation Act, 1923	2
7	The Payment of Gratuity Act,	3

	1972	
8	The Payment of Bonus Act, 1965	3
9	The Employee's Provident Fund & Misc. Act, 1952	3
10	The Employees State Insurance Act, 1948	4
11	The Industrial Employment (Standing Orders) Act, 1946	3
12	The Apprentices Act, 1961	2
13	The Equal Remuneration Act, 1976	2
14	The Maternity Benefit Act, 1961	2
15	Contract Labour Regulations and Abolition Act, 1970	2
16	The Child Labour Prevention and Regulation Act, 1986 Case study analysis.	2
Total Periods		45

References

1	P.K. Padhi, Industrial Laws, PHI, 2018.
2	Kapoor N. D , Elements of Mercantile Law, Sultan Chand, 2018

Further Readings

1	Tax Mann, Labour Laws, 2018.
2	D. R. N. Sinha, Indu Balasinha & Semma Priyadarshini Shekar, Industrial Relation, Trade unions and Labour Legislation, 2019.
3	Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj. Industrial relations & Labour Laws. Tata McGraw Hill. 2019
4	Srivastava, Industrial Relations and Labour laws, Vikas, 2020.

E-Resource

1	Labour.gov.n
2	Ebooks.lpude.in

22PMBAH05		ORGANISATIONAL CHANGE & DEVELOPMENT												
Objective		<ul style="list-style-type: none"> To understand the nature of change and development in organization It helps to understand the types of changes in the organization To learn about the procedures involved in implementing change To understand the importance of change management techniques and its effectiveness To know about the organization development activities and intervention techniques 												
Course Outcomes		The student should be made to										Knowledge Level		
		CO1: Understand the nature of change and its persistence										K2		
		CO2: Enrich knowledge on the types of changes happening in the present scenario										K3		
		CO3: Apply the procedures of change management process										K4		
		CO4: Better learning about the change management techniques used and its success										K3		
		CO5: It enriches knowledge on Organizational Interventions for development										K5		
		CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak							CO/PSO Mapping					
		COs	Programme Outcomes (POs)							PSOs				
			PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
		CO 1	3						3			2		
		CO 2	2						3		2			
		CO 3	2		3			2		2		2		
		CO 4					3							2
		CO 5	2						2		2			
		Direct Course Assessment Methods												
		<ol style="list-style-type: none"> Continuous Assessment Test I, II Assignment End-Semester examinations 												
		Indirect : Case studies												
UNIT I		Organizational Change							Periods			10		
		Concept and Significance; Managing Change; Concept of Analyzing the Environment; Perspectives on Change: Contingency; Resource Dependence; Population Ecology; Implications of Change												
UNIT II		Types of Change							Periods			6		
		Continuous or Incremental Change; Discontinuous or Radial Change; Participate Change and Directive Change; Change Levers; Levels of Change: Knowledge Changes; Attitudinal Changes; Individual Behaviour Changes and Organizational Performance Changes.												
UNIT III		Implementing Change							Periods			7		
		Steps-Assembling a Change; Management in Establishing a New Direction for the Organization; Setting up of Change Teams; Aligning Structure; Systems and Resources; Removing road Blocks; Absorbing Changes into Organization												

UNIT IV	HR and Technological change	Periods	10
Introduction special features of new technology; organizational implications of technological change; Emerging profile HR; Employee Empowerment, Emotional Intelligence and employee productivity; Managing work stress			
UNIT V	ORGANISATIONAL DEVELOPMENT (OD)	Periods	12
Concept and Evolution; OD Interventions: Diagnostic Activities; Team Building; Sensitivity Training; Third Party and Inter Group Interventions; Educational and Structural Interventions; Indian Experiences of OD in Public and Private Enterprises-Case Study.			
References		Total Periods	45
1	Organization Development by Wendell L. French, Pearson		
2	Hammer, Michael and Champy, James, Reengineering the Corporation : A Manifesto for Business Revolution, Harper Business, New York		
Further Readings			
1	Pattanayak, Biswajeet and Kumar Pravash, Change for Growth, Wheeler Publications, New Delhi .		
2	Storey, John, International Cases in Human Resources Mangement, Beacon Books, New Delhi		
3	Kavitha Singh Organisational change and Development , Excel Books New Delhi,2018.		
E-Resource			
1	https://msmgf.org		
2	nceta.flinders.edu.au		

22PMBAH06	STRATEGIC HUMAN RESOURCE MANAGEMENT												
Objective	<ul style="list-style-type: none"> To understand the nature and scope of HRD It helps them to know the process involved in e-HRM To know the procedures engaged in cross cultural HRM To understand the network between career and competency development To know about the role of employee counseling and coaching 												
Course Outcomes	The student should be made to										Knowledge Level		
	CO1: Apply proper HRD Practices										K3		
	CO2: Enrich and practice best e-HRM to utilize manpower										K3		
	CO3: Experience in dealing cross cultural HRM										K4		
	CO4: Better experience in developing career and competency										K4		
	CO5: Enriches and concentrate in retaining skilled manpower resources										K1		
	CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak								CO/PSO Mapping				
	COs	Programme Outcomes (POs)								PSOs			
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
	CO 1	3							2			2	
	CO 2	2					3			2	2		
	CO 3				3			2				2	
	CO 4						3		2		2		
CO 5	2							2			2		
Direct Course Assessment Methods													
1. Continuous Assessment Test I, II 2. Assignment 3. End-Semester examinations													
Indirect : Case studies													
UNIT I	HUMAN RESOURCE DEVELOPMENT								Periods		10		
Meaning – Strategic framework for HRM and HRD – Vision, Mission and Values – Importance – Challenges to Organisations – HRD Functions - Roles of HRD Professionals - HRD Needs Assessment - HRD practices – Measures of HRD performance – Links to HR, Strategy and Business Goals – HRD Program Implementation and Evaluation – Recent trends – Strategic Capability , Bench Marking and HRD Audit.													
UNIT II	E-HRM								Periods		6		
e- Employee profile– e- selection and recruitment - Virtual learning and Orientation – e - training and development – e- Performance management and Compensation design – Development and Implementation of HRIS – Designing HR portals – Issues in employee privacy – Employee surveys online													
UNIT III	CROSS CULTURAL HRM								Periods		7		
Domestic Vs International HRM - Cultural Dynamics - Culture Assessment - Cross Cultural Education and Training Programs – Leadership and Strategic HR Issues in International													

Assignments - Current challenges in Outsourcing, Cross border Mergers and Acquisitions - Repatriation etc - Building Multicultural Organisation			
UNIT IV	CAREER AND DEVELOPMENT	COMPETENCY	Periods 10
Career Concepts – Roles – Career stages – Career planning and Process – Career development Models– Career Motivation and Enrichment –Managing Career plateaus- Designing Effective Career Development Systems – Competencies and Career Management – Competency Mapping Models			
UNIT V	EMPLOYEE COACHING AND COUNSELING		Periods 12
Need for Coaching – Role of HR in coaching – Coaching and Performance – Skills for Effective Coaching – Coaching Effectiveness– Need for Counseling – Role of HR in Counseling - Components of Counseling Programs – Counseling Effectiveness – Employee and Welfare Programs – Work Stress – Sources - Consequences – Stress Management Techniques.- Eastern and Western Practices. Case study analysis.			
References		Total Periods	45
1	Randy L. Desimone, Jon M. Werner – David M. Mathis, Human Resource Development, Cengage Learning, 2017.		
2	Paul Boselie. Strategic Human Resource Management. Tata McGraw Hill. 2018		
Further Readings			
1	Jeffrey A Mello, Strategic Human Resource Management, Cengage Learning, Southwestern 2017		
2	Robert L. Mathis and John H. Jackson, Human Resource Management, Cengage Learning, 2017		
3	Monir Tayeb. International Human Resource Management. Oxford. 2017		
E-Resource			
1	www.hrzone.com		
2	iedunote.com		

22PMBAS01	ADVANCED DATABASE MANAGEMENT SYSTEM	3	0	0	3	25	75	100					
Objective	<ul style="list-style-type: none"> To learn about various the DBMS models To understand the procedure involved in database implementation To know about the role of distributed databases To identify the purpose of object oriented databases To learn the latest emerging trends in DBMS 												
Course Outcomes	The student should be made to						Knowledge Level						
	CO1: Helps to maintain suitable business information						K2						
	CO2: Enrich & practice the database systematically						K3						
	CO3: Gain Knowledge in distributed databases						K3						
	CO4: Apply better data base models						K2						
	CO5: It enriches the equip latest trends of DBMS in business						K4						
		CO / PO Mapping							CO/PSO Mapping				
		(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak											
COs		Programme Outcomes (POs)							PSOs				
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
CO 1		2							2		2		
CO 2		2					3						2
CO 3		2			3			2		2		2	
CO 4							3		2		2		
CO 5		2							2			2	
Direct		Course Assessment Methods											
		1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations											
Indirect		Case studies											
UNIT I	INTRODUCTION						Periods	9					
DBMS Models - Multimedia Databases, Parallel Databases, embedded, web, spatial, temporal databases, Virtualization, Active Databases - Embedded databases - Web databases.													
UNIT II	DATABASE IMPLEMENTATION						Periods	9					
Query Processing basics and optimization – Heuristic Optimization – Transactions Models – Concurrency Control – Recovery – Security and Authorization – Storage – Indexing and Hashing – ISAM – B-Trees – Kd Trees – X Trees – Dynamic Hashing													
UNIT III	DISTRIBUTED DATABASES						Periods	9					
Distributed databases – queries – optimization access strategies – Distributed transactions management – concurrency control – reliability													
UNIT IV	OBJECT ORIENTED DATABASES						Periods	9					
Object Oriented Concepts – Data Object Models –Object Oriented Databases – Issues in OODBMS – Object Oriented Relational Databases – Object Definition Languages – Object Query Languages													
UNIT V	EMERGING TRENDS						Periods	9					

Data Mining – Data warehousing – Star, Snowflake, Fact Constellation; open source database systems, Scripting Language, JDBC, ODBC		
References		Total Periods
		45
1	Peter Rob, Carlos Coronel, Database System and Design, Implementation and Management, 7 th edition, Cengage Learning.	
2	Ramez Elmasri and Shamkant B. Navethe, Fundamentals of Database Systems, 4th , Pearson Education, 2018	
Further Readings		
1	Jeffrey A Hoffer et al, Modern Database Management, 10th Edition, Pearson Education, 2018.	
2	Abraham Silberchatz, Henry F. Korth and S.Sudarsan, Database System Concepts, 5th Edition, McGraw-Hill, 2018	
E-Resource		
1	aries.ektf.hu	
2	smude.edu.in	

22PMBAS02	E-BUSINESS MANAGEMENT													
Objective	<ul style="list-style-type: none"> To learn about the paramounts of e-business To know about the role of technology infrastructure in business To understand the nature of business value To learn about the various procedures involved in e-business transactions and its security To gain knowledge about various legal and privacy issues involved 													
Course Outcomes	The student should be made to										Knowledge Level			
	CO1: Help them to maintain business transactions smoother										K3			
	CO2: Enrich them to implement suitable technology systematically										K3			
	CO3: Give better experience in using business value										K4			
	CO4: Give them to make e-business transactions in secured manner										K3			
	CO5: Enrich them to handle legal and privacy issues										K3			
COs	CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak									CO/PSO Mapping				
	Programme Outcomes (POs)									PSOs				
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2		PSO 3
	CO 1	3							2		2			
	CO 2			2					3					2
	CO 3	2			3			2			2			
	CO 4					3		2				2		
CO 5	2			3					2		2			
Direct Course Assessment Methods														
<ol style="list-style-type: none"> Continuous Assessment Test I, II Assignment End-Semester examinations 														
Indirect : Case studies														
UNIT I	INTRODUCTION TO e-BUSINESS									Periods	8			
e-business, e-business vs e-commerce, Economic forces – advantages – myths – e-business models, design, develop and manage e-business, Web 2.0 and Social Networking, Mobile Commerce, S-commerce														
UNIT II	TECHNOLOGY INFRASTRUCTURE									Periods	10			
Internet and World Wide Web, internet protocols - FTP, intranet and extranet, information publishing technology basics of web server of hardware and software.														
UNIT III	BUSINESS APPLICATIONS									Periods	10			
Consumer oriented e-business – e-tailing and models - Marketing on web – advertising, e-mail marketing, affiliated programs - e-CRM; online services, Business oriented e-business, e-governance, EDI on the internet, Delivery management system, Web Auctions, Virtual communities and Web portals – social media marketing														
UNIT IV	e-BUSINESS PAYMENTS AND SECURITY									Periods	9			
E-payments - Characteristics of payment of systems, protocols, e-cash, e-cheque and Micro payment														

systems-internet security – cryptography – security protocols – network security.			
UNIT V	LEGAL AND PRIVACY ISSUES	Periods	8
Legal, Ethics and privacy issues – Protection needs and methodology – consumer protection, cyber laws, contracts and warranties, Taxation and encryption policies.			
References		Total Periods	45
1	Harvey M.Deitel, Paul J.Deitel, Kate Steinbuhler, e-business and e-commerce for managers, Pearson, 2021.		
2	Efraim Turban, Jae K. Lee, David King, Ting Peng Liang, Deborrah Turban, Electronic Commerce –A managerial perspective, Pearson Education Asia, 2017.		
Further Readings			
1	Parag Kulkarni, Sunita Jahirabadkao, Pradeep Chande, e business, Oxford University Press, 2018.		
2	Hentry Chan & el , E-Commerce – fundamentals and Applications, Wiley India Pvt Ltd, 2017.		
3	Gary P. Schneider, Electronic commerce, Thomson course technology, Fourth annual edition, 2018.		
4	Bharat Bhasker, Electronic Commerce – Frame work technologies and Applications, 3rd Edition. Tata McGrawHill Publications, 2019.		
5	Kamlesh K.Bajaj and Debjani Nag, Ecommerce- the cutting edge of Business, Tata McGrawHill Publications, 7th reprint, 2019.		
E-Resource			
1	link.springer.com		
2	www.ici.net.au		
3	Intyroduction to E BUSINESS MANAGEMENT & STRATEGY, Colin Combe, B H Butterworth Heinmann is an imprint of Elseiver, First edition(2016)		

22PMBAS03	SOFTWARE PROJECT AND QUALITY MANAGEMENT													
Objective	<ul style="list-style-type: none"> • To understand project management cycle in software development • To get clarity on application of quality metrics • To study various project estimation involved in software development • To know about the various quality models in software development. • To understand the process involved in software quality assurance 													
Course Outcomes	The student should be made to										Knowledge Level			
	CO1: It helps them to maintain business oriented software development										K2			
	CO2: It enriches them to implement suitable quality techniques										K3			
	CO3: It also gives better experience in managing project cost										K2			
	CO4: It enriches the										K3			
	CO5: It enriches them to handle legal and privacy issues										K2			
		CO / PO Mapping								CO/PSO Mapping				
		(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak												
COs		Programme Outcomes (POs)								PSOs				
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3	
CO 1		3							2		2			
CO 2		2							3		2			
CO 3		3			2			2			2			
CO 4						2			3		2		2	
CO 5		2							2	2	2		2	
Direct		Course Assessment Methods												
		<ol style="list-style-type: none"> 1. Continuous Assessment Test I, II 2. Assignment 3. End-Semester examinations 												
Indirect		Case studies												
UNIT – I	INTRODUCTION										Periods	9		
Software Projects, Projects Planning, Process models, Waterfall, RAD, V, Spiral, Incremental, Prototyping, Agile, Project Tracking														
UNIT – II	SOFTWARE METRICS										Periods	10		
Goal, Question, Metric (GQM) model, Product Quality metrics, In process Quality metrics, Metrics for software maintenance and testing, Complexity Metrics														
UNIT – III	SOFTWARE PROJECT ESTIMATION										Periods	10		
Effort and Cost Estimation - Expert Judgment, LOC, Function Points, Extended Function Points. Feature Points, Object Points, COCOMO-81, COCOMO-II; Risk Management														
UNIT – IV	SOFTWARE QUALITY										Periods	9		
Quality Management Systems, Software Quality Models- FURPS, McCalls, models, applying seven basic quality tools in software development, Measuring Quality, Gilb, CoQUAMO, Lean software development.														
UNIT – V	SOFTWARE QUALITY ASSURANCE										Periods	8		

Software Reliability models-Rayleigh model, Weibull model; Defect Removal Effectiveness; Quality standards- ISO 9000 models and standards for process improvement, ISO/IEC 9126-1 to 9126-4, SQuaRE, ISO/IEC 25000, ISO/IEC 25010, CMM, PCMM, CMMI, SPICE. Case study analysis.

References		Total Periods	45
1	Roger S. Pressman, Software Engineering A Practitioners Approach, McGraw Hill International Edition, New Delhi, 7th Edition, 2018		
2	Stephen Kan, Metrics and Models in Software Quality Engineering, Pearson Education Asia, 8th Impression 2019.		
Further Readings			
1	Walker Royce, Software Project Management – A unified framework, Pearson Education Asia, New Delhi, 2019.		
2	Alan Gillies, Software Quality – Theory and Management, Thomson Learning, 2018		
3	Bob Hughes and Mike Cotterell, Software Project Management, Tata McGraw Hill, 5th Edition, 2010)		
4	Robert T. Futrell, Donald F. Sahefer and Linda I. Shafer, Quality Software Project Management, Pearson Education Asia, 2018.		
5	Richard H. Thayer, Software Engineering Project Management, John Wiley, 2018		
E-Resource			
1	link.springer.com		
2	www.pmi.org		

22PMBAS04	DATA MINING FOR BUSINESS INTELLIGENCE																																																		
Objective	<ul style="list-style-type: none"> • To gain knowledge about the data mining process • To know the functions of data warehousing • To understand the usage of data mining tools, methods and techniques • Gain knowledge on modern information technology and its business opportunities • To study about Bi and data mining applications 																																																		
Course Outcomes	The student should be made to										Knowledge Level																																								
	CO1: Apply the data mining concept effectively										K2																																								
	CO2: Enrich effectively the functions of data warehousing										K3																																								
	CO3: Analyze better experience in handling data mining tools, methods and techniques for effective decision making										K4																																								
	CO4: Explore the application of IT in developing business										K3																																								
	CO5: Execute Bi and data mining applications in business										K1																																								
	CO / PO Mapping									CO/PSO Mapping																																									
	(3/2/1 indicates strength of correlation)																																																		
	3-Strong, 2 – Medium, 1 – Weak																																																		
	COs	Programme Outcomes (POs)									PSOs																																								
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2		PSO 3																																					
	CO 1	3							3		2																																								
	CO 2	2							3		2																																								
CO 3	2			3			2					2																																							
CO 4						3		2			2																																								
CO 5	2							2	2	2		2																																							
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 5%;">Direct</td> <td colspan="12" style="text-align: center;">Course Assessment Methods</td> </tr> <tr> <td></td> <td colspan="12"> <ol style="list-style-type: none"> 1. Continuous Assessment Test I, II 2. Assignment 3. End-Semester examinations </td> </tr> <tr> <td></td> <td colspan="12" style="text-align: center;">Indirect : Case studies</td> </tr> </table>													Direct	Course Assessment Methods													<ol style="list-style-type: none"> 1. Continuous Assessment Test I, II 2. Assignment 3. End-Semester examinations 													Indirect : Case studies											
Direct	Course Assessment Methods																																																		
	<ol style="list-style-type: none"> 1. Continuous Assessment Test I, II 2. Assignment 3. End-Semester examinations 																																																		
	Indirect : Case studies																																																		
UNIT – I	INTRODUCTION										Periods	9																																							
Data mining, Text mining, Web mining, Spatial mining, Process mining, BI process- Private and Public intelligence, Strategic assessment of implementing BI																																																			
UNIT – II	DATA WAREHOUSING										Periods	10																																							
Data ware house – characteristics and view - OLTP and OLAP - Design and development of data warehouse, Meta data models, Extract/ Transform / Load (ETL) design																																																			
UNIT – III	DATA MINING TOOLS , METHODS, TECHNIQUES										Periods	10																																							
Regression and correlation; Classification- Decision trees; clustering –Neural networks; Market basket analysis- Association rules-Genetic algorithms and link analysis, support vector machine, Ant colony optimization																																																			

UNIT – IV	MODERN INFORMATION TECHNOLOGY AND ITS BUSINESS OPPORTUNITIES	Periods	9
Business intelligence software, BI on web, Ethical and legal limits, Industrial espionage, modern techniques of crypto analysis, managing and organizing for an effective BI Team			
UNIT – V	BI AND DATA MINING APPLICATIONS	Periods	8
Applications in various sectors – Retailing, CRM, Banking, Stock Pricing, Production, Crime, Genetics, Medical, Pharmaceutical. Case study analysis.			
References		Total Periods	45
1	Jaiwei Ham and Micheline Kamber, Data Mining concepts and techniques, Kauffmann Publishers 2019.		
2	Efraim Turban, Ramesh Sharda, Jay E. Aronson and David King, Business Intelligence, Prentice Hall, 2018.		
Further Readings			
1	W.H.Inmon, Building the Data Warehouse, fourth edition Wiley India pvt. Ltd. 2018.		
2	Ralph Kimball and Richard Merz, The data warehouse toolkit, John Wiley, 2018.		
3	Michel Berry and Gordon Linoff, Mastering Data mining, John Wiley and Sons Inc 2nd Edition, 2018.		
4	Michel Berry and Gordon Linoff, Data mining techniques for Marketing, Sales and Customer support, John Wiley, 2019		
5	G. K. Gupta, Introduction to Data mining with Case Studies, Prentice hall of India, 2018		
E-Resource			
1	www.educba.com		
2	www.qyte.com		

22PMBAS05	ENTERPRISE RESOURCE PLANNING													
Objective	To understand the business process of an enterprise To grasp the activities of ERP software solutions To understand the emerging trends in ERP implementation To learn the procedures involved in post implementation To gain awareness in emerging trends on ERP													
Course Outcomes	The student should be made to										Knowledge Level			
	CO1: It helps them to effectively follow the business process smoothly										K3			
	CO2: It enriches them to maintain database with deriving proper solutions for the business problems										K4			
	CO3: It also gives better experience in implementing the ERP process.										K3			
	CO4: It gives better experience in post implementation of ERP knowledge in business										K4			
	CO5: To implement Bi and data mining applications in business										K5			
	CO / PO Mapping									CO/PSO Mapping				
	(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak													
	COs	Programme Outcomes (POs)									PSOs			
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2		PSO 3
	CO 1	2							3		2			
	CO 2	2							3		2			
	CO 3				3			2		2	2	2		
CO 4						3		2				2		
CO 5	2							2				2		
Direct	Course Assessment Methods													
	1. Continuous Assessment Test I, II 2. Assignment 3. End-Semester examinations													
	Indirect : Case studies													
UNIT – I	INTRODUCTION									Periods		9		
	Overview of enterprise systems – Evolution - Risks and benefits - Fundamental technology - Issues to be consider in planning design and implementation of cross functional integrated ERP systems.													
UNIT – II	ERP SOLUTIONS AND FUNCTIONAL MODULES									Periods		9		
	Overview of ERP software solutions- Small, medium and large enterprise vendor solutions, BPR, and best business practices - Business process Management, Functional modules.													
UNIT – III	ERP IMPLEMENTATION									Periods		9		
	Planning Evaluation and selection of ERP systems - Implementation life cycle - ERP implementation, Methodology and Frame work- Training – Data Migration. People Organization in implementation- Consultants, Vendors and Employees.													
UNIT – IV	POST IMPLEMENTATION									Periods		9		
	Maintenance of ERP- Organizational and Industrial impact; Success and Failure factors of ERP Implementation. development													
UNIT – V	EMERGING TRENDS ON ERP									Periods		9		
	Extended ERP systems and ERP add-ons -CRM, SCM, Business analytics- Future trends in ERP													

systems-web enabled, Wireless technologies, cloud computing. Case study analysis.

References		Total Periods	45
1	Alexis Leon, ERP demystified, second Edition Tata McGraw-Hill, 2018.		
2	Sinha P. Magal and Jeffery Word, Essentials of Business Process and Information System, Wiley India, 2018		
Further Readings			
1	Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2018		
2	Alexis Leon, Enterprise Resource Planning, third edition, Tata McGraw-Hill, 2018		
3	Mahadeo Jaiswal and Ganesh Vanapalli, first edition,ERP Macmillan India, 2019.		
4	Vinod Kumar Grag and N.K. Venkitakrishnan, ERP- Concepts and Practice, second edition Prentice Hall of India, 2019.		
E-Resource			
1	www.syspro.com		
2	www.netsuite.com		

21PMBAP01	LOGISTICS AND SUPPLY CHAIN MANAGEMENT														
Objective	1. Understand the scope and practice of business logistics and supply chain management 2. To know about the decision making process involved in logistics 3. To understand the process involved in inventory and warehousing 4. To identify the role of transportation and packaging in logistics sector 5. To get clear idea on organizational structure and its control.														
Course Outcomes	The student should be made to										Knowledge Level				
	CO1: It helps them to effectively follow the business process smoothly										K2				
	CO2: It enriches them to maintain database with deriving proper solutions for thf problems										K3				
	CO3: It also gives better experience in implementing the ERP process.										K4				
	CO4: It gives better experience in post implementation of ERP knowledge in business										K3				
	CO5: To implement Bi and data mining applications in business										K4				
	CO / PO Mapping								CO/PSO Mapping						
	(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak														
	COs	Programme Outcomes (POs)								PSOs					
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3		
	CO 1	3							2		2				
	CO 2	2						3					2		
	CO 3	2			3			2		2		2			
CO 4						3		2			2				
CO 5	2							2		2					
	Direct Course Assessment Methods														
	1. Continuous Assessment Test I, II 2. Assignment 3. End-Semester examinations														
	Indirect : Case studies														
UNIT – I	INTRODUCTION								Periods		9				
Business logistics and supply chain – importance, objectives and rivers. Strategy – planning, selecting proper channel, performance measurement. Outsourcing- Make vs buy approach – sourcing strategy															
UNIT – II	MANAGING FLOWS								Periods		9				
Planning Networks – Decision making under risk – Decision trees – Decision making under uncertainty. Distribution Network Design – Role – Factors Influencing Options, Value Addition.. Supply Chain Network optimization models. Logistics information system - Role of IT – Framework for IT adoption															
UNIT – III	INVENTORY AND WAREHOUSING								Periods		9				
Inventory–objectives, bullwhip effect, control - Probabilistic inventory models, Risk pooling, Vendor managed inventory, Multi-echelon inventory. Warehousing Functions – Types – Site Selection – Decision Model – Layout Design – Costing – Virtual Warehouse.															
UNIT – IV	TRANSPORTATION AND								Periods		9				

PACKAGING			
Transportation – Drivers, Modes, Measures - Strategies for Transportation, 3PL and 4PL, Vehicle Routing and Scheduling. Packaging- Design considerations, Material and Cost. Packaging as Unitisation. Consumer and Industrial Packaging.			
UNIT – V	ORGANIZATION AND CONTROL	Periods	9
Organisation Structure – need and development. Organizational – Choices, Orientation and positioning. Inter functional and inter organisational management – alliances and partnerships. Control – Process framework, system details, information, measurement and interpretation. Case study analysis.			
References		Total Periods	45
1	Ronald H. Ballou and Samir K. Srivastava, Business Logistics and Supply Chain Management, Pearson education, Fifth Edition		
2	Sunil Chopra and Peter Meindl, Supply Chain Management-Strategy Planning and Operation, PHI Learning / Pearson Education, 2018.		
Further Readings			
1	Bowersox Donald J, Logistics Management – The Integrated Supply Chain Process, Tata McGraw Hill, 2018.		
2	Vinod V. Sople, Logistics Management-The Supply Chain Imperative, Pearson. 2018.		
3	Coyle et al., The Management of Business Logistics, Thomson Learning, 7th Edition, 2019.		
4	Mohanty R.P and Deshmukh S.G, Supply chain theories and practices, Biztantra publications, 2018.		
5	Leenders, Johnson, Flynn, Fearon, Purchasing and supply management, Tata McGraw Hill, 2018.		
E-Resource			
1	www.thebalancesmb.com		
2	www.supplychainopz.com		

22PMBAP02	SERVICES OPERATION MANAGEMENT													
Objective	It helps to understand the nature of services It helps to know the understand the process of service design It helps to maintain the service quality standards by following the procedures It helps to choose better service facility according to the various operations TO gain knowledge in managing capacity and demand during service operations													
Course Outcomes	The student should be made to										Knowledge Level			
	CO1: It helps them to utilize the suitable service for their business operations										K2			
	CO2: It enriches them to perform better method of service design										K3			
	CO3: It also gives better knowledge in maintaining quality standards of service										K4			
	CO4: It enriches to function better service facility for performing suitable operations										K3			
	CO5: To implement the effective goals of connecting capacity and demand by following better service operations										K4			
		CO / PO Mapping								CO/PSO Mapping				
		(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak												
		COs	Programme Outcomes (POs)							PSOs				
			PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
		CO 1	2						3		2			
		CO 2	2						3				2	
		CO 3			3			2		2	2			
		CO 4					3		2			2		
		CO 5	2						2		2			
		Direct Course Assessment Methods												
		1. Continuous Assessment Test I, II 2. Assignment 3. End-Semester examinations												
		Indirect : Case studies												
UNIT I	INTRODUCTION										Periods	9		
Services – Importance, role in economy, service sector – growth; Nature of services -Service classification , Service Package, distinctive characteristics , open-systems view; Service Strategy – Strategic service vision, competitive environment, generic strategies, winning customers; Role of information technology; stages in service firm competitiveness; Internet strategies - Environmental strategies.														
UNIT II	SERVICE DESIGN										Periods	9		
New Service Development – Design Elements – Service Blue-printing – Process Structure – Generic Approaches – Value to Customer; Retail design strategies – store size – Network Configuration; Managing Service Experience – Experience economy, key dimensions; Vehicle Routing and Scheduling														
UNIT III	SERVICE QUALITY										Periods	9		
Service Quality- Dimensions, Service Quality Gap Model; Measuring Service Quality –SERVQUAL - Walk-through Audit; Quality service by design - Service Recovery - Service Guarantees; Service														

Encounter – triad, creating service orientation, service profit chain; Front-office Back-office Interface – service decoupling.			
UNIT IV	SERVICE FACILITY	Periods	9
Service scapes – behavior - environmental dimensions – framework; Facility design – nature, objectives, process analysis – process flow diagram, process steps, simulation; Service facility layout; Service Facility Location – considerations, facility location techniques – metropolitan metric, Euclidean, centre of gravity, retail outlet location , location set covering problem			
UNIT V	MANAGING CAPACITY AND DEMAND	Periods	9
Managing Demand – strategies; Managing capacity – basic strategies, supply management tactics, operations planning and control; Yield management; Inventory Management in Services– Retail Discounting Model, Newsvendor Model; Managing Waiting Lines –Queuing systems, psychology of waiting; Managing for growth- expansion strategies, franchising , globalization. Case study analysis.			
References		Total Periods	45
1	James A. Fitzsimmons, Service Management – Operations, Strategy, Information Technology, Tata McGraw-Hill – 5th Edition 2018		
2	Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton Successful Service		
3	Operations Management, South-Western, Cengage Learning, 2nd Edition		
Further Readings			
1	Cengiz Haksever, Barry Render, Roberta S. Russell, Rebert G. Murdick, Service Management and Operations, Pearson Education – Second Edition.		
2	Robert Johnston, Service Operations Management, Pearson Education, 2nd Edition, 2018.		
E-Resource			
1	www.irma.ac.in		
2	www.referenceforbusiness.com		

22PMBAP03	PROJECT MANAGEMENT														
Objective	<ul style="list-style-type: none"> To learn the concepts of managing projects To understand the process of planning and budgeting To learn about the scheduling and resource allocation process involved To analyze the control cycle process and evaluation To learn about the functions of project organization and conflict management process 														
Course Outcomes	The student should be made to										Knowledge Level				
	CO1: It helps them to give better experience in handling projects										K2				
	CO2: It enriches them to be expertise in planning and budgeting										K3				
	CO3: It helps them to apply better time schedule and proper resource fixing for better project management										K4				
	CO4: It gives better implementation of control cycle process and evaluation procedures										K3				
	CO5: To implement better project management and solve c										K4				
	CO / PO Mapping								CO/PSO Mapping						
	(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak														
	COs	Programme Outcomes (POs)								PSOs					
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3		
	CO 1	2					3				2				
	CO 2	2							3		2				
	CO 3	2			3			2		2	2	2			
CO 4						3		2					2		
CO 5	2							2	2	2					
	Direct Course Assessment Methods														
	1. Continuous Assessment Test I, II 2. Assignment 3. End-Semester examinations														
	Indirect : Case studies														
UNIT I	INTRODUCTION TO PROJECT MANAGEMENT								Periods		9				
Project Management – Definition – Goal – Lifecycles. Project Selection Methods. Project Portfolio Process – Project Formulation. Project Manager – Roles – Responsibilities and Selection – Project Teams															
UNIT II	PLANNING AND BUDGETING								Periods		9				
The Planning Process – Work Break down Structure – Role of Multidisciplinary teams. Budget the Project – Methods. Cost Estimating and Improvement. Budget uncertainty and risk management.															
UNIT III	SCHEDULING & RESOURCE ALLOCATION								Periods		9				
PERT & CPM Networks - Crashing – Project Uncertainty and Risk Management – Simulation –															

Gantt Charts – Expediting a project – Resource loading and leveling. Allocating scarce resources – Goldratts Critical Chain			
UNIT IV	CONTROL AND COMPLETION	Periods	9
The Plan-Monitor-Control cycle – Data Collecting and reporting – Project Control – Designing the control system. Project Evaluation, Auditing and Termination			
UNIT V	PROJECT ORGANISATION & CONFLICT MANAGEMENT	Periods	9
Formal Organization Structure – Organization Design – Types of project organizations. Conflict – Origin & Consequences. Managing conflict – Team methods for resolving conflict. Case study analysis.			
References		Total Periods	45
1	Clifford Gray and Erik Larson, Project Management, Tata McGraw Hill Edition, 2018.		
2	John M. Nicholas, Project Management for Business and Technology - Principles and Practice, Second Edition, Pearson Education, 2018.		
Further Readings			
1	Gido and Clements, Successful Project Management, Second Edition, Thomson Learning, 2019.		
2	Harvey Maylor, Project Management, Third Edition, Pearson Education, 2018.		
E-Resource			
1	www.teamgantt.com		
2	technologyadvice.com		

22PMBAP04	LEAN SIX SIGMA													
Objective	To have better understanding about lean and six sigma fundamentals To practice the application of tools and techniques of six sigma To gain knowledge in knowing various six sigma methodologies applied in business To understand the process involved in six sigma implementation and its challenges To identify the evaluation procedures and learn the continuous improvement methods													
Course Outcomes	The student should be made to										Knowledge Level			
	CO1: It helps them to practice six sigma fundamentals in industry										K3			
	CO2: It enriches them to apply the tools and techniques for better results										K3			
	CO3: It also gives better usage of six sigma methodologies										K4			
	CO4: It gives better implementation of six sigma to qualitative usage of resources										K5			
	CO5: To implement and gain continuous improvement in productivity.										K2			
	CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak									CO/PSO Mapping				
	COs	Programme Outcomes (POs)									PSOs			
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2		PSO 3
	CO 1	3							2		2			
	CO 2	2				3					2			
	CO 3	2			3		2		2		2	2		
	CO 4					3		2	2		2			2
CO 5	2						2			2				
Direct Course Assessment Methods														
1. Continuous Assessment Test I,II 2. Assignment 3. End-Semester examinations														
Indirect : Case studies														
UNIT I	LEAN & SIX SIGMA BACKGROUND AND FUNDAMENTALS									Periods	9			
Historical Overview – Definition of quality – What is six sigma -TQM and Six sigma - lean manufacturing and six sigma- six sigma and process tolerance – Six sigma and cultural changes – six sigma capability – six sigma need assessments - implications of quality levels, Cost of Poor Quality (COPQ), Cost of Doing Nothing – assessment questions														
UNIT II	THE SCOPE OF TOOLS AND TECHNIQUES									Periods	9			
Tools for definition – IPO diagram, SIPOC diagram, Flow diagram, CTQ Tree, Project Charter – Tools for measurement – Check sheets, Histograms, Run Charts, Scatter Diagrams, Cause and effect diagram, Pareto charts, Control charts, Flow process charts, Process Capability Measurement, Tools for analysis – Process Mapping, Regression analysis, RU/CS analysis, SWOT, PESTLE, Five Whys, interrelationship diagram, overall equipment effectiveness, TRIZ innovative problem solving – Tools														

for improvement – Affinity diagram, Normal group technique, SMED, 5S, mistake proofing, Value stream Mapping, forced field analysis– Tools for control – Gantt chart, Activity network diagram, Radar chart, PDCA cycle, Milestone tracker diagram, Earned value management.			
UNIT III	SIX SIGMA METHODOLOGIES	Periods	9
Design For Six Sigma (DFSS), Design For Six Sigma Method- Failure Mode Effect Analysis – (FMEA), FMEA process - Risk Priority Number (RPN)- Six Sigma and Leadership, committed leadership – Change Acceleration Process (CAP)- Developing communication plan – Stakeholder			
UNIT IV	SIX SIGMA IMPLEMENTATION AND CHALLENGES	Periods	9
Tools for implementation – Supplier Input Process Output Customer (SIPOC) – Quality Function Deployment or House of Quality (QFD) – alternative approach – implementation – leadership training, close communication system, project selection – project management and team – champion training – customer quality index – challenges – program failure, CPQ vs six sigma, structure the deployment of six sigma – cultural challenge – customer/internal metrics			
UNIT V	EVALUATION AND CONTINUOUS IMPROVEMENT METHODS	Periods	9
Evaluation strategy – the economics of six sigma quality, Return on six Sigma (ROSS), ROI, poor project estimates – continuous improvement – lean manufacturing – value, customer focus, Perfection, focus on waste, overproduction – waiting, inventory in process (IIP), processing waste, transportation, motion, making defective products, underutilizing people – Kaizen – 5S. Case study analysis.			
References		Total Periods	45
1	Michael L. George, David Rowlands, Bill Kastle, What is Lean Six Sigma, McGraw – Hill 2018		
2	Thomas Pyzdek, The Six Sigma Handbook, McGraw-Hill, 2018.		
Further Readings			
1	Fred Soleimannejed , Six Sigma, Basic Steps and Implementation, AuthorHouse, 2018		
2	Forrest W. Breyfogle, III, James M. Cupello, Becki Meadows, Managing Six Sigma: A Practical Guide to Understanding, Assessing, and Implementing the Strategy That Yields Bottom-Line Success, John Wiley & Sons, 2018.		
	James P. Womack, Daniel T. Jones, Lean Thinking, Free Press Business, 2018.		
E-Resource			
1	www.leansixsigmainstitute.org		

22PMBAP05	PRODUCT DESIGN												
Objective	<ul style="list-style-type: none"> • Understand the characteristics and generic process involved in product development • To learn the steps involved in product planning and product life cycle • To learn the basics of product concept and its methodologies • To Understand about the process involved in industrial design and design tools • To know about the procedures of obtaining patents and its significance. 												
Course Outcomes	The student should be made to										Knowledge Level		
	CO1: It helps them to follow suitable product development and improves production efficiency										K3		
	CO2: It enriches them to maintain effective product planning and systematic application of techniques and methodologies										K2		
	CO3: It also gives better experience in production applications										K2		
	CO4: It gives better exposure in utilizing production design tools effectively										K4		
	CO5: To implement the patent procedures in a effective manner										K4		
	CO / PO Mapping									CO/PSO Mapping			
	(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak												
	COs	Programme Outcomes (POs)									PSOs		
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
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	CO 2	2				3					2		
	CO 3	2			3			2			2		
CO 4					3		2				2		
CO 5	2						2	2		2			
	Direct Course Assessment Methods												
	1. Continuous Assessment Test I, II 2. Assignment 3. End-Semester examinations												
	Indirect : Case studies												
UNIT I	INTRODUCTION									Periods		9	
Defining Product, Types of products. Product development – characteristics, duration and cost, challenges. Development Process: Generic Process- Adapting to product types. Evaluation – decay curve – cost expenditure curve.													
UNIT II	PRODUCT PLANNING									Periods		9	
Product Planning Process – Steps. Opportunity identification – breakdown structure- product development charter. Product Life Cycle. Technology Life Cycle - Understanding Customer Needs - Disruptive Technologies- Product Specification - Concept Generation – Activity- Steps- Techniques.													

UNIT III	PRODUCT CONCEPT	Periods	9
Concept Selection – Importance, Methodology, concept Screening, Concept Scoring. Concept Testing. Product Architecture- Definition, Modularity, implication, Establishment, Delayed Differentiation, Platform Planning.			
UNIT IV	INDUSTRIAL DESIGN AND DESIGN TOOLS	Periods	9
Industrial Design, Design for Manufacturing-Value Engineering-Ergonomics-Prototyping-Robust Design-Design for X-failure rate curve-product use testing-Collaborative Product development-Product development economics-scoring model- financial analysis.			
UNIT V	PATENTS	Periods	9
Defining Intellectual Property and Patents, Patent Searches and Application, Patent Ownership and Transfer, Patent Infringement, New Developments and International Patent Law –Case Study.			
References		Total Periods	45
1	Karl T. Ulrich, Steven D. Eppinger, Anita Goyal Product Design and Development, Tata McGraw – Hill, Fourth Edition, reprint 2018.		
2	Kenneth B.Kahn, New Product Planning, Sage, 2nd Edition 2020		
Further Readings			
1	A.K. Chitale and R.C. Gupta, Product Design and Manufacturing, PHI, 2018		
2	Deborah E. Bouchoux, Intellectual Property Rights, Delmar, Cengage Learning, 2018.		
3	Anil Mital. Anoop Desai, Anand Subramanian, Aashi Mital, Product Development, Elsevier, 2019.		
4	Michael Grieves, Product Life Cycle Management, Tata McGraw Hill , 2018.		
5	Kerber, Ronald L, Laseter, Timothy M., Strategic Product Creation, Tata-McGraw Hill, 2017.		
E-Resource			
1	www.nid.edu		

22PMBAP06	MATERIALS MANAGEMENT												
Objective	<ul style="list-style-type: none"> To understand the role of project management in production plan. To learn about the material requirements and materials planning process. To learn the inventory management techniques To know the purchasing management procedures To learn the procedures involved in warehouse management 												
Course Outcomes	The student should be made to										Knowledge Level		
	CO1: Students learn the best project management practices										K3		
	CO2: They can be expertise in handling the materials in effective manner										K2		
	CO3: To maintain better inventory management practices.										K2		
	CO4: To apply suitable purchase management techniques										K4		
	CO5: To maintain effective warehouse management procedures										K4		
	CO / PO Mapping									CO/PSO Mapping			
	(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak												
	COs	Programme Outcomes (POs)									PSOs		
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
	CO 1			3					2			2	
	CO 2	2							3			2	
	CO 3	2			3			2		2		2	
CO 4						3		2		2			
CO 5	2							2		2			
Direct	Course Assessment Methods												
	<ol style="list-style-type: none"> Continuous Assessment Test I, II Assignment End-Semester examinations . 												
Indirect	Case studies												
UNIT I	INTRODUCTION TO PROJECT MANAGEMENT										Periods	9	
	Operating environment-aggregate planning-role, need, strategies, costs techniques, approaches-master scheduling-manufacturing planning and control system-manufacturing resource planning-enterprise resource planning-making the production plan												
UNIT II	MATERIALS PLANNING										Periods	9	
	Materials requirements planning-bill of materials-resource requirement planning-manufacturing resource planning-capacity management-scheduling orders-production activity control-codification.												
UNIT III	INVENTORY MANAGEMENT										Periods	9	
	Policy Decisions-objectives-control -Retail Discounting Model, Newsvendor Model; EOQ and EBQ models for uniform and variable demand With and without shortages -Quantity discount models. Probabilistic inventory models.												
UNIT IV	PURCHASING MANAGEMENT										Periods	9	
	Establishing specifications-selecting suppliers-price determination-forward buying-mixed buying strategy-price forecasting-buying seasonal commodities-purchasing under uncertainty-demand												

management-price forecasting-purchasing under uncertainty-purchasing of capital equipment-international purchasing			
UNIT V	WAREHOUSE MANAGEMENT	Periods	9
Warehousing functions – types - Stores management-stores systems and procedures-incoming materials control-stores accounting and stock verification-Obsolete, surplus and scrap-value analysis-material handling-transportation and traffic management -operational efficiency-productivity-cost effectiveness-performance measurement. Case study analysis.			
References		Total Periods	45
1	J.R.Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Materials Management, Pearson, 2018		
2	JP. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill, 2018		
Further Readings			
1	A.K.Chitale and R.C.Gupta, Materials Management, Text and Cases, PHI Learning, 2nd Edition, 2018		
2	A.K.Datla, Materials Management, Procedure, Text and Cases, PHI Learning, 2nd Edition, 2018		
3	Ajay K Garg, Production and Operations Management, Tata McGraw Hill , 2018		
4	Ronald H. Ballou and Samir K. Srivastava, Business Logistics and Supply Chain Management, Pearson education, Fifth Edition		
5	S. N. Chary, Production and Operations Management, Tata McGraw Hill , 2018		
E-Resource			
1	www.nid.edu		

22PMBAHC01	HEALTHCARE MANAGEMENT													
Objective	<ul style="list-style-type: none"> To learn about the concept of hospital To know about the patient care and its treatment procedures To learn about the hospital administration procedures To understand the legal responsibilities involved To learn about the laws related to medical practice 													
Course Outcomes	The student should be made to											Knowledge Level		
	CO1: It helps to gain knowledge about the hospital process											K3		
	CO2: To practice better patient care and treatment procedures											K2		
	CO3: To implement better hospital administration procedures											K2		
	CO4: To follow the legal responsibilities involved											K4		
	CO5: To understand and follow the laws related towards medical practice											K4		
	CO / PO Mapping									CO/PSO Mapping				
	(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak													
	COs	Programme Outcomes (POs)									PSOs			
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2		PSO 3
	CO 1							2			2			
	CO 2	2							3		2			
	CO 3	2			3			2			2	2		
CO 4	3					2		2				2		
CO 5	2							2	2			2		
	Direct Course Assessment Methods													
	1. Continuous Assessment Test I, II 2. Assignment 3. End-Semester examinations													
	Indirect : Case studies													

UNIT I	CONCEPT OF HOSPITALS	Periods	9
Planning and design of hospital (building and physical layout) – Space required for separate function – different types of hospitals – problems and constraints in different type of hospitals – structure of different types of hospital. History of hospital development- Department and organization. Departmentation in Hospital - Organisation – structure – Vertical & Horizontal – Clinical & Non clinical – supportive & ancillary services			
UNIT II	PATIENT CARE	Periods	9
Introduction, Importance of improving the quality care of patients, role of natural and human resources in patient care management, patient counseling: for surgical procedures, for treatment, grief counseling; protocols, Medicare standards			
UNIT III	HOSPITAL ADMINISTRATION	Periods	9
Role of Medical Superintendent, Hospital Administrator, Resident Medical Officer, Night Duty Executive; Public and guest relation; importance in patient care, information regarding patients, code of press relations, medical information, patient information booklets, attendants“ management.			
UNIT IV	LEGAL RESPONSIBILITIES	Periods	9
Essential documents, state licensure, civil rights, authority of examination, treatments, autopsy, responsibilities of medical staff, tort liability, insurance, use of investigational drugs. General policies and procedures of the hospitals for patients and personnel. Need, legal implications, Pollution Control Board Act, Safe Collection, segregation, disposal, dumping, incineration and			

training.			
UNIT V	LAWS RELATED TO MEDICAL PRACTICE	Periods	9
Code of ethics – introduction – professional ethics – personal qualities of the medical professional. Medical council act – clinical trials – disability act – legal aspects of medical records – transplantation of human organ act – prevention of food and adulteration act – medical termination of pregnancy act, 1971 – birth and death registration act – sex determination act – Indian mental health act, 1987. Case study analysis.			
References		Total Periods	45
1	Liewellyne Davis and H.M. Macacaulay, Hospital Administration and Planning, JP Brothers, New Delhi, 2018.		
2	S.G. Kabra, Medical Audit		
Further Readings			
1	Arun Kumar (ed) Encyclopedia of Hospital Administration and Development, Anmol Publications, New Delhi, 2018.		
2	Srinivasan, A.V. (ed), Managing a Modern Hospitals, Response Books, New Delhi, 2019.		
3	Environment Management Systems, ISO 14000 Documents.		
E-Resource			
1	www.nid.edu		

22PMBAHC02	PATIENTCARE OPERATIONS IN HOSPITAL												
Objective	<ul style="list-style-type: none"> • understand why healthcare operations management has four major decision areas: capacity, purchasing and supply, process technology and improvement • forecast patient demand and analyse your health service's capacity • design a healthcare operations dashboard to measure or observe your service's current performance and identify performance targets • To learn about the basic ideology of patient care • To understand the service activities involved in front office in hospitals • To learn about the laboratory services and its practices and learn about the best operations and nursing services 												
Course Outcomes	The student should be made to											Knowledge Level	
	CO1: To apply best patient care practices											K3	
	CO2: To perform better front office activities in hospitals											K2	
	CO3: To apply best laboratory services and practices											K2	
	CO4: To perform better operations and nursing services											K4	
	CO5: To practice better quality control dimensions											K4	
	CO / PO Mapping (3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak									CO/PSO Mapping			
	COs	Programme Outcomes (POs)									PSOs		
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
	CO 1	2						2			2		
	CO 2	2						3		2			
	CO 3	2			3			2			2		
	CO 4						2	2				2	
CO 5	2						2	2		2			
	Direct Course Assessment Methods												
	1. Continuous Assessment Test I, II 2. Assignment 3. End-Semester examinations												
	Indirect : Case studies												

UNIT I	PATIENT CARE - INTRODUCTION	Periods	9
Meaning and scope of patient care services – significance of patient care – role of administration in patient care – classification of Hospital.			
UNIT II	FRONT OFFICE IN HOSPITALS	Periods	9
Front office services – outpatient services – inpatient services – Accident and Emergency services – Billing services.			
UNIT III	LABORATORY SERVICES	Periods	9
Lab services – Radiology and Imaging services – Rehabilitation services – Blood bank services – Telemedicine			
UNIT IV	OPERATIONS AND NURSING SERVICES	Periods	9
Operation theatre – Intensive care units – Hospital acquired infections – Sterilization – Nursing services – Ward Management.			
UNIT V	QUALITY CONTROL DIMENSIONS	Periods	9
Concept of quality – Quality control – Quality assurance – ISO 9000 standards – TQM – Accreditation – NABL – JCAHQ – Quality manual – Medical tourism. Case study analysis.			

References		Total Periods	45
1	Healthcare Operations Management, Third Edition (Aupha/Hap Book) by Daniel McLaughlin (Author) - Health Administration Press; 3rd edition (30 March 2017)		
2	Healthcare Strategic Planning, Fourth Edition (Ache Management) by John Harris (Author) - Health Administration Press; 4th edition (30 August 2017)		
3	Tasting YOUR OWN Medicine: How to Advocate for Yourself in Healthcare Settings Kindle Edition by Karan K. Mirpuri (Author) - New Degree Press (30 April 2019)		
4	Care Sharing & Care Homes for Our Loved Ones: Kindle Edition - by David Geraghty (Author) - Michael Terence Publishing (13 May 2018)		
5	Latest In Healthcare Management Paperback – by BhardwajPradeep (Author) - aypee Brothers Medical Publishers; first edition (March 2018)		
E-Resource			
1	https://ncert.nic.in/vocational/pdf/keda101.pdf		
2	https://www.ahrq.gov/patients-consumers/diagnosis-treatment/hospitals-clinics/10-tips/index.html		
3	https://www.ncbi.nlm.nih.gov/books/NBK2686/		
4	https://mocdoc.in/blog/a-detailed-view-of-hospital-management-system-hms		
5	https://healthmanagement.org/c/hospital/whitepaper/7-ways-to-improve-patient-outcomes-in-the-new-world-of-value-based-care		
6	https://bmchealthservres.biomedcentral.com/articles/10.1186/1472-6963-14-249		
7	https://aricjournal.biomedcentral.com/articles/10.1186/s13756-018-0421-3		
8	https://www.who.int/csr/resources/publications/whocdscsreph210212.pdf		
9	https://hbr.org/2113/10/the-strategy-that-will-fix-health-care		
10	https://hbr.org/1987/11/competing-on-the-eight-dimensions-of-quality		

21PMBAHC03	SUPPORTIVE SERVICES TO HOSPITAL OPERATIONS													
Objective	<ul style="list-style-type: none"> To know about the nutrition and pharmacy services To learn about the Non-medical services To gain knowledge on housekeeping services To learn about the transportation and security services To Understand about the physical challenges in hospitals 													
Course Outcomes	The student should be made to										Knowledge Level			
	CO1: To apply better nutrition and pharmacy services										K3			
	CO2: To follow and apply suitable non-medical services										K2			
	CO3: To apply better housekeeping services in hospital										K2			
	CO4: To follow and maintain better transportation and security services										K4			
	CO5: Gain knowledge in overcoming physical challenges in hospitals										K4			
CO / PO Mapping												CO/PSO Mapping		
(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak														
COs		Programme Outcomes (POs)								PSOs				
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3	
CO 1		2						2			2			
CO 2		2					3					2		
CO 3		2			3			2				2		
CO 4						3		2				2		
CO 5		3						2	2				2	
Direct Course Assessment Methods														
1. Continuous Assessment Test I, II 2. Assignment 3. End-Semester examinations														
Indirect : Case studies														

UNIT I	NUTRITION AND PHARMACY SERVICES	Periods	9
Nutrition and dietary services – pharmacy services – Medical records services			
UNIT II	NON-MEDICAL SERVICES	Periods	9
Facilities Engineering – Maintenance of Civil Assets- Electrical supply and water supply – Medical gas pipeline – plumbing and sanitation – Air conditioning system – Hot water and steam supply – Communication system – Biomedical engineering department in modern hospital			
UNIT III	HOUSEKEEPING SERVICES	Periods	9
Laundry services – Housekeeping services – Energy conservation methods- Cost containment measures in a hospital			
UNIT IV	TRANSPORTATION AND SECURITY SERVICES	Periods	9
Transportation services – Mortuary services – Hospital security services			
UNIT V	PHYSICAL CHALLENGES IN HOSPITALS	Periods	9
Disaster management – Fire Hazards – Engineering Hazards – Radiology hazards. Case study			

analysis.		
References		Total Periods
		45
1	Hospital and facilities planning and Design-G.D.Kunders	
2	Hand Book of Bio-Medical Engineering-Jacob Kline	
Further Readings		
1	Clinical Engineering Principles and Practices-Webster J.G. and Albert M.Cook	
2	Maintenance Planning and Control-Antony Kelly	
3	Hospital Engineering in Developing Country – Hans Pfeiff, Veera	
E-Resource		
1	www.nid.edu	

22PMBASE01	BUSINESS DATA MANAGEMENT												
Objective	<ul style="list-style-type: none"> The objective of the subject is to introduce the concepts of data modelling, database design, DBMS products and Database administration. Lectures supplemented with case studies and classroom exercises 												
Course Outcomes	The student should										Knowledge Level		
	CO1: Practice better data base management systems										K3		
	CO2: Choose and apply better database architecture, models and structures.										K2		
	CO3: Practice better database management and administration activities										K2		
	CO4: Know to choose and maintain database management design										K4		
	CO5: Maintain latest database management systems										K4		
	CO / PO Mapping									CO/PSO Mapping			
	(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak												
	COs	Programme Outcomes (POs)									PSOs		
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
	CO 1	3						2			2		
	CO 2	2							3		2		
	CO 3	2			3			2			2		
CO 4						3						2	
CO 5	2							2	2	2			
	Direct Course Assessment Methods												
	1. Continuous Assessment Test I, II 2. Assignment 3. End-Semester examinations												
	Indirect : Case studies												

UNIT I	DATABASE MANAGEMENT SYSTEMS - OVERVIEW	Periods	9
Data vs Information, Traditional Processing Systems, Database approach, Types of databases – Personal, Workgroup, Department, Enterprise, Inter-organizational, Virtual Storage, Ethics while handling data Functions & Components of DBMS, Risks & advantages of DBMS, Roles & Users of DBMS.			
UNIT II	DATABASE ARCHITECTURE, MODELS & STRUCTURE	Periods	9
Database Architecture, Database schemas – Logical, Conceptual, and Physical, Designing databases – Database design strategies, Database Models – Hierarchical, Network, Relational, Object-oriented, Object- Relational - Comparison between different data models. Database structures – Tables, Views, Indexes			
UNIT III	DATABASE MANAGEMENT & ADMINISTRATION	Periods	9

Roles & Responsibilities of Database Administrator, Providing database access and assigning user privileges Importance of security in a database management system - Security threats, System vulnerability and hazards, Computer Crimes, Disaster Recovery Planning, Risk management, Information Privacy, Database logs, Database audits - Audit trail			
UNIT IV	DATABASE MANAGEMENT DESIGN	Periods	9
Logical design vs Physical design, Cardinality, Types of Keys, Entity Relationship modeling. Normalization and de-normalization. Setting up an RDBMS environment.			
UNIT V	EMERGING TRENDS	Periods	9
Data Centers, Distributed Data Storage, Big Data – Storage and Retrieval, Web, Cloud Databases, Influence of Data Management – Social Media, Business, E- Commerce, Retail, Banking, etc., Case study analysis.			
References		Total Periods	45
1	Gillenson, M. L., Ponniah, P., Kriegel, A., Trukhov, B. M., Taylor, A. G., Powell, G., & Miller, F. (2018). Introduction to Database Management. Sahibabad: Wiley India Pvt. Ltd.		
2	Panneerselvam, R., Database Management Systems PHI Learning Pvt. Ltd., New Delhi, 2019.		
Further Readings			
1	Leon, A., & Leon, M. (2110). Fundamentals of Database Management Systems, McGraw Hill Education (India) Pvt. Ltd.		
2	Hoffer J.A., Ramesh V., &Topi H. (2018). Modern database management (10th ed.).New Delhi: Pearson.		
3	Coronel, C., Morris, C., & Rob, P. (2018). Database Principles – Fundamentals of Design, Implementation, and Management. Cengage Learning India Pvt. Ltd.		
E-Resource			
1	www.nid.edu		

22PMBASE02	ARTIFICIAL INTELLIGENCE & MACHINE LEARNING: CONCEPTS AND APPLICATIONS														
Objective	<ul style="list-style-type: none"> • It helps to learn about artificial intelligence • To learn about goal based agents and utility agents • To get better understanding about problem solving by searching • To know the Knowledge representation process • To learn about the natural language processing 														
Course Outcomes	The student should be made to											Knowledge Level			
	CO1: Gain Knowledge about apply the artificial intelligence techniques in business											K3			
	CO2: Understand goal based and utility based agents											K2			
	CO3: Analyzing effectively heuristic functions											K2			
	CO4: Understand and apply knowledge based agents.											K4			
	CO5: Apply syntax, semantic, pragmatic , Discourse analysis.											K4			
		CO / PO Mapping								CO/PSO Mapping					
		(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak													
COs		Programme Outcomes (POs)								PSOs					
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3		
CO 1		2					3				2				
CO 2		2							3				2		
CO 3		2			3			2					2		
CO 4							3		2			2			
CO 5		2							2	2		2			
Direct		Course Assessment Methods													
		1. Continuous Assessment Test I, II 2. Assignment 3. End-Semester examinations													
Indirect		Case studies													

UNIT I	INTRODUCTION TO ARTIFICIAL INTELLIGENCE	Periods	9
History of artificial intelligence (AI). AI problems. AI techniques. Turing test. AI models.			
UNIT II	INTELLIGENT AGENTS	Periods	9
Agents and Environment. Concepts of rationality. Nature of environment. Structure of agents. Goal-based agents. Utility agents.			
UNIT III	PROBLEM- SOLVING BY SEARCHING	Periods	9
Problem-solving agents. Problems. Searching for a solution. Uninformed search. Informed or Heuristic Search. A* search, Heuristic functions.			
UNIT IV	KNOWLEDGE REPRESENTATION	Periods	9
Logical agents. Knowledge –based agents. Proposition logic. First-order logic. Inference in first-order logic. Propositional Vs. first order inference. Unification & lifts, Clausal form conversion, Forward chaining, Backward Chaining.			

UNIT V	NATURAL LANGUAGE PROCESSING	Periods	9
Introduction, Syntax processing, Semantic Analysis, Pragmatic and Discourse Analysis. Case study analysis.			
References		Total Periods	45
1	S. Russell and P. Norvig, Artificial Intelligence A Modern Approach, 2nd Edition. Pearson Education, (2018).		
2	Jones & Bartlett - Artificial Intelligence Illuminated- Ben Coppin, 2nd Ed. (2018)		
Further Readings			
1	Eugene Charniak and Drew McDermott, Introduction to Artificial Intelligence, 2nd Edition. Singapore: Pearson Education, (2018).		
2	George F Luger, Artificial Intelligence Structures and Strategies for Complex Problem Solving, 4th Edition. Singapore: Pearson Education, (2018)		
Web Sources			
1	http://Philosophy.uchicago.edu/faculty/haugeland.html		
2	http://www.pamelamc.com/html/machines_who_think.html		

22PMBASE03		STATISTICAL MODELING USING R PROGRAMMING LANGUAGE															
Objective	<ul style="list-style-type: none"> Interact with data using R. Create reproducible reports with R-Markdown to communicate results. Use regression models to make predictions and explain relationships. Interpret modeling results in the context of real-world problems. Utilize simulation to explore statistical properties of models. Identify and diagnose violations of the assumptions of linear models. Add complexity to regression models using transformations and interactions. Use variable selection techniques to select a model. Perform regression analyses for a binary response. To gain knowledge in understanding statistical analysis & modeling 																
Course Outcomes	The student should be made to										Knowledge Level						
	CO1: In Statistical Modeling in R you will learn both theoretical and practical techniques for applying models to data.										K3						
	CO2: will be placed on regression models, which are used to model a variable of interest as a function of explanatory variables										K2						
	CO3: To manipulate the data effectively in R										K2						
	CO4: By the end of the course, you will be able to critique and distinguish variables and models that are useful for predicting and explaining the behavior of a response variable of interest										K4						
	CO5: Additionally, you will work with the R programming language to perform analyses and generate reproducible reports..										K4						
		CO / PO Mapping							CO/PSO Mapping								
		(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak															
		COs		Programme Outcomes (POs)						PSOs							
				PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3		
		CO 1		2					3		2		2				
		CO 2		2							3			2			
		CO 3		2			3			2			2				
		CO 4							3		2			2			
		CO 5		2							2	2		2			
		Direct															
		Course Assessment Methods															
		1. Continuous Assessment Test I, II 2. Assignment 3. End-Semester examinations															
		Indirect : Case studies															

UNIT I	INTRODUCTION TO R	Periods	9
Installing R and R-Studio, downloading packages in R, using the R-Studio interface. Importing data into R – text files, Excel, from other statistical software packages, from databases, and from the web, viewing data. Arithmetic with R, Variable assignment, basic data types in R. Vectors, Matrices, Data frames and Lists. Categorical data – factors, discretizing variables.			
UNIT II	DATA PREPARATION IN R	Periods	9
Exploring raw data, basic data visualization through graphs, cleaning data, preparing data for analysis – missing and special values, outliers and obvious values.			
UNIT III	DATA MANIPULATION IN R	Periods	9
The dplyr package and the tbl class, Selecting and mutating data – joining data with dplyr, filtering and arranging data, Filtering based on factors, Summarizing data and the pipe operator, Group by and working with databases.			
UNIT IV	DATA VISUALIZATION IN R	Periods	9
Frequency tables and Cross-tabulation.			

Advanced plot customization, other graphics systems in R.			
UNIT V	STATISTICAL ANALYSIS & STATISTICAL MODELING	Periods	9
Testing of Hypothesis – t-test, Chi-Square test, ANOVA, Correlation. Simple Linear Regression, multiple regression – assumption checking, model estimation and validation. Case study analysis.			
References		Total Periods	45
1	Wickham, H. & Golemund, G. (2018) for Data Science. O'Reilly: New York. Available for free at http://r4ds.had.co.nz		
2	Sosulski, K. (2018). R Fundamentals. Bookdown: New York. Available at: http://becomingvisual.com/rfundamentals (FREE)		
Further Readings			
1	R Project: http://www.r-project.org/		
2	Knell, R. (2019) Introductory R: A Beginner's Guide to Data Visualisation, Statistical Analysis and Programming in R. [Kindle Version]. Retrieved from http://www.amazon.in .		
3	Murray, S. (2019) Learn R in a Day. [Kindle Version]. Retrieved from http://www.amazon.in .		
Web Sources			
1	www.datacamp.org		
2	R: http://www.r-project.org/ (FREE)		
3	Quick-R http://www.statmethods.net/		

22PMBASE04	ENTERPRISE ASSET MANAGEMENT																																																																																																																														
Objective	<ul style="list-style-type: none"> To understand the process of maintenance management framework To gain knowledge in enterprise asset management To learn the maintenance planning and scheduling process To learn the procedures involved in computerized maintenance management system To learn the safety management and accident prevention techniques 																																																																																																																														
Course Outcomes	The student should be made to										Knowledge Level																																																																																																																				
	CO1: To apply the concept of MUDA, MURA in maintenance management effectively										K3																																																																																																																				
	CO2: To handle effectively on enterprise asset management										K2																																																																																																																				
	CO3: To carry out maintenance planning and scheduling process systematically										K2																																																																																																																				
	CO4: To effectively handle computerized maintenance management system										K4																																																																																																																				
	CO5: To apply better safety management practices and accident prevention techniques.										K4																																																																																																																				
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UNIT I	MAINTENANCE MANAGEMENT FRAMEWORK	Periods	9
Definition & role of maintenance, Challenges of maintenance, Functions of maintenance, Classifications of maintenance system, Organization for maintenance management. Concept of MUDA, MURA and Muri.			
UNIT II	ENTERPRISE ASSET MANAGEMENT	Periods	9
Design of maintenance system, Preventive maintenance, Predictive maintenance, Break down maintenance, Total planned maintenance, Overhauls and shutdown, Inspection and lubrications			
UNIT III	MAINTENANCE PLANNING & SCHEDULING	Periods	9
Planning of different types of maintenance, Scheduling and schedule preparations, Design of maintenance system, Organization for maintenance			
UNIT IV	COMPUTERIZED MAINTENANCE MANAGEMENT SYSTEM	Periods	9
Equipment classification, Job cataloguing, inspection scheduling, Repair planning, repair fulfillment report, Break down entry and analysis, Material intent preparation.			
UNIT V	SAFETY MANAGEMENT AND ACCIDENT PREVENTION	Periods	9
Safety stages-During installation, commissioning & maintenance, Safety of plant and people, accidents, causes of accidents, Fire hazards, electrical hazards, Chemical hazards, Occupational diseases, Cost of accidents, How accidents can be prevented, Safety management. Case study analysis.			
References		Total Periods	45
1	Mishra R.C. & Pathak, K (2018). Maintenance Engineering & Management. PHI		
2	S K Srivastava, Industrial Maintenance Management		
Further Readings			
1	Idhammer, Christopher (2016). Results Oriented Reliability and Maintenance Management Book (2nd Edition, 312p). IDCON.		
Web Sources			
1	www.dynaway.org		

22PMBASE05	DIGITAL TRANSFORMATION STRATEGY													
Objective	<ul style="list-style-type: none"> To understand the process of digital transformation To build various phases of transformation To build leadership capabilities in big data and analytics To understand the winning moves of powerful machines To prepare and drive digital transformation. 													
Course Outcomes	The student should be made to											Knowledge Level		
	CO1: Carryout digital transformation process systematically											K3		
	CO2: Understand & implement the phases of transformation											K2		
	CO3: Take over leadership skills in handling big data and analytics											K2		
	CO4: Gain knowledge in handling powerful machines											K4		
	CO5: Examine better digital transformation process											K4		
	CO / PO Mapping									CO/PSO Mapping				
	(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak													
	COs	Programme Outcomes (POs)									PSOs			
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2		PSO 3
	CO 1	2						2				2		
	CO 2	3						2			2			
	CO 3	2			3			2		2	2			
CO 4						3	2			2	2			
CO 5	2						2	2			2			
Direct	Course Assessment Methods													
	<ol style="list-style-type: none"> Continuous Assessment Test I, II Assignment End-Semester examinations 													
Indirect	Case studies													

UNIT I	UNDERSTANDING DIGITAL	Periods	9
Understanding Digital Transformations, the nexus of scale, scope, and speed, understanding Innovation adoption and disruptive innovations, the Digital Matrix.			
UNIT II	PHASES OF TRANSFORMATION	Periods	9
Social technologies, Experimentation at the Edge, Cloud Computing, Collision at the Core, Reinvention at the root.			
UNIT III	BUILDING LEADERSHIP CAPABILITIES	Periods	9
Understanding Big Data and Analytics, Understanding IoT Technologies, Understanding Indian Digital Giants.			
UNIT IV	WINNING MOVES	Periods	9
Orchestrate and participate across Ecosystems, Collaborate to co-create new capabilities, Amplify your human talent with powerful machines, Understanding Global Giants.			
UNIT V	PREPARE AND DRIVE DIGITAL TRANSFORMATION	Periods	9

Understanding Indian context, Your theory of Digital adaptation, Your Rules Matrix. Future of digital transformations. Case study analysis.		
References		Total Periods
1	Venkatraman, Venkat. The Digital Matrix: New Rules for Business Technology. Penguin Random House India (2017)	45
Further Readings		
1	Rogers, Everett M. (2010). Diffusion of innovations. Simon and Schuster.	
2	Westerman, George, Bonnet, D. and McAfee, A. (2018) Leading digital: Turning technology into business transformation. Harvard Business Press.	
Web Sources		
1	www.imd.org	

22PMBASE06	MARKETING METRICS												
Objective	<ul style="list-style-type: none"> To understand the nature and importance of marketing metrics To learn about the share metrics procedures To fix margins and profits on investment To understand the various pricing, product and portfolio management To understand the role of sales force. 												
Course Outcomes	The student should be made to										Knowledge Level		
	CO1: To practice the best marketing metrics procedures in business										K3		
	CO2: To apply the proper share metrics procedures in marketing										K2		
	CO3: To practice the investment procedures and profit earning										K2		
	CO4: To apply various methods of pricing, product and portfolio management										K4		
	CO5: To practice the role of sales force in market.										K4		
	CO / PO Mapping									CO/PSO Mapping			
	(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak												
	COs	Programme Outcomes (POs)									PSOs		
		PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3
	CO 1	3							2		2		
	CO 2	2							3		2		
	CO 3	2			3			2				2	
CO 4						3		2				2	
CO 5	2							2	2			2	
	Direct Course Assessment Methods												
	1. Continuous Assessment Test I, II 2. Assignment 3. End-Semester examinations												
	Indirect : Case studies												

UNIT I	INTRODUCTION	Periods	9
The alignment of business objectives, strategies and metrics; the potential gap between metrics and business outcomes, people, planet and profit, the importance of marketing metrics, measuring market effectiveness.			
UNIT II	SHARE METRICS	Periods	9
Market share, relative market share, market concentration, market penetration, brand penetration, penetration share, share of requirements, heavy usage index, market share decomposition, brand development index and category development index.			
UNIT III	MARGINS AND PROFITS	Periods	9
Variable and fixed costs, margins, markups, average price per unit, contribution per unit, contribution margin, breakeven sales level, target profit, rate of return on sales and breakeven on incremental investment.			
UNIT IV	PRICING, PRODUCT AND PORTFOLIO MANAGEMENT	Periods	9
Price premium, maximum reserve price and maximum willingness to buy, price elasticity, optimal price, percentage breakeven price change, price discrimination, competitor reaction elasticity and cross and residual price elasticity. Trial volume and trial rate, repeat volume and repeat rate, adjusted trial rate, cannibalization			

rate, weighted contribution margin and breakeven with cannibalization.			
UNIT V	SALES FORCE	Periods	9
Sales funnel, sales pipeline, lead, closure rate, sales forecasting, workload, sales force effectiveness. Baseline sales, incremental sales, promotional lift, return on marketing investment, coupon redemption, pass-through, gross rating points, impression, cost per thousand impressions, reach, frequency, share of voice, page views, visitors, click-through rates, cost per click, cost per order, cost per customer acquired, bounce rate, abandonment rate. Customer lifetime value, retention rate, attrition rate& churn rate. Case study analysis.			
References		Total Periods	45
1	Winston, W.L. (2014). Marketing Analytics: Data-driven Techniques with Microsoft Excel (FirstEdition). Indianapolis, Indiana: John Wiley & Sons.		
Further Readings			
1	Paul W. Farris, Neil T. Bendle, Phillip E. Pfeifer, David J. Reibstein, (2006) Marketing Metrics: 50+ Metrics Every Executive Should Master, Wharton School Publishing.		
2	Bendle, N.T., Farris, P.W., Pfeifer, P.E., and Reibstein, D.J. (2006) Marketing Metrics: The Manager's Guide to Measuring Marketing Performance (Third Edition). Upper Saddle River, New Jersey: Pearson.		
Web Sources			
1	www.marketo.com		

22PMBASE07	PERFORMANCE MANAGEMENT															
Objective	<ul style="list-style-type: none"> To know the performance management concept. To understand the performance management process and strategic planning To learn about the various approaches in measuring performance To analyze the ways of employee development through performance evaluation To learn about the business performance improvement and business excellence models 															
Course Outcomes	The student should be made										Knowledge Level					
	CO1: To apply about the performance management procedures effectively										K3					
	CO2: To apply the performance management process and strategic planning in organizations										K2					
	CO3: To understand the various approaches in measuring performance										K2					
	CO4: To apply the performance evaluation and employee development activities.										K4					
	CO5: To understand business performance improvement and business excellence models.										K4					
		CO / PO Mapping								CO/PSO Mapping						
		(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak														
		COs		Programme Outcomes (POs)						PSOs						
				PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PSO 1	PSO 2	PSO 3	
		CO 1		2			3				2		2			
		CO 2		2						2					2	
		CO 3		2			3			2				2		
		CO 4						3					2			
		CO 5		2						2	2		2			
		Direct Course Assessment Methods														
		1. Continuous Assessment Test I, II 2. Assignment 3. End-Semester examinations														
		Indirect : Case studies														

UNIT I	Introduction: Performance Management in context	Periods	9
Definition of Performance Management (PM); The Performance Management Contribution; Theories of performance management (Goal Setting, Expectancy, Control, Justice); AMO Framework; Disadvantages / Dangers of Poorly Implemented PM Systems; Aims and Role of PM Systems; PMS around the world			
UNIT II	Performance management process and Strategic Planning	Periods	9
Performance Management Prerequisites, Performance Planning – Results, Behaviors, Development Plan; Performance Execution; Performance Assessment; Performance Review; Performance Renewal and Recontracting			
Unit - III	Approaches to measuring performance	Periods	9
Determinants of Performance - Factors Influencing Determinants of Performance, Performance Dimensions,			

Approaches to Measuring Performance (Behavior Approach, Results Approach, Trait Approach); Comparative Systems & Absolute Systems of performance measurement			
Unit - IV	Performance Evaluation and Employee Development	Periods	9
Appraisal Forms, Characteristics of Appraisal Forms, Determining Overall Rating, Appraisal Period and Meetings; Providing Performance Information (Supervisors, Peers, Subordinates, Self, Customers); Rater Motivation Model; Rater training and prevention of rating distortion; Personal Developmental Plans; 360-Degree Feedback Systems – advantages and risks			
Unit - V	Business Performance Improvement and Business Excellence Models	Periods	9
Financial and non-financial measures of performance; The growing emphasis on Non-financial performance indicators (NFPI); Business improvement / Business Excellence Models – Balance Scorecard, Fitzgerald and Moon's Building Block Model, TQM Models - Deming Grand Prize, Six Sigma, CMMI. Case study analysis.			
References		Total Periods	45
1	Aguinis, H. (2018). Performance management (2nd ed.). New Delhi: Pearson Education.		
Further Readings			
1	Armstrong, M. (2018). Performance management: Key strategies and practical guidelines (3 rd ed.). Kogan Page. (2) Rao, T.V. (2010). Performance management & appraisal systems: HR tools for global competitiveness. New Delhi: Sage-Response Books.		
2	Rao, T.V. (2019). Performance management & appraisal systems: HR tools for global competitiveness. New Delhi: Sage-Response Books.		
Web Sources			
1	hr.berkley.edu		

22PMBASE08	WORLD CLASS MANUFACTURING AND LEAN OPERATIONS													
Objective	<ul style="list-style-type: none"> To learn the basic concepts in operations To Understand the importance of Just in time approach To Understand the lean concepts in manufacturing process To Learn about the world class manufacturing process To understand the various sustainability in operations 													
Course Outcomes	The student should be made to										Knowledge Level			
	CO1: To apply about the operations procedures in industry										K3			
	CO2: To practice the Just in time approach in manufacturing process										K2			
	CO3: To apply the lean manufacturing concept in operations										K2			
	CO4: To practice the world class manufacturing process effectively										K4			
	CO5: To practice the various sustainability in operations in manufacturing process.										K4			
	CO / PO Mapping								CO/PSO Mapping					
	(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak													
	COs	Programme Outcomes (POs)								PSOs				
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	CO 1	3							2		2			
	CO 2	2							3		2			
	CO 3	2			3			2				2		
CO 4						3		2			2			
CO 5	2							2	2		2			
	Direct Course Assessment Methods													
	1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations													
	Indirect : Case studies													

UNIT I	Introduction to basic concepts in operations	Periods	9
Classical Production System; Push and Pull Manufacturing System, Strategies for improving the effectiveness of Push and Pull systems, Work Cells & Cellular Management; Effective facility layouts.			
UNIT II	Just in time concepts	Periods	9
Elements and benefits of Just in Time (JIT) inventory and JIT Manufacturing, Application of JIT in manufacturing and services.			
UNIT III	Lean concepts	Periods	9
Concepts of waste in operations, Waste classification and elimination concepts, Muda, Mura and Muri, Concepts of Lean, Toyota Production system(TPS), Kanban Concept of Value Stream Mapping(VSM) to eliminate waste, Practical workshop on application of VSM, Application of Lean in manufacturing and service sectors, Application of 5S.			
UNIT IV	World class manufacturing	Periods	9
Flexible Manufacturing Systems, Agile manufacturing, Rapid prototyping, E-manufacturing computer integrated manufacturing and service, contract manufacturing, synchronous manufacturing.			
UNIT V	Sustainability in Operations	Periods	9
Environmental considerations in Operations management, sustainable use of natural resources and energy, design of cleaner and safer products and processes, industrial ecology. Case study analysis.			
References: 1. Arnold, J.R.T., & Chapman, S.N., & Clive, L. M. (2019). Introduction to materials management. New Delhi :Pearson.			
Further Readings: Chapman, S.N. (2018). The fundamentals of production planning & control. India: Pearson.			
Thomas Pyzdek (2018), Six Sigma handbook, Mc Graw Hill			
Web Sources			
1	www.business-improvement.eu		

22PMBASE09	BUSINESS PROCESS RE-ENGINEERING (BPR)												
Objective	<ul style="list-style-type: none"> To understand the Business process Re-engineering principles To understand the business vision and process objectives To Carry out the BPR Implementation methodology successfully To learn about the BPR and IT Sectors. To follow about the typical BPR activities within the phases 												
Course Outcomes	The student should be made to										Knowledge Level		
	CO1: To apply the principles of BPR										K3		
	CO2: To follow the business vision and process objectives										K2		
	CO3: To make the BPR Implementation methodology effectively										K2		
	CO4: To function better activities in BPR and IT Sectors										K4		
	CO5: To apply the BPR activities in different phases										K4		
	CO / PO Mapping									CO/PSO Mapping			
	(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak												
	COs	Programme Outcomes (POs)									PSOs		
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	CO 2	2						2			2		
	CO 3				3			2				2	
CO 4	2					3		2			2		
CO 5	2							2	2		2		
	Direct Course Assessment Methods												
	1. Continuous Assessment Test I, II & III 2. Assignment 3. End-Semester examinations												
	Indirect : Case studies												

UNIT I	BPR – INTRODUCTION	PERIODS	9
Introduction to BPR – Concept, Need for Reengineering, Benefits, guiding principles, BPR and performance Improvement, Pitfalls in BPR, Myths of BPR.			
UNIT II	BUSINESS VISION AND PROCESS OBJECTIVES	PERIODS	9
Processes to be redesigned, measuring existing processes, BPR and other management concepts: TQM, Quality function deployment, ISO standards.			
UNIT III	BPR IMPLEMENTATION METHODOLOGY	PERIODS	9
BPR implementation methodology, Success factors of BPR, Barriers to BPR			
UNIT IV	BPR AND IT	PERIODS	9
BPR in Manufacturing industry BPR and IT, BPR and relevant technologies, BPR and ERP			
UNIT V	Typical BPR Activities within the Phases	PERIODS	9
Change management in BPR – introduction, Nature, process of change, Management of Change in BPR. Strategic aspects of BPR. Case studies on BPR. Case study analysis.			
Books:			
1.R. Radhakrishnan, S.Balasubramanian, Business Process Reengineering, PHI			
2.Vikram Sethi William R. King Organisational Transformation Through Business Process Reengineering, Pearson Publication			
References:			
1	B.R.Dey, Business Process Reengineering and Change Management, Wiley Publication		
2	Dr. Charles W.Zamzow Business Process Reengineering Galgotia		
3	K. Shridhara Bhatt Business Process Reengineering Himalaya		
4	Henry J Johansson, H J Johansson, Mo Business Process Reengineering John Wiley		
Web Sources			
1	www.integrify.com		

22PMBASE10	AGRI-BUSINESS & RURAL BUSINESS MANAGEMENT													
Objective	<ul style="list-style-type: none"> To learn about the agri-business process To apply the concepts in Agri-business To understand the technology activities in agri-business sector To learn about the rural marketing practices in agri-business To learn the characteristics in rural marketing 													
Course Outcomes	The student should be made to										Knowledge Level			
	CO1: To follow effectively about the agri-business process										K3			
	CO2: To apply and gain profit and productivity in agri-business										K2			
	CO3: To choose the best technology in agri-business sector										K2			
	CO4: To develop the rural marketing strategy in agri-business										K4			
	CO5: To function the rural marketing process systematically										K4			
	CO / PO Mapping									CO/PSO Mapping				
	(3/2/1 indicates strength of correlation) 3-Strong, 2 – Medium, 1 – Weak													
	COs	Programme Outcomes (POs)									PSOs			
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	CO 1	2							2			2		
	CO 2	2					3		2		2			
	CO 3				3			2			2			
CO 4						3		2	2		2			
CO 5	2							2		2				
Direct	Course Assessment Methods													
	1. Continuous Assessment Test I, II 2. Assignment 3. End-Semester examinations													
Indirect	Case studies													

UNIT I	AGRI-BUSINESS - INTRODUCTION	PERIODS	9
Nature of Agri-Business, Evolution of Changing Dimensions of Agri-Business in India. Application of management principles in agri-business. Type, pattern and scope of Agri-Business.			
UNIT II	CONCEPTS IN AGRI-BUSINESS	PERIODS	9
Characteristics of Production, consumption and Marketable surplus of Agri Business in India. Rural Marketing, Distribution system, Marketing of Agriculture inputs, Marketing by the Govt., functioning of selected procurement agencies. Location factors and other problems in processing of Agricultural products.			
UNIT III	TECHNOLOGY IN AGRI-BUSINESS	PERIODS	9
Advanced concepts in Agricultural production: Technology Management for Livestock products, Quality Management in food industry, Agricultural inputs supply management, Vegetable seeds production management, Crop seed production management, Fertilizer management, Management of veterinary hospitals.			
UNIT IV	RURAL MARKETING	PERIODS	9
Rural Marketing - Concept and Scope - Nature of rural markets - attractiveness of rural markets - Rural Vs Urban Marketing - Characteristics of Rural consumers - Buying decision process - Rural Marketing Information System - Potential and size of the Rural Markets.			
UNIT V	RURAL MARKET CHARACTERISTICS	PERIODS	9
Selection of Markets - Competitive product strategies for rural markets. Pricing strategy - innovative pricing methods for rural markets - promotion strategy - promotional campaigns. Distribution - Problems encountered - selection of appropriate channels - New approaches to reach out rural markets – Electronic choupal applications. Case study analysis.			
Books:			
1.Koontz, H. and Wechrich, Horticulture Management, 10th edition .Newyork McGrawhill 2018			
2. Balam Dogra & Karminder Ghuman, Rural Marketing: Concept & Cases, Tata McGraw-Hill Publishing Company, New Delhi, 2018			
References:			
1. Kenneth D. Dull, Principles of Management in Agri-Business, Western Publication			
2. A.K. Singh & S. Pandey, Rural Marketing: Indian Perspective, New Age International Publuishers, 2018			
3. Philip Kotler, Marketing Management, Prentice - Hall India Ltd. New Delhi			
Web Sources			
1	dimr.edu.in		

EVENT MANAGEMENT

22PMBAEV01 - PRINCIPLES OF EVENT MANAGEMENT

Objective:

The objective is to provide students with a conceptual framework of Event Management, Event Services, Conducting Event and Managing Public Relations.

Unit 1: Introduction to Event Management

Event– Meaning– Why Event Management?– Analysis of Event, Scope of Event, Decision Makers– Event Manager, Technical Staff– Establishing of Policies and Procedure– Developing Record Keeping Systems.

Unit 2: Event Management Procedure

Principles for Holding an Event, General Details, Permissions– Policies, Government and Local Authorities– Phonographic Performance, License, Utilities– Fire Brigade, Ambulance, Catering, Electricity, Water, Taxes Applicable.

Unit 3: Conduct of an Event

Preparing a Planning Schedule, Organizing Tables, Assigning Responsibility, Communication and Budget of Event– Checklist, Computer Aided Event Management, Roles and Responsibilities of Event Managers for Different Events.

Unit 4: Public Relations

Introduction to Public Relations– Concept– Nature– Importance– Limitations– MediaTypes of Media– Media Management, Public Relation Strategy and Planning. Brainstorming Sessions– Writings for Public Relations.

Unit 5: Corporate Events

Planning of Corporate Event, Job Responsibility of Corporate Events Organizer, Arrangements, Budgeting, Safety of Guests and Participants, Creating Blueprint, Need for Entertainment in Corporate Events and Reporting.

Skill Development

1. Preparation of Event Plan for Wedding, Annual General Body Meeting of an MNC.
2. Preparation of Budget for Conduct of National Level Intercollegiate Sports Events.
3. Preparation of Event Plan for College Day Celebrations.
4. Preparation of Budget for Conducting Intercollegiate Commerce Fest.

REFERENCE

1. Event Management: A Blooming Industry and an Eventful CareerbyDevesh Kishore, Ganga Sagar Singh - Har-anand Publications Pvt. Ltd. - 2020
2. Event Management by Swarup K. Goyal - Adhyayan Publisher - 2019
3. Event Management & Public Relations by Savita Mohan - Enkay Publishing House – 2019

22PMBAEV02 - EVENT MANAGEMENT PLANNING

UNIT – I Understand event- type of events, reason and need for events, role of event Management Company. Introduction to planning – Meaning & Defining planning, Characteristics of Good Planner

UNIT – II Understand Process – Meaning, Need, And Benefits of a Process, Steps for Creating Process, Planning event – Determining the purpose of your event, Types of Events for Your Business, What's the Goal of Your Event?, Understanding Your Event's Audience,

UNIT – III Events for Amping Up Marketing and Sales, Events to Start or Enhance Awareness, Events to Increase Productivity, Crossover Events, Identifying the Scope and Size of the Event, Social Versus Business Aspects, Outlining Your Needs, Set your Event Vision, Assessment of information, Design objectives for your events.

UNIT -IV Event Planning Process, Creation of Concept – Brain storming for concept, Creativity, Budgeting of Event- The Budget's Purpose, Budget Line Items, Other Costs to Consider, Angling for Income, Drafting a Budget, Activating a Budget, Keeping a Budget on Track, The Master Plan Creation of Blue print, Event Calendar, Creation of Check list, Event Flow, Time Frames and Dead Lines.

UNIT - V Staffing and Vendors, Logistic and Staging, Breaking Down the Event, Outsourcing Strategies, Working with Vendors, Negotiating Tactics, Accountability and Responsibility.

REFERENCES :

1. Start And Run Event planning business by Cindy lemaire Mardi foster-walker - Self Counsel Press, 2019
2. Start Your Own Event Planning Business 3/E: Your Step-by-Step Guide to Success - Entrepreneur Press (Author), Cheryl Kimball (Author) –2019
3. Event Planning Ethics and Etiquette - Publisher: John Wiley & Son, Publication 2019

22PMBAEV03 - EVENT RESOURCE MANAGEMENT

UNIT – I

Entertainment- Defining Entertainment, Form in Entertainment, Reasons for Entertainment, Content in Entertainment, Staging Entertainment, Number of Performers or Acts, Scheduling and Timing, Using the Event Space, Building the Show, Beginnings, Endings, and Segues

UNIT - II

Working with Performers – Mindset, Creature Comforts, Unique Preparations and Performance Needs, Communications, The Special Case: Celebrities, Risk and Safety

UNIT – III

Décor - Design Theory, Elements of Design, Principles of Design, Categories of décor, Backdrops, Themed Sets, Props, Fabrics and Soft Goods, Banners and Signs, Tension Fabric Structures, People and Other Creatures As Decor, Floral Décor, Inflatables, Other Unique Décor,

UNIT – IV

Tenting - Why Use a Tent for a Special Event? - Types and Styles of Tents, Pole Tent, Pipe FrameSupported Tent, Box-Beam, Frame-Supported (Clear span) Tent, Tensile Tent or Structure, Inflatable Tent, Fabrics, Determining the Correct Tent Size, Tent Accessories and Options,

UNIT - V

Miscellaneous Technical Resources - Electrical Power, Determining Electrical Service Requirements, Electrical Distribution, Portable Power, Electrical Safety Considerations, Rigging and Trussing - Overview, Rigging Equipment, Safety, Other Temporary Structures – Scaffolding, Bleachers, Fencing and Barriers, Sanitary Facilities.

REFERENCES :

1. Event Entertainment and Production - Author: Mark Sonder, CSEP - Publisher: Wiley & Sons, Inc. - ISBN: 0-471-26306-0
2. Special Event Production - Doug Matthews - ISBN: 978-0-7506-8523-8
3. The Complete Guide to Successful Event Planning - Shannon Kilkenny
4. Human Resource Management for Events - Lynn Van der Wagen (Author)

FASHION MANAGEMENT

22PMBAFM01 - INTRODUCTION TO FASHION INDUSTRY

Objectives:

- To introduce students to Fashion, Textile and Retail Industry.
- To acquaint students with Fashion Management education to empower them to be well equipped professionals.

UNIT 1: Nature of Fashion Industry

Concept of fashion: Importance of Fashion: The Fashion process; The special language of Fashion:

Components of Fashion: Fashion and the Individual; Origins and Channels of Fashion change: Fashion as a reflection in social and cultural context: The concepts, diffusion and characteristics of Fashion Innovation:

Influential leaders of Diffusion

UNIT 2: Introduction to Fashion

Fashion terminology; Fashion life cycles and seasons: Analysis of Fashion life cycles: Fashion theories and its importance: Role of Fashion designers: Career opportunities; Current trends in Fashion: Elements and fundamental principles of design; analyse the impact of color on Fashion: Color theories

UNIT 3 : Basics in Textiles

Definition of Fibre, Yarn and Fabric: Differentiate between natural and manufactured fibres; Major classifications of fibre, yarn and fabric; Major dyeing and printing methods: Difference between dyeing and printing; Elementary weaves and knits: Importance of textiles in the apparel industry

UNIT 4: Fashion Development

Fashion dictatorship: Growth of couture: Effects of Industrial revolution, Great Depression, World War I and II on Fashion; 19th century Fashion: Retailing in 19th century; Mass production: Invention of sewing machine

UNIT 5: Fashion Communication

Fashion as a symbol: The language of Fashion symbols: The individual decision making process; Fashion as verbal and visual communication: Sources of information: Psychological approaches to Fashion adoption; Applications of Fashion symbolism

Recommended books •

Stephens, Gini “ Fashion - From concept to customer” Prentice Hall career and technology, 2019

• Sproles, George B. and Burns, Leslie D. “ Changing Appearances – Understanding Dress in Contemporary Society” Fairchild Publications, 2020

• Collier, Billie J. and Tortora, Phyllis G. “ Understanding Textiles – 6th Edition” Prentice Hall,2019

• Pradhan, Swapna“ Retailing Management – Text and Cases” McGraw Hill Education, 2020

• Murphy, W.S. “Textile Weaving and Design” Abhishek Publications, 2019

• Dickerson, Kitty “ Inside the Fashion Business” Pearson Education,2020

• Crosgrave, Bronwyn “ Costume and Fashion- A Complete History” Octopus Publishing, 2020

• Burns, Leslie D. and Bryant, Nancy O. “ The Business of Fashion” Fairchild Publications, 2019

22PMBAFM02 - Fashion Business Management

Objectives: The aim of the module is to explore the dynamic and globalized fashion business industry and to use this structure to investigate today's business environment. It allows one to examine all operational segments of the fashion industry and describe the functions of each. It offers inside knowledge of industry strategies and cultures on a global basis, combined with key business skills and essential fashion industry management knowledge.

Unit I: Overview of global fashion business- the factors influencing global fashion business and the current trends in fashion business.

Unit II: Fashion business structure- understanding the various business structures and operations involved within the structure, Relationship between different business structures.

Unit III: Business to business selling in the fashion industry, process from spinning to fast fashion.

Unit IV: Theories of fashion buying cycle, Ethical, sustainable and innovative practices for leadership in global fashion industry.

Unit V: Branding – what is fashion branding, the concepts and terms involved in fashion branding. Brand Name Decision, Personality of Fashion Brands, Relationship between business and branding.

Recommended Books:

1. Fashion Brand Merchandising, Gordon T Kendall. New York: Fairchild Books. 2019
2. Brand Cultures, Schroeder, J, and Salzer-Mörling, M. 2019.. London: Routledge
3. Basics Fashion Management 01: Concept to Customer, Virginia Grose, 2020, AVA Publishing
4. The Fundamentals of Fashion Management, Susan Dillon, 2020, AVA Publishing
5. Textiles and Apparel in the Global Economy by Dickerson KG 2019
6. Globalization, Information Technology and Development by Jeffrey James 2020
7. Elaine Stone, Dynamics of Fashion, Fair Child Publication 2020

22MBAFM03 - Fashion Trends and Forecasting

Objective This course is designed to make students understand the processes of identifying socio cultural indicators, past and present trends, and methods for determining future trends in fashion and related industries. Communication skills are developed through assignments, in class activities, lecture/discussion, guest speaker presentations and a trend forecasting project.

Unit I: Fashion Forecasting Process Introduction to Fashion; Fashion Trends; Fashion Forecasting; Forecasting in Apparel Planning and Scheduling. Introducing Innovation, Characteristics of an Innovation; the Consumer Adoption Process; Fashions, Fads, and Classics; Consumer Segmentation.

Unit II: Direction Change Fashion Movement; Theories of Fashion Change; Directional Theories of Fashion: Change in Tandem, Model of Vertical Flow. Color Forecasting Dimensions of the Color Story; Color in Marketing; Consumers and the Psychology of Color; the Language of Color; Color Names; Forecasting with Color Cycles; Color Research; Sources for Color Ideas and Palettes

Unit III: Textile Development Fashion in Fiber and Fabric; Sources of Innovation in Textile Development; Fabric Fairs and Trade Shows; Fabric Libraries. Design and Style Directions the Fashion Geography; Collections on the Runway; Different Designers with the Same Design Concept.

Unit IV: Consumer Research Fashion Brands; Retail Formats: Emergence of Catalogs, TV Shopping and Online Shopping; Relational Marketing; Demographics: Geo demographics, Demographics and Preferences; Preferences with Ethnicity, Gender and Income.

Unit V: Sale Forecasting Real Time Marketing; Sales Forecasting Basics; Sales Forecasting Methods; Sales Forecasting in Context. Presenting the Forecast Presentation Design as a Creative Process; Transforming Data into Information and Knowledge; Trend Reporting; Trend Map; Presentation Techniques.

Reference Books

1. Kim, Eundeok, Fiore, Ann Marie & Kim Hyejeong. 2019. Fashion Trends, Analysis and Forecasting London: Bloomsbury
2. Fiore, Ann Marie, 2020. Understanding Aesthetics. New York: Fairchild Books

Tourism Management

22PMBATM01 - Tourism: Concepts and Principle

Objective: The objective is to provide an understanding of basic concepts, principles of tourism.

Course Contents

Unit I: Introduction to Tourism: Concepts and Issues, Historical Development of Tourism, Technical Definition of tourism and tourists, Understanding the Tourist, Types of Tourist, Travel and Tourism Intermediaries, Transport and Tourism, Tourist Attractions, Tourism Accommodation.

Unit II: Managing Tourism Operations and Tourist Activities:- Tourism and Entrepreneurship, Tourism and Information Technology, The Role of the Public and Private Sector in Tourism. Economic Impacts, the Multiplier Effect, Social and Cultural Impacts, Environmental Impacts.

Unit III:- Marketing Tourism: Concepts and Issues, Marketing Tourism: Destination Management, Tourism Product, Difference between Tourism Product and Other Consumer Product.

Unit IV: Tourism Trends and Philosophies Trends and Themes in the use of Tourist Resources, Urban Tourism, Rural Tourism, Coastal and Resort Tourism, Tourism in the less Developed World. Upcoming Tourism Opportunities, New Realities, New Horizon. Growth of International Tourism.

Unit V: Tourism Planning and Tourism Organization: Conceptual Meaning of Tourism Planning, Types and Process of Tourism Planning. Structure and Role of WTO, PATA, IATO, TAAI, ASTA and Department of Tourism Govt. of India.

Suggested Books:

1. Tourism: A Modern Synthesis: Stephen J Page, Paul Brunt, Graham Busby and Jo Connell 2019
2. Business of Tourism- Christopher J.,Hollway2019
3. Discovering Hospitality and Tourism- Jack D. Ninemeier and Joe Perdue, Pearson Education 2020

22PMBATM02-TOURISM MARKETING

Course objectives

The course aims to 1. learn the marketing concepts, planning and environment and forecasting the market. 2. identify the market segments to devise strategies and to fix the target consumers for positioning the products. 3. understand the forces driving the consumer behaviour for decisionmaking, relationship and retention of customers. 4. familiarize the students with the contemporary marketing practices 5. provide an understanding of the elements in the tourism marketing mix and its application to create satisfied customers.

UNIT-1:Tourism Marketing Evolution of Marketing – The Tourism Product – Features of Tourism Marketing – Marketing Functions – Market Research – Tourism Marketing Mix.

UNIT-2:Tourism Consumer Understanding the Market and the Consumer – Marketing Environment – Consumer Behaviour – Buyer Decision Process – Demand Forecasting - Market Segmentation – Targeting – Market Positioning.

UNIT-3:Tourism Product Mix Product Designing – Branding and Packaging – New Product Development – Product Life Cycle. Tourism Pricing: Factors Influencing Pricing – Pricing Objectives – Procedure – Policies – Methods. Tourism Place: Logistics of tourism products – Place of ambience of site in tourism marketing – Accommodation of tourists – Online services in tourism.

UNIT-4:Tourism Promotion Advertising: Meaning – Objectives – Deciding Advertising Budget – Advertising Copy/Layout – Media Planning, Selection and Scheduling – Measuring Advertising Effectiveness – Personal Selling: Meaning – Personal Selling Process –Sales Promotion: Methods and Strategies – Direct Marketing – Tele Marketing – Event Marketing – Public Relations – Promotion through Internet.

UNIT-5:Physical Evidence and Process in Tourism Tourism planner – Tourism arrangement process – Procedure involved in tourism. People in Tourism: Employee behaviour in tourism organisations – Tourists orientation – Trends in Tourism Marketing – Marketing of Destinations, Airlines, Hotels, Resorts, Travel Agencies, Events and other Tourism sub-sectors and products.

References

1. Philip Kotler et al, Marketing for Hospitality and Tourism, 7edn, Pearson, 2019.

2. Philip Kotler, Marketing Management, 15th edn, Pearson Education India, Delhi, 2018.
3. Ramasamy VS & Namakumari, Marketing Management: Indian Context with Global Perspective, 5th edn, MacGraw Hill India, New Delhi, 2019.
4. Nilanjan Ray, Emerging Innovative Marketing Strategies in the Tourism Industry, Cengage Learning, 2019.
5. Chaudhary M, Tourism Marketing, Oxford University Press, 2020

22PMBATM03 - Emerging Trends in Tourism

Unit-I: Adventure Tourism Basic minimum standards for Adventure Tourism related activities: Land Based, Water Based, Air Based, List of recognized institution.

Unit-II: Medical Tourism Introduction; History of Medical Tourism; Legal Issues, Ethical Issues, World Medical Tourism Countries

Unit-III: Rural Tourism Introduction; Understanding Rural Tourism; Planning and Managing Rural Tourism; Issues in Rural tourism; Rural Tourism in India Future of Rural Tourism

Unit-IV: Religious Tourism Ancient Indian Religious: Vedic, Jainism, Buddhism; Other Religious of India: Islam, Christianity, Sikhism; important Festivals and their Significance: Diwali, Dashhara, Holi, Christms, Id, Moharrum, Rakshabandhan, Easter, Paryushmna, Buddha-Jayanti, Papeti, Baishakhi

Unit-V: Eco-Tourism Definition of Ecotourism, Ecotourism Resource: Identifying, listing and understanding, Ecotourism Resource Categories; (Natural, Built, and Events); Protected Areas: Definition, Categories and Roles, Identifying and describing Ecotourism Products.

Suggested Readings

1. Sharpley, R., and Sharpley, J. (1998) Rural Tourism: An Introduction Singapore: International Thomson Business Press. 2019
2. Roberts, Lesley (2001) Rural Tourism and Recreation: Principles and Practice, Massachusetts: CABI Publishing. 2020
3. Baird, Robert, D., Religion in Modern India 2019
4. Basham, A.L., The Wonder That was India 2020
5. Bose, H.A., Ritas and Geremonics of Hindu and Muslims 2019
6. Chopra , S.K., B.N. Puri and M.N. Das, A Socio-Cultural and Economic History of India 2020
7. Goyal, S.R., Religious History of Ancient India 2019
8. Buckley, R. (2003). Case studies in Ecotourism Cambridge: CABI. 2020
9. Buckley, R. ed. (2004). Environmental impacts of Ecotourism. Oxfordshire: CABI. 2020
10. Bulbeck, C. (2005). Facing the wild: Ecotourism, Conservation, and animal encounters.London:Earthscan. 2019
11. Ceballos-Lascurain, H. (1996). Tourism, Ecotourism, and Protected Areas. Gland: IUCN 2020