

310. MASTER OF BUSINESS ADMINISTRATION (MBA)

Programme Structure and Scheme of Examination (under CBCS)

(Applicable to the candidates admitted from the academic year 2023 -2024 onwards)

Course Code	Part	Study Components & Course Title	Credit	Hours/Week	Maximum Marks		
					CIA	ESE	Total
SEMESTER – I							
23PMBAC11	Part A	Core I: Management Principles and Business Ethics	4	4	25	75	100
23PMBAC12		Core II: Quantitative Techniques and Research Methods in Business	4	5	25	75	100
23PMBAC13		Core III: Managing Organizational Behaviour	4	4	25	75	100
23PMBAC14		Core IV: Accounting for Managers	4	4	25	75	100
23PMBAC15		Core V: Managerial Economics	4	4	25	75	100
23PMBAC16		Core VI: Legal Systems in Business	4	4	25	75	100
23PMBAX17	Part B	Extra Disciplinary: Entrepreneurship Development	3	3	25	75	100
23PMBAS18	(i)	Soft Skills I – Executive Communication (Practical only)	2	2	25	75	100
Total Credits / Hours (in current semester)			29	30			800
SEMESTER – II							
23PMBAC21	Part A	Core VII: Applied Operations Research	4	5	25	75	100
23PMBAC22		Core VIII: Human Resource Management	4	4	25	75	100
23PMBAC23		Core IX: Marketing Management	4	4	25	75	100
23PMBAC24		Core X: Operations Management	4	4	25	75	100
23PMBAC25		Core XI: Financial Management	4	4	25	75	100
23PMBAC26		Core XII: Strategic Management	4	4	25	75	100
23PMBAX27	Part B	Extra Disciplinary: International Business	3	3	25	75	100
23PMBAS28	(i)	Soft Skills II – Business Etiquette	2	2	25	75	100
Total Credits / Hours (in current semester)			29	30			800

SEMESTER – III							
Subject		Specialization / Subject Name	Credit	Hours	CIA	ESE	Total
23PMBAC31	Part A	Core: Information Systems for Business	4	4	25	75	100
23PMBAE31		Elective: Choose any one from the HRM Specialization E31-1 or E31-2	3	3	25	75	100
23PMBAE32		Elective: Choose any one from the HRM Specialization E32-1 or E32-2	3	3	25	75	100
23PMBAE33		Elective: Choose any one from the FM Specialization E33-1 or E33-2	3	3	25	75	100
23PMBAE34		Elective: Choose any one from the FM Specialization E34-1 or E34-2	3	3	25	75	100
23PMBAE35		Elective: Choose any one from the MM Specialization E35-1 or E35-2	3	3	25	75	100
23PMBAE36		Elective: Choose any one from the MM Specialization E36-1 or E36-2	3	3	25	75	100

23PMBAE37		Choose any one from the OPM Specialization E37-1 or E37-2	3	3	25	75	100
23PMBAX38	Part B (i)	Extra Disciplinary: Employability skills	3	3	25	75	100
23PMBAS39		Soft Skills III – Leadership and Team Building Skills	2	2	25	75	100
23PMBAI40	Part B (ii)	Summer Internship*	2		25	75	100
Total Credits / Hours (in current semester)			32	30			1100

* Students should complete two weeks of internship before the commencement of III semester.

		SEMESTER – IV					
23PMBAD41	Part A	Project Work & Viva- Voce #	8	-	50	150	200
Grand Total			98				2900

#The Project Work will be evaluated jointly by TWO Examiners (i.e. one Internal and the other External) for a Maximum of 150 Marks. The Viva- Voce will be conducted with Two Examiners (i.e. one Internal and the other External) for a Maximum of 50 Marks.

Specialization Courses:

Subject		Specialization / Subject Name	Credit	Hours	CIA	ES E	Total
		HUMAN RESOURCE MANAGEMENT					
23PMBAE31-1	Part A	Elective: Performance Management	3	3	25	75	100
23PMBAE31-2		Elective: Human Resources Development	3	3	25	75	100
23PMBAE32-1		Elective: Industrial and Labour Relations	3	3	25	75	100
23PMBAE32-2		Elective: Organizational Development	3	3	25	75	100
		FINANCIAL MANAGEMENT (FM)					
23PMBAE33-1	Part A	Elective: Corporate Finance	3	3	25	75	100
23PMBAE33-2		Elective: Tax Management	3	3	25	75	100
23PMBAE34-1		Elective: Security Analysis & Portfolio Management	3	3	25	75	100
23PMBAE34-2		Elective: Merchant Banking and Financial Services	3	3	25	75	100
		MARKETING MANAGEMENT (MM)					
23PMBAE35-1	Part A	Elective: Services Marketing	3	3	25	75	100
23PMBAE35-2		Elective: Brand Management	3	3	25	75	100
23PMBAE36-1		Elective: Customer Relations Management	3	3	25	75	100
23PMBAE36-2		Elective: Retail Marketing	3	3	25	75	100
		OPERATIONS MANAGEMENT (OR)					
23PMBAE37-1	Part A	Elective: Total Quality Management	3	3	25	75	100
23PMBAE37-2		Elective: Project Management	3	3	25	75	100

Program Educational Outcomes;

PEO 1 – Employability: To develop students with industry specific knowledge & skills to meet the industry requirements and also join Public sector undertaking through competitive examinations.

PEO 2 - Entrepreneur: To create effective business service owners, with a growth mindset by enhancing their critical thinking, problem solving and decision-making skills.

PEO3 – Research and Development: To instill and grow a mindset that focusses efforts towards inculcating and encouraging the students in the field research and development.

PEO 4 – Contribution to Business World: To produce ethical and innovative business professionals to enhance growth of the business world.

PEO 5 – Contribution to the Society: To work and contribute towards holistic development of society by producing competent MBA professionals.

Program Outcomes:

PO1: Problem Solving Skill: Application of tools & techniques relevant to management theories and practices in analyzing & solving business problems.

PO2: Decision Making Skill: Fostering analytical and critical thinking abilities for data-based decision making.

PO3: Ethical Value: Ability to develop value based leadership attributes.

PO4: Communication Skill: Ability to understand, analyze and effectively communicate global, economic, legal and ethical aspects of business.

PO5: Individual and Team Leadership Skill: Ability to be self-motivated in leading & driving a team towards achievement of organizational goals and contributing effectively to establish industrial harmony.

PO6: Employability Skill: Foster and enhance employability skills through relevant industry subject knowledge.

PO7: Entrepreneurial Skill: Equipped with skills and competencies to become a global entrepreneur.

PO8: Contribution to Society: Strive towards becoming a global influencer and motivating future generation towards building a legacy that contributes to overall growth of humankind.

PEO – PO MAPPING

	PO 1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
PEO 1	Y	Y	Y	Y	Y	Y	Y	Y
PEO 2	Y	Y	Y	Y	Y		Y	Y
PEO3	Y	Y	Y	Y	Y	Y		y
PEO 4	Y	Y	Y	Y	Y	Y	Y	Y
PEO 5	Y	Y	Y	Y	Y	Y	Y	Y

Y - Yes

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23PMBAC11	Management Principles and Business Ethics	Core I	4	-	-	-	4	60	25	75	100
Course Objectives											
C1	To familiarize the students to the basic concepts of management in order to aid in understanding how an organization functions.										
C2	To provide insights on Planning & Decision Making										
C3	To throw light on Organizing, Managing Change and Innovation										
C4	To elucidate on Leadership, Communication and Controlling.										
C5	To create awareness and importance of Business Ethics and Social Responsibility.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Nature of Management – Concepts and Foundations of Management- Managerial Functions- Management Skills- The Evolution of Management Thought – Tasks of a Professional Manager – Organizational Culture- Environment – Systems Approach to Management – Levels in Management – Disaster Management							12	C1		
II	Planning & Decision Making: Steps in Planning Process – Scope and Limitations – Short Term and Long Term Planning – Flexibility in Planning – Characteristics of a Sound Plan – Management By Objectives (MBO). Strategic Management Process Decision Making Process and Techniques. Business Models							12	C2		
III	Nature of Organizing: Organization Structure and Design - Authority Relationships – Delegation of Authority and Decentralization – Interdepartmental Coordinator – emerging Trends in corporate Structure, Strategy and Culture – Impact of Technology on Organizational design – Mechanistic vs. Adoptive Structures – Formal and Informal Organization. Span of control – Pros and Cons of Narrow and Wide Spans of Control – Optimum Span - Managing Change and Innovation.							12	C3		
IV	Leadership and Control: Leadership: Approaches to Leadership and Communication. Control: Concept of Control – Application of the Process of Control at Different Levels of Management (top, middle and first line). Performance Standards – Measurements of Performance – Remedial Action - An Integrated Control system in an Organization – Management by Exception (MBE) –							12	C4		
V	Business Ethics: Importance of Business Ethics – Ethical Issues and Dilemmas in Business - Ethical Decision Making and Ethical Leadership – Ethics Audit - Business Ethics and CSR Models.							12	C5		
Total							60				

Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Possess the knowledge on the basic concepts of management and understand how an organization functions.	PO4, PO6, PO8
CO2	Possess knowledge on planning & decision making.	PO1, PO2
CO3	Have insights on organizing, managing change and Innovation	PO5, PO6, PO7
CO4	Learn leadership, communication and controlling skills.	PO4, PO5
CO5	Have better understanding on business ethics and social responsibility.	PO3, PO8
Reading List		
1.	https://deb.ugc.ac. In	
2.	http://www.managementconcepts. Com	
3.	International journal of Management Concepts and Philosophy	
4.	Journal of Management, Sage Publications	
References Books		
1.	Mukherjee, K., Principles of Management, 2 nd Edition, Tata McGraw Hill Education Pvt. Ltd., 2009	
2.	S. K. Mandal., Management Principles and practice, 3 rd Edition, Jaico Publishing House, Jan.2011.	
3.	Griffin, R. W., Management, 11 th Edition, South-Western College Publication, January 2018.	
4.	Koontz, H. and Weihrich, H., Essentials of Management: An International Perspective, 11 th Edition, Tata McGraw Hill Education Private Ltd., July 2020	
5.	Certo, S C. and Certo, T, Modern Management, 13 th Edition, Prentice Hall, January 2014.	
6.	Robbins, S and Coulter, M, 11 th Edition, Management, Prentice Hall, 11 th edition, January 2012	
7.	Shaikh Ubaid, Disaster Management, Technical publications, 1 st edition, 2020	

OUTCOME MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2		2
CO 2	2	3						
CO 3					2	2	2	
CO 4				3	3			
CO 5			3					3
	3-Strong			2-Medium			1-Low	

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23PMBAC12	Quantitative Techniques and Research Methods in Business	Core II	3	2	-	-	4	75	25	75	100
Course Objectives											
1	To provide the students with an introduction to probability theory and discuss how probability calculations may facilitate their decision making.										
2	To construct a coherent research proposal that includes an abstract, literature review, research questions, ethical considerations and methodology.										
3	To understand the basic statistical tools for analysis & interpretation of qualitative and quantitative data.										
4	To recognize the principles and characteristics of the multivariate data analysis techniques.										
5	To become familiar with the process of drafting a report that poses a significant problem										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Probability - Rules of probability-Probability distribution; Binomial, Poisson and Normal Distributions, their applications in Business and Industrial Problem- Baye's Theorem and its applications - Decision Making under risk and uncertainty; Maximax, Maximin, Regret Hurwitz and Laplace Criteria in Business and Decision Making - Decision tree.							20	C1		
II	Research Methods: Research - Definition - Research Process - Research Design – Definition- Types Of Research Design - Role of Theory in Research - Variables in Research – Objectives - Hypothesis -Types of Data; Preliminary Vs Secondary- Methods of Primary Data Collection; Survey, Observation, Experiments - Construction Of Questionnaire - Questionnaire Schedule-Validity and Reliability of Instruments - Types of Scales; Nominal, Ordinal, Interval - Types of Attitude Measurement Scales – Sampling Techniques; Probability And Non probability Techniques- Optimal Sample Size determination.							13	C2		
III	Data Preparation and Analysis: Data Preparation - Editing –Coding- Data Entry- Data Analysis- Testing Of Hypothesis Univariate and Bivariate Analysis -Parametric And Nonparametric Tests and Interpretation of Test Results- Chi-Square Test- Correlation; Karl Pearson's Vs Correlation Coefficient and Spearman's Rank Correlation-Regression Analysis - One Way and Two Way Analysis of Variance.							18	C3		
IV	Multivariate Statistical Analysis: Exploratory and Confirmatory Factor Analysis -Discriminant Analysis-Cluster Analysis -Conjoint Analysis -Multiple Regression-Multidimensional Scaling- Their Application In Marketing							12	C4		

	Problems -Application of Statistical Software For Data Analysis- SEM Analysis		
V	Report Writing and Ethics in Business Research: Research Reports- Different Types -Report Writing Format- Content of Report- Need For Executive Summary- Chapterization -Framing the Title of the Report- Different Styles Of Referencing -Academic Vs Business Research Reports - Ethics In Research.	12	C5
	Total	75	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Be able to develop problem-solving techniques needed to accurately calculate probabilities.	PO1, PO2, PO6, PO7	
CO2	Be able to devise research methods, techniques and strategies in the appropriate manner for managerial decision making and conduct research for the industry.	PO4, PO6	
CO3	Be able to apply and interpret the different types of quantitative and qualitative methods of data analysis.	PO4, PO6	
CO4	Be able to use multivariate techniques appropriately, undertake multivariate hypothesis tests, and draw appropriate conclusions.	PO4, PO6	
CO5	Be able to present orally their research or a summary of another's research in an organized, coherent, and compelling fashion.	PO4, PO6	
Reading List			
1.	https://www.dartmouth.edu/~chance/teaching_aids/books_articles/probability_book/amsbook.mac.pdf		
2.	https://study.com/academy/topic/probability.html		
3.	https://onlinecourses.nptel.ac.in/noc18_ma07/preview		
4.	https://hbr.org/1964/07/decision-trees-for-decision-making		
References Books			
1.	Kumar, R., Research Methodology: A Step-by-Step guide for Beginners, Sage, South Asia, 4th Edition, 2014.		
2.	Srivastava, T.N. and Rego, S., Statistics for Management, 2nd Edition, Tata McGraw Hill, 3rd Edition, 2016.		
3.	Cooper, D.R., Schindler, P. And Business Research Methods, Tata- McGraw Hill, 12th Edition, 2012.		
4.	Cooper, D.R., Schindler, P. and Sharma, J.K., Business Research Methods, 11th Edition, Tata-McGraw Hill, 12 th Edition, 2018.		
5.	Johnson, R.A., and Wichern, D.W., Applied Multivariate Statistical Analysis, PHI Learning Pvt. Ltd., 6 th Edition, 2012.		
6.	Anderson, Sweeny, Williams, Camm and Cochran, Statistics for business and Economics, Cengage Learning, New Delhi, 13th Edition, 2017		

OUTCOME MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	3				3	3	
CO 2				3		3		
CO 3				2		2		
CO 4				2		2		
CO 5				2		3		

3-Strong

2-Medium

1-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23PMBAC13	Managing Organizational Behaviour	Core III	4	-	-	-	4	60	25	75	100
Course Objectives											
1	To familiarize the students to the basic concepts of managing Organizational Behaviour in order to aid in understanding how an men behave in an organization.										
2	To provide insights on Individual Differences, perception, learning, Attitudes values and motivation										
3	To throw light on Group Dynamics and Interpersonal Communication										
4	To elucidate on Leadership, Politics, Conflicts and Negotiation.										
5	To create awareness and importance of work stress and Emotional Intelligence and its influence on employees in an organization.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction to Organizational Behaviour: Historical background of OB - Concept Relevance of OB – Contributing disciplines - to the field of OB, challenges and opportunities for OB, foundations of Individual Behaviour. Theory – social theory- Organizational Citizenship Behaviour							12	C1		
II	Individual Difference - Personality – concept and determinants of personality – theories of personality – type of theories – trait theory – psycho analytic theory - social learning theory – Erikson’s stages of Personality Development Chris Argyris Immaturity to Maturity Continuum. Personality – Job fit. Perception: Meaning Process – Factors influencing perception – Attribution theory Learning: Classical, Operant and Social Cognitive Approaches – Managerial implications. Attitudes and Values: – Components, Attitude – Behaviour relationship, formation, values. Motivation: Early Theories of Motivation – Hierarchy of needs theory, Theory X and Theory Y, Two factor theory, McClelland’s theory of needs and Contemporary theories of motivation – Self – Determination theory, Job Engagement, Goal Setting theory, Self– efficacy theory, Re – inforcement theory, Equity theory, Expectancy theory.							12	C2		
III	Group Dynamics – Foundations of Group Behaviour – Group and Team - Stages of Group Development–Factors affecting Group and Team Performance - Group Decision making Interpersonal Communication – Communication Process – Barriers to Communication– Guidelines for Effective Communication							12	C3		
IV	Leadership – Trait, Behavioural and Contingency theories, Leaders vs Managers Power and Politics: Sources of Power – Political Behaviour in							12	C4		

	Organizations – Managing Politics. Conflict and Negotiation: Sources and Types of Conflict – Negotiation Strategies– Negotiation Process.		
V	Work Stress: Stressors in the Workplace – Individual Differences on Experiencing Stress - Managing Workplace Stress. Organizational Culture and Climate: Concept and Importance – Creating and Sustaining Culture. Emotional Intelligence, Work Life Integration Practices. Knowledge based enterprise- systems and Processes; Networked and virtual organizations.	12	C5
Total		60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Possess the knowledge on the basic concepts of managing Organizational Behaviour in order to aid in understanding how an men behave in an organization	PO4	
CO2	Possess knowledge on Individual Differences, perception, learning, Attitudes values and motivation	PO3, PO6	
CO3	Have insights on Group Dynamics and Interpersonal Communication	PO2, PO4, PO5	
CO4	Learn Leadership, Politics, Conflicts and Negotiation.	PO5	
CO5	Have better understanding on work stress and Emotional Intelligence and its influence on employees in an organization.	PO6, PO8	
Reading List			
1.	www.himpub.com		
2.	https://iedunote.com/organisational-behaviour		
3.	www.yourarticlelibrary.com/organisation/		
4.	Journal of Organizational Behaviour – wiley Online Library		
References Books			
1.	Prasad .L.M., OrganisationalBehaviour ,Sultan Chand and Sons, 2019		
2.	C.B.Guptha, A Textbook Of OrganisationalBehaviours ,S.Chand& Company,2019		
3.	K. Aswattappa, OrganisationalBehaviour, Himalaya Publishing House, 12th Edition, 2016.		
4.	Luthans, F. Organizational Behaviour, 12th Edition, Tata McGraw Hill Education, 2017.		
5.	McShane, S.L., Von Glinow, M.A., and Sharma, R.R., Organizational Behaviour, 5th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2011.		
6.	Stephen P. Robins, Timothy A. Judge and Neharika Vohra, Essentials of OrganisationalBehaviour, 18th Edition, Pearson Education, 2019.		

OUTCOME MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2				
CO 2			3			3		
CO 3		3		3	3			
CO 4					3			
CO 5						3		2

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23PMBAC14	Accounting For Managers	Core IV	3	1	-	-	4	60	25	75	100
Course Objectives											
1	To acquaint the students with the fundamentals of principles of financial, cost and management accounting										
2	To enable the students to prepare, analyses and interpret financial statements										
3	To acquaint the students with the tools and techniques of financial analysis										
4	To enable the students to take decisions using management accounting tools.										
5	To enable the students to prepare the reports with the accounting tools and facilitate managerial decision making.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Financial Accounting – Meaning - Objectives - functions. Branches of Accounting: Financial, Cost and Management Accounting - Accounting Concepts and conventions. Journal – Ledger – Trial Balance – Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet (problems); International Accounting Standards - IFRS							12	C1		
II	Financial Statement Analysis - Objectives - Techniques of Financial Statement Analysis: Common Size and Comparative Financial Statements, Trend analysis, Ratio Analysis. Fund Flow Statement - Statement of Changes in Working Capital - Preparation of Fund Flow Statement - Cash Flow Statement Analysis- Distinction between Fund Flow and Cash Flow Statement – problem.							12	C2		
III	Marginal Costing - Definition - distinction between marginal costing and absorption costing - Break even point Analysis - Contribution, p/v Ratio, margin of safety - Decision making under marginal costing system-key factor analysis, make or buy decisions, export decision, sales mix decision- Problems.							12	C3		
IV	Budget, Budgeting, and Budgeting Control - Types of Budgets - Preparation of Flexible and fixed Budgets, master budget and Cash Budget - Problems - Zero Base Budgeting.							12	C4		
V	Cost Accounting : meaning – Objectives - Elements of Cost – Cost Sheet(Problems) – classification of cost – Cost Unit and Cost Centre – Methods of Costing – Techniques of Costing. Standard costing and variance analysis Reporting to Management – Uses of Accounting information in Managerial decision-making. Reporting-Accounting Standards and Accounting Disclosure practices in India; Exposure to Practical Knowledge of using Accounting software- Open Source.							12	C5		

	Total	60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Be able to understand the fundamentals of principles of financial, cost and management accounting	PO6	
CO2	Be able to prepare, analyze and interpret financial statements	PO1, PO2, PO4, PO6, PO7	
CO3	Be able to use the tools and techniques of financial analysis.	PO1, PO2, PO3, PO6, PO7	
CO4	Be able to take decisions using management accounting tools.	PO1, PO2, PO6, PO7	
CO5	Be able to prepare the reports with the accounting tools and facilitate and take managerial decisions.	PO2, PO3, PO4, PO6, PO7, PO8	
Reading List			
1.	http://files.rajeshindukuristudyplace.webnode.com/200000014-9621c971b8/accounting%20for%20managers.pdf		
2.	http://shodhganga.inflibnet.ac.in/bitstream/10603/70588/9/09_chapter%201.pdf		
3.	http://educ.jmu.edu/~drakepp/principles/module6/capbudtech.pdf		
4.	https://www.researchgate.net/publication/313477460_concept_of_working_capital_management		
References Books			
1.	Gupta, A., Financial Accounting for Management: An Analytical Perspective, 5th Edition, Pearson, 2016.		
2.	Khan, M.Y. and Jain, P.K., Management Accounting: Text, Problems and Cases, 8thEdition, Tata McGraw Hill Education Pvt. Ltd., 2021.		
3.	Nalayiram Subramanian, Contemporary Financial Accounting and reporting for Management – a holistic perspective- Edn. 1, 2014 published by S. N. Corporate Management Consultants Private Limited		
4.	Horngren, C.T.,Sundem, G.L., Stratton, W.O., Burgstahler, D. and Schatzberg, J., 16th Edition, Pearson, 2013		
5.	Noreen, E., Brewer, P. and Garrison, R., Managerial Accounting for Managers, 13th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2009.		
6.	Rustagi,R. P., Management Accounting, 2nd Edition, Taxmann Allied Services Pvt. Ltd, 2011		

OUTCOME MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1						2		2
CO 2	3	3		3		3	2	
CO 3	3	3	3			3	2	
CO 4	3	3				3	3	
CO 5		3	3	3		3	2	2

3-Strong

2-Medium

1-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23PMBAC15	Managerial Economics	Core V	4	-	-	-	4	60	25	75	100
Course Objectives											
1	To familiarize the students about managerial economics and to know the fundamental concepts affecting business decisions.										
2	To understand the concept of utility and demand analysis and demand forecasting										
3	To know about production function and market structure										
4	To have an idea and understanding about Macroeconomics like National Income, savings and investment, Indian economic policy and Planning.										
5	To Provide insights on Money Market, Inflation and Deflation, Monetary and Fiscal policies, FDI and cashless economy.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Definition of Managerial Economics. Decision Making and the Fundamental Concepts Affecting Business Decisions – the Incremental Concept, Marginalism, Equi-marginal Concept, the Time Perspective, Discounting Principle, Opportunity Cost Principle- Micro and Macro Economics.							12	C1		
II	Utility Analysis and the Demand Curve: Elasticity of Demand - Demand Analysis: Basic Concepts, and tools of analysis for demand forecasting. Use of Business Indicators: Demand forecasting for consumer, Consumer Durable and Capital Goods. Input-Output Analysis – Consumer Behavior-Consumer Equilibrium							12	C2		
III	The Production Function: Production with One Variable Input – Law of Variable Proportions – Production with Two Variable Inputs – Production Isoquants – Isocost Lines Estimating Production Functions- Returns to Scale– Economies Vs Diseconomies of Scale – Cost Concepts – Analysis of cost – Short and long run costs. Market Structure: Perfect and Imperfect Competition – Monopoly, Duopoly, Monopolistic Competition – Pricing Methods.							12	C3		
IV	Macro Economic Variables – National Income- Concepts – Gross Domestic Product, Gross National Product, Net National Product – Measurement of National Income, Savings, Investment - Business Cycles and Contracyclical Policies – Role of Economic Policy – Indian Economic Planning							12	C4		
V	Commodity and Money Market: Demand and Supply of Money – Money Market Equilibrium – Monetary Policy – Inflation – Deflation – Stagflation-Role of Fiscal Policies- Indian Fiscal Policies - Government Policy towards Foreign							12	C5		

	Capital and Foreign Collaborations – Globalization and its Impact. Cashless economy and digitalized cash transfers; Economic models and its steps; FEMA-GST-Industrial Policy in India and its effects on growth.		
	Total	60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Be able to understand the basic concepts of managerial economics that helps the firm in decision making process.	PO2, PO4	
CO2	Be familiar about the Basic concepts of Demand, Supply and Equilibrium and their determinants	PO4, PO6, PO7	
CO3	Have better idea and understanding about production function and market structure	PO6, PO7	
CO4	Have better insights about macroeconomics concepts like National income, Savings and Investment, Indian Economic Policy and planning	PO8	
CO5	Possess better knowledge about Money market, Monetary and Fiscal policy, inflation and deflation, FDI and globalization and Cashless economy and digitalized cash transfers.	PO7	
Reading List			
1.	http://pearsoned.co.in/prc/book/paul-g-keat-managerial-economics-economic-tools-todays-decision-makers6e-6/9788131733530		
2.	http://www.onlinevideolecture.com/mba-programs/kmpetrov/managerial-economics/?courseid=4207		
3.	https://www.slideshare.net/dvy92010/nature-and-scope-of-managerial-economics-76225857		
4.	The Indian Economic Journal - SAGE Journals		
References Books			
1.	1. Damodaran, S., Managerial Economics, 2nd Edition, Oxford University Press, 2011.		
2.	Dwivedi, D.N., Managerial Economics, Vikas Publishing House, 2011.		
3.	R. L. Varshney , K.L. Maheshwari., Managerial Economics, Sultan Chand & Sons, 2014.		
4.	William F. Samuelson, Stephen G. Marks, Jay L., Zagorsky., Managerial Economics, Wiley Publishers, 9 th Edition (2021)		
5.	H. L. Ahuja., Managerial Economics., Atlantic Publishers and distributors(P) Ltd., 2017.		
6.	Dominick Salvatore, Managerial Economics: Principles and worldwide applications, 9E Adaptation, Oxford university press, 9 th Edition, 2020.		

OUTCOME MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		2		3				
CO 2				3		2	2	
CO 3						3	3	
CO 4								2
CO 5							2	

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23PMBAC16	Legal Systems in Business	Core VI	4	-	-	-	4	60	25	75	100
Course Objectives											
1	To create knowledge and understanding on law of contracts										
2	To describe about sale of goods and Negotiable instrument act										
3	To have an overall understanding about partnership act and company law.										
4	To familiarize various labor laws for effective administration of Human Resource of an organization.										
5	To provide insights and awareness about consumer protection act, Cyber-crimes, Intellectual property Rights.										
SYLLABUS											
UNIT	Details								No. of Hours	Course Objectives	
I	<p>The Law of Contracts: Definition of Contract Offer and Acceptance – Essential Elements of a Valid Contract: Free Consent – Competency of Parties – Lawful Consideration – Legality of Object. Void, Voidable, Unenforceable and Illegal Contracts – Performance of Contracts – Privity of Contracts – Assignment of Contracts – By Whom Contract must be Performed – Time and Place of Performance – Performance of Reciprocal Promises – Contracts which need not be performed, Discharge of Contracts : By Performance, By Agreement, By Impossibility, By Lapse of Time, By Operation of Law and By Breach of Contracts – Remedies for Breach of Contracts.</p>								12	C1	
II	<p>Sale of Goods Act: Definition of a Sale and a Contract of Sale – Difference between (1) Sale and an Agreement to Sell (2) Sale and a Contract Form (3) Sale and Bailment (4) Sale and Mortgage of Goods (5) Sale and Time Purchase Conditions and Warranties – Passing of Property of Goods – Rights of an Unpaid Seller.</p> <p>Negotiable Instruments Act: Negotiable Instruments in General: Cheques, Bills of Exchange and Promissory Notes – Definition and Characteristics</p>								12	C2	
III	<p>Partnership Act: Evolution – Definition of Partnership – Difference between Partnership and Joint Family Business – Kinds of Partnerships – Registration – Rights and Liabilities of Partners – Dissolution.</p> <p>Company Law: Evolution of Company Form of Organisation – Companies Separate Legal Entity – Comparison of Company with Partnership and Joint Hindu Family Business – Kinds of Companies – Comparison of Private and Public Companies – Formation of Companies – General Idea About Memorandum and Articles of Association, Prospectus, Statement in lieu of Prospectus – Management of Companies – General Idea of Management of Companies – Officers, Meetings – Resolutions – Account and Audit – Winding up of Companies – General Idea of the Different Modes of Winding Up.</p>								12	C3	
IV	<p>Labour Law: Factories Act, Minimum Wages Act, Industrial Disputes Act, Employees Compensation Act, Payment of Bonus Act 1965. Payment of Gratuity Act 1972. ESI Act, Employees Provident Fund and</p>								12	C4	

	Miscellaneous Provisions Act 1952, Maternity Benefits Act, Child labour Abolition & Regulation Act, 1986- Inter-state Migrant Workmen (Regulation of Employment & Conditions of services) Act 1979- Bonded Labour system (Abolition) Act 1976- Sexual Harassment of women at Workplace (Prevention, Prohibition & Redressal) Act 2013- Contract Labour (Regulation and Abolition) Act- Four Labour Codes and Rules- RTI Act 2005.		
V	Consumer Protection Act, Competition Act 2002, Cyber Crimes, IT Act 2008 – Intellectual Property Rights: Types of Intellectual Property – Trademarks Act 1999 – The Copyright Act 1957 – International Copyright Order, 1999 – Design Act, 2000; UNICITRAL – United Nations Commission on International Trade Law.	12	C5
Total		60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Have knowledge on understandings on law of contract.	PO4, PO6, PO7	
CO2	Know the sale of Goods & Negotiable instrument act.	PO6	
CO3	Have understandings on partnership and company law	PO6, PO7	
CO4	Have familiarize with various labour laws.	PO5, PO6, PO7	
CO5	Possess insights & awareness about consumer protection Act Cyber Crimes, Intellectual Property Rights.	PO8	
Reading List			
1.	http://www.legalserviceindia.com/article/		
2.	http://www.freebookcentre.net/Law/Law-Books.html 2		
3.	https://www.mooc-list.com/course/business-law-wma		
4.	https://ilj.law.indiana.edu/		
References Books			
1.	Kapoor ND., Legal Systems in Business, Edition 2 (2021), Sultan Chand & Sons.		
2.	Rao, P.M., Mercantile Law, PHI Learning, 2011.		
3.	Majumdar, A. K. and Kapoor, G.K., Company Law, 15 th Edition, Taxmann Publications Pvt. Ltd., 2012.		
4.	Majumdar, A. K. and Kapoor, G.K., Company Law and Practice, 17 th Edition, Taxmann Publications Pvt. Ltd., 2012.		
5.	Intellectual Property Laws, Universal Law Publishing, 2012.		
6.	Daniel Albuquerque , Legal systems in Business, Oxford University Press India, 2 nd Edition, 2015.		

OUTCOME MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2	2	
CO 2						2		
CO 3						2	2	
CO 4					2	2	2	
CO 5								2

3-Strong

2-Medium

1-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23PMBAX17	Entrepreneurship Development	Extra Disciplinary	3	-	-	-	3	45	25	75	100
Course Objectives											
1	To introduce students to entrepreneurship and its growth in India.										
2	To impart knowledge on innovation, its types, role of technology in innovation, patents and licensing.										
3	To orient the students on new venture creation										
4	To enable students to prepare a feasible business plan										
5	To give inputs on various types of financing available for new ventures.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: The Entrepreneur – Definition – Characteristics of Successful entrepreneur. Entrepreneurial scene in India; MSME; Analysis of entrepreneurial growth in different communities – Case histories of successful entrepreneurs. Similarities and Distinguish between Entrepreneur and Intrapreneur.							9	C1		
II	Innovation in Business: Types of Innovation – Creating and Identifying Opportunities for Innovation – Design Thinking- The Technological Innovation Process – Creating New Technological Innovation and Intrapreneurship – Licensing – Patent Rights – Innovation in Indian Firms							9	C2		
III	New Venture Creation: Identifying Opportunities for New Venture Creation: Environment Scanning – Generation of New Ideas for Products and Services. Creating, Shaping, Recognition, Seizing and Screening of Opportunities. Feasibility Analysis: Technical Feasibility of Products and Services – Marketing Feasibility: Marketing Methods – Pricing Policy and Distribution Channels							9	C3		
IV	Business Plan Preparation: Benefits of a Business Plan – Elements of the Business Plan – Developing a Business Plan – Guidelines for preparing a Business Plan – Format and Presentation; Start-ups and e-commerce Start-ups. Business Model Canvas							9	C4		
V	Financing the New Venture: Capital structure and working capital Management: Financial appraisal of new project, Role of Banks – Credit appraisal by banks. Institutional Finance to Small Industries – Incentives – Institutional Arrangement and Encouragement of Entrepreneurship.							9	C5		
Total							45				

Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Be able to know about growth of entrepreneurship in India	PO4, PO7
CO2	Gain knowledge on innovation, its types, role of technology in innovation, patents and licensing	PO7, PO8
CO3	Obtain knowledge on new venture creation	PO6, PO7
CO4	Be able to prepare a business plan	PO7, PO8
CO5	Gian knowledge on various types of financing available for new ventures.	PO7, PO8
Reading List		
1.	http://www.jimssouthdelhi.com/sm/BBA6/ED.pdf	
2.	https://www.cengage.com/highered	
3.	https://roadmapresearch.com/entrepreneurship-beyond-curriculum	
4.	The International Journal of Entrepreneurship and Innovation	
References Books		
1.	Reddy, N., Entrepreneurship: Text and Cases, Cengage Learning, 2010.	
2.	Roy, R., Entrepreneurship, 2nd Edition, Oxford University Press, 2011.	
3.	Barringer, B., Entrepreneurship: Successfully Launching New Ventures, 3rd Edition, Pearson, 2011.	
4.	Bessant, J., and Tidd, J., Innovation and Entrepreneurship, 2nd Edition, John Wiley & Sons, 2011.	
5.	Desai, V., Small Scale Industries and Entrepreneurship, Himalaya Publishing House, 2011.	
6.	Entrepreneurship: Successfully Launching New Ventures, Global Edition, 6th Edition Bruce R. Barringer, Texas A & M University, R. Duane Ireland, ©2018 Pearson	

OUTCOME MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				3			3	
CO 2							3	2
CO 3						2	3	
CO 4							3	2
CO 5							3	3

3-Strong

2-Medium

1-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23PMBAS18	Soft Skills I – Executive Communication	Soft Skills-I	-	-	2	-	2	30	25	75	100
Course Objectives											
1	To acquire communication awareness they are going to get for the industry.										
2	To make the customer realize that you can provide them with information and other essential things										
3	To explore the skill of writing business proposals										
4	To develop a plan for the meetings and interviews										
5	To analyze the skills required for non-verbal communication										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	UNIT 1- Communication: Meaning and Significance of Communication for Management- Types of Communication Factors Affecting Effectiveness of Communication- Barriers to Communication- Principles of Effective Communication Dyadic Communication- Face-to-face Communication. Other Modes of Communication.							6	C1		
II	UNIT 11- Business Correspondence: Planning Business Messages: Analyzing the Task, Anticipating the Audience. Adapting the Message Organizing and Writing Business Messages: Patterns of organization, Use of Tools such as Mind Maps, Composing the Message- Norms for Business Letters Letters for Different Kinds of Situation: Personalized Standard Letters, Enquiries, Inviting Quotations, Sending Quotations, Placing Orders, Inviting tenders, Claim letters, Customers Complaints, Collection Letters, Sales Promotion Letters- Revising Business Messages: Revising for Clarity. Conciseness and Readability, Proof reading and Evaluating- Letters of application and resume.							6	C2		
III	UNIT III- Business Reports and Proposals: Structure of Reports- Long and Short Reports: Formal and Informal Reports- Writing Research Reports- Technical Reports- Norms for Including Exhibits and Appendices- Writing Business Proposals.							6	C3		
IV	UNIT IV- Conducting Meetings and Interviews: Procedure for Conducting Meetings- Preparing Agenda, Minutes and Resolutions- Conducting Seminars and Conferences- Procedure of Regulating Speech- Evaluating Oral Presentations Drafting Speech- Participating in Debates and Group Discussions- Presentation Skills- Fluency Development Strategies- Attending and Conducting Interviews- Listening.							6	C4		
V	UNIT V- Non-verbal Communication: Personal Appearance- Posture- Body Language- Reading Nonverbal Messages- Use of Charts. Diagrams and Tables- Visual and Audio-visual Aids for Communication.							6	C5		
Total							30				
Course Outcomes											

Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Understanding of theories and concepts, types and various modes of communication in organizations	PO4, PO6
CO2	Development of skills on developing Business Correspondence	PO4, PO6
CO3	Development of skills on preparing Business Reports and Proposals	PO4, PO6
CO4	To draft effective business correspondence with brevity, and clarity in designing and developing clean and lucid organizing skills.	PO4, PO6
CO5	To demonstrate his/her verbal and non-verbal communication ability through presentations.	PO4, PO6
Reading List		
1.	https://www.skillsyouneed.com/ips/communication-skills.html	
2.	https://mtbt.fpg.unc.edu/more-baby-talk/10-ways-promote-language-and-communication-skills-infants-and-toddlers	
3.	http://skillopedia.com	
4.	https://www.habitsforwellbeing.com/9-effective-communication-skills	
References Books		
1.	Chaney, L. and Martin, J., Intercultural Business Communication. Person, 4 ed., 2008.	
2.	Chaturvedi, Business Communication, Person, 2 edition, 2011	
3.	Bovec L. Courtland and John V. Thill, Business Communication Today, 10 ed., Pearson Education, New Delhi, 2011.	
4.	American Management Association, The AMA Handbook of Business Writing: The Ultimate Guide to Style, Usage, Punctuation, Construction and Formatting, 2010.	
5.	Gerson, Sharan J., and Steven M Gerson, Technical Writing: Process and Product, Person Education, New Delhi, 2008	

OUTCOME MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				3		3		
CO 2				3		3		
CO 3				3		3		
CO 4				3		3		
CO 5				3		3		

3-Strong

2-Medium

1-Low

SEMESTER II

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23PMBAC21	Applied Operations Research	Core VII	3	2	-	-	4	75	25	75	100
Course Objectives											
1	To provide the students with introduction on OR and its models to aid in understanding its applicability in the various functional areas of management.										
2	To understand the concept of linear programming models in determining profit maximization and cost minimization										
3	To learn about various methods adopted in transportation and Assignments models.										
4	To determine about inventory models, replacement models, job sequencing, networking model and Queuing model										
5	To throw light on dynamic model and game models and the application of pure and mixed strategies in competitive environment.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Overview of operations research – Origin – Nature, scope & characteristics of OR – Models in OR – Application of operations research in functional areas of management							11	C1		
II	Linear Programming Problem: Linear programming problem model – Formulation – Maximization & Minimization problem – Graphical method – Simplex method – Artificial variable – Primal & Dual.							15	C2		
III	Transportation problem: Basic Solution – North / West corner Solution, LCM, VAM, Matrices method – Optimal Solution – Stepping stone method – Vogel's approximation method – Modi method – Degeneracy – Imbalance matrix. Assignment model: Hungarian method – Traveling salesmen problem.							15	C3		
IV	Project Scheduling and Resource Management: Deterministic Inventory models – Purchasing & Manufacturing models – Probabilistic inventory models – Replacement model – Sequencing – Brief Introduction to Queuing models. Networking – Programme Evaluation and Review Technique (PERT) and Critical Path Method (CPM) for Project Scheduling- Crashing – Resource allocation and Resource Scheduling.							21	C4		
V	Game Theory and Strategies: Games theory – two player zero sum game theory – Saddle Point – Mixed Strategies for games without saddle points – Dominance method – Graphical and L.P Solutions- Goal Programming; Simulation; Integer programming and Dynamic programming.							13	C5		
Total							75				

Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Obtain insight on the origin and nature of OR and also the application of various models of OR.	PO4, PO6
CO2	Learn about the graphical, Simplex, Big M and dual methods of Linear programming problem.	PO1, PO2, PO6, PO7
CO3	Be well versed with the concept of transportation and Assignments models	PO1, PO2, PO6, PO7
CO4	Have better understanding on inventory models, replacement models, job sequencing, networking model and Queuing model	PO1, PO2, PO6, PO7
CO5	Be imparted knowledge on the various methods of game model	PO2, PO7
Reading List		
1.	www.cbom.atozmath.com	
2.	http://www.pondiuni.edu.in/storage/dde/downloads/mbaii_qt.pdf	
3.	http://164.100.133.129:81/econtent/Uploads/Operations_Research.pdf	
4.	https://www.journals.elsevier.com/operations-research-perspectives	
References Books		
1.	Anderson,D.R.,Sweeney,D.J.,Williams,T.A.andMartin,K.,AnIntroduction toManagementScience:QuantitativeApproachtoDecisionMaking,14 th Edition Paperback – 1, Cengage Learning India Pvt. Ltd., 2019	
2.	Gupta,P.K.,andComboj,IntroductiontoOperationsResearch, S.Chand, 2014	
3.	Hiller,F.,Liebermann,NagandBasu,IntroductiontoOperationsResearch,11 th Edition Paperback,TataMcGraw-HillPublishingCo.Ltd., 2021	
4.	Khanna,R.B.,QuantitativeTechniquesforManagerialDecisionMaking,3 rd Edition – Paperback,New Age International Publishers, 2018	
5.	Taha,H.A., OperationsResearch:AnIntroduction,10 th Edition,Pearson, 2019	
6.	Vohra,N.D.,QuantitativeTechniquesinManagement, 5 th Edition,TataMcGrawHillEducationPvt.Ltd.,2017.	

OUTCOME MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2		
CO 2	3	2				2	2	
CO 3	3	3				3	2	
CO 4	3	3				2	2	
CO 5		3					2	

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23PMBAC22	HumanResourceManagement	Core VIII	4	-	-	-	4	60	25	75	100
Course Objectives											
1	To embark importance of HRM role, functions and need										
2	To assimilate theoretical and practical implications of HRP										
3	To critically use appropriate training tools										
4	To analyze and implement an effective performance management										
5	To extrapolate and design compensation management techniques										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Introduction of Human Resource Management:Importance of Human Resources,Definition and Objectives of Human Resources Management, Qualities of a good HRmanager – Evolution and growth of Human Resource Management in India. Functions of Human Resource Management.Strategic Human Resource Management(SHRM).Human Resource Policies:Need,type and scope,Human Resource Accounting and Audit- Gig Economy.							12	C1		
II	Human Resource Planning (HRP): Human Resources Planning:Long and Short term planning, Job Analysis, Skills inventory, Job Description, Job Specification and Succession Planning, Strategic Human Resource Planning. Recruitment and selection: Purposes, types and methods of recruitment and selection, Relative merits and demerits of the different methods, Recruitment and Social Media. Placement, Induction, Transfers, Promotions, Dismissal, Resignation, Exit Interviews, Reduction of attrition rate- Attrition and retention management							12	C2		
III	Training, Development & Career Management: Importance and benefits of Training and Development, Types of Training Methods, Executive Development Programs, Concept and process of Career Management; Competency mapping, Knowledge Management & Talent Management.							12	C3		
IV	Performance Management: Importance, process and Methods: Ranking, rating scales, critical incident method, Removing subjectivity from evaluation, MBO as a method of appraisal, Performance Feedback, Online PMS. Human Resource Information System; International Human Resource Management; Cross cultural diversity management; Hybrid work culture; work-life balance; Quality of work-life; HR Analytics.							12	C4		

V	Compensation Management: Wage and Salary Administration: Job Evaluation, Calculation of Wage, Salary, Prerequisites, Compensation Packages, Cost of Living Index and Calculation of Dearness Allowance, Rewards and Incentives; ESOP-Financial and non-financial incentives, Productivity-linked Bonus, Compensation Criteria, Rewards and Recognition	12	C5
Total		60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Gain an understanding of HRM policies and importance.	PO4, PO6	
CO2	Implement appropriate HRP in workplace.	PO6	
CO3	Apply feasible Training method and manage career progressions.	PO5, PO6, PO7	
CO4	Demonstrate managing performance of human resources.	PO6, PO7	
CO5	Design and justify compensation framework.	PO4, PO6, PO7	
Reading List			
1.	https://businessjargons.com/performance-management.html		
2.	https://www.hr-guide.com/data/G400.htm		
3.	https://www.managementstudyguide.com/training-development-hr-function.htm		
4.	https://www.tandfonline.com/toc/rjih20/current		
References Books			
1.	Ashwathappa, K., Human Resource Management, 9 th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2021.		
2.	Ivancevich, J.M., Human Resource Management, 12 th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2020.		
3.	Gary Dessler & Biju Varrkey, Human Resource Management, 16 th Edition, Pearson India Pvt. Ltd., 2020.		
4.	DeCenzo, D.A., Robbins S.P., Susan L Verhulst, Human Resource Management, 11 th Edition, Wiley India Pvt. Ltd., 2015.		
5.	Leigh Thompson, Making the team, A guide for Managers, Pearson, 6 th Edition 2019.		
6.	Gary Dessler, Fundamentals of Human Resource Management, Pearson, 4 th Edition 2017.		

OUTCOME MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				M		M		
CO 2						M		
CO 3					S	S	M	
CO 4						M	M	
CO 5				M		M	M	

3-Strong

2-Medium

1-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23PMBAC23	Marketing Management	Core IX	4	-	-	-	4	60	25	75	100
Course Objectives											
1	To develop an understanding and enhance the knowledge about marketing theories, principles, strategies and concepts and how they are applied.										
2	To provide with opportunities to analyze marketing activities within the firm.										
3	To analyze and explore the buyer behavior pattern in marketing situations.										
4	To understand the branding, pricing and strategies in marketing a product.										
5	To upgrade the knowledge and awareness of Consumer Rights in the Market.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Marketing Management Philosophies – What is marketing- The concepts of marketing- Marketing and Services – Digital Marketing – Social Media Marketing – Current marketing challenges; Rural Marketing – E-Rural Marketing – International Marketing – Industrial Marketing.							12	C1		
II	Strategic Marketing– Marketing Management Process – Analysis of Marketing opportunities, Selecting Target Consumers, developing Marketing Mix Analysis of Macro and Micro environment Marketing Research as an Aid to Marketing, Marketing Research Process – Sales Forecasting –Techniques. Marketing Tactics, The Mix Service and Retail Marketing.							12	C2		
III	MIS: Marketing Information Systems- Customer Relationship Management (CRM) Customer Engagement Marketing – Sales force Automation- Marketing Analytics							12	C3		
IV	Buyer Behaviour: Factors Influencing Consumer Behaviour – Buying situation– Buying Decision Process – Industrial Buyer Behaviour. Market Segmentation : Targeting and Positioning – Competitive Marketing Strategies. Customer Life Cycle – Customer Life time Value, Product Portfolio Management.							12	C4		
V	Product Policies: Consumer and Industrial Product Decisions, Branding, Packaging and Labelling – New Product Development and Product Life Cycle Strategies, Pricing – Pricing Strategies and approaches, Promotion Decisions: Promotion Mix – Integrated Marketing Communication – Advertising and Sales Promotion - Sales Force Decisions, Selection, Training, Compensation and Control – Publicity and Personal Selling – Distribution Management – Channel Management: Selection, Co-operation and Conflict Management – Vertical, Horizontal and Multi-channel Systems Consumer Protection – Awareness of Consumer Rights in the Market Place.							12	C5		
Total							60				

Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Understand the fundamental principles of marketing, marketing concepts and ideas.	PO4, PO6, PO7
CO2	Understand the organization's marketing strategy and marketing environment. Familiar with marketing research with forecasting techniques.	PO4, PO6
CO3	Understand the buyer behavior and market segmentation and competitive marketing strategies.	PO4, PO6, PO7
CO4	Think strategically about branding, pricing and marketing issues.	PO3, PO4, PO6, PO7
CO5	Familiar with Promotion decisions along with awareness on Consumer Rights in the Market Place.	PO6, PO8
Reading List		
1.	https://ocw.mit.edu/courses/sloan-school-of-management/15-810-marketing-management-fall-2010/lecture-notes/	
2.	https://cpbucket.fiu.edu/mar3023vd1131/syllabus.html	
3.	https://www.ama.org/ama-academic-journals/	
4.	https://www.emerald.com/insight/publication/issn/0736-3761	
References Books		
1.	Pillai & Baghawathy, Marketing Management, S.Chand , 2010.	
2.	Gupta Prachi, Aggarwal Ashita , et al., Marketing Management: Indian Cases, 1 st Edition, 2017	
3.	G.Shainesh Philip Kotler, et..al., Marketing Management; Indian Case Studies included, 16 th Edition, Pearson, 2022	
4.	Warren J. Keegan, Global Marketing Management, 8th Edition, Pearson, 2017.	
5.	Mullins, Marketing Management: A Strategic Decision Making Approach, 7 th Edition, McGraw-Hill, 2010.	
6.	Philip Kotler and <u>Keven Lane Keller</u> , Marketing Management, 15 th Edition, Pearson, 2015	

OUTCOME MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2	2	
CO 2				3		3		
CO 3				2		2	2	
CO 4			2	2		2	2	
CO 5						2		2
			3-Strong	2-Medium		1-Low		

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23PMBAC24	Operations Management	Core X	3	1	-	-	4	60	25	75	100
Course Objectives											
1	To understand the production function, production design & capacity planning,										
2	Exploring the Make or Buy decision, and thus understanding the role of inventory management										
3	To determine multiple plant location decisions and effective utilization of plant layout. To explain the models, concepts, and techniques adopted in the areas of inventory control and maintenance.										
4	To elucidate the importance and usefulness of work-study and quality control tools										
5	To provide insights on service operations management and waiting line analysis.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	INTRODUCTION: Operations Management- Nature, Scope, Historical Development, Functions- Long term Vs Short term issues- A Systems Perspective- Challenges- Manufacturing Trends in India-Production Design and Process Planning- Types of Production Processes- Plant Capacity-Capacity Planning- Make or Buy Decisions- Use of Crossover Chart for Selection Processes-Types of Charts used in Operations Management.							12	C1		
II	FACILITY DESIGN: Plant Location: Factors to be considered in Plant Location- Location Analysis Techniques- Choice of General Region, Particular community and Site- Multiple Plant Location Decision-Plant Location Trends. Layout of Manufacturing Facilities: Principles of a Good Layout- Layout Factors- Basic Types of Layout- Principles of Materials Handling- Materials Handling Equipment - Role of Ergonomics in Job Design.							12	C2		
III	INVENTORY CONTROL AND MAINTENANCE: Basic Inventory Models- Economic Order Quantity- Economic Batch Quantity- Reorder Point-Safety Stock- Inventory Costs-Classification and Codification of Stock- ABC Classification-Materials Requirement Planning (MRP)-JIT- Implications of Supply Chain Management. Maintenance: Preventive Vs Breakdown Maintenance-Group Replacement Vs Individual Replacement-Breakdown Time Distribution- Maintenance of Cost Balance- Procedure for Maintenance.							12	C3		
IV	DESIGN OF WORK SYSTEMS AND QUALITY CONTROL: Work Study- Objectives- Procedure- Method Study and Motion Study- Work Measurement-Time Study-							14	C4		

	Performance Rating- Allowance Factors- Standard Time-Work Sampling Techniques- Job Sequencing and Scheduling. Quality Control: Purpose of Inspection and Quality Control- Different Types of Inspection- Acceptance Sampling- The Operating Characteristic Curve- Control Charts for Variables and Attributes; Quality Circles; TQM – Six Sigma, Kaizen		
V	SERVICE OPERATIONS MANAGEMENT: Introduction to Services Management- Nature of Services- Types of Services- Service Encounter-Designing Service Organizations- Service Facility Location and Layout-Service Blueprinting-Waiting Line Analysis for Service Improvement- Service Processes and Service Delivery.	10	C5
Total		60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Understand the concepts of production and its design, capacity planning and make or buy decisions.	PO2, PO4	
CO2	Be cognizant of the complexity involved in plant location decisions and utilization of plant layout.	PO2, PO7	
CO3	Understand the Inventory models and the importance of maintenance techniques.	PO6, PO7	
CO4	Be aware of work-study procedures and the importance on quality control tools	PO1, PO2, PO6, PO7	
CO5	Have insight on service operations, service delivery and waiting line analysis.	PO2, PO6, PO7	
Reading List			
1.	www.shsu.edu/~mgt ves/mgt560/ServiceManagement.ppt		
2.	zums.ac.ir/files/research/site/ebooks/strategy/operations-strategy.pdf		
3.	https://www.emerald.com/insight/publication/issn/0144-3577		
4.	https://www.inderscience.com/jhome.php?jcode=ijaom		
References Books			
1.	Aswathappa K and Shridhara Bhat K, Production and Operations Management, 2nd Edition, Himalaya Publishing House, 2021.		
2.	Mahadevan B, Operations Management Theory and Practice, 3rd Edition, Pearson Education, 2015.		
3.	Russel and Taylor, Operations and Supply Chain Management, 8th Edition, Wiley, 2021.		
4.	William J Stevenson, Operations Management, 14th Edition, McGraw Hill, 2021.		
5.	Gerard Cachon and Christian Terwiesch, Operations Management, 3 rd Edition, McGraw Hill, 2022.		
6.	Prof. K C Jain, Production and Operations Management, 1 st Edition, Wiley, 2022.		

OUTCOME MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		2		2				
CO 2		2					2	
CO 3						2	2	
CO 4	2	2				2	2	
CO 5		2				2	2	

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
2PMBAC25	Financial Management	Core XI	3	1	-	-	4	60	25	75	100
Course Objectives											
1	To create an understanding and familiarize the students to the fundamentals of financial management and create awareness on the various sources of finance.										
2	To create awareness on the various investment techniques on the investment decision making.										
3	To throw light on the concept of cost of capital and familiarize on the technique of identifying the right source of capital.										
4	To educate on the concept of capital structure and the create understanding on the concept of dividend.										
5	To create an understanding on the concept of working capital, its need, importance, factors and forecasting technique										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Financial management: Definition and scope – objectives of Financial Management – Profit Maximization - wealth maximization - functions and role of finance manager. Sources of finance – short term – Bank Sources – Long term – Shares – Debentures – Preferred stock – Debt: Hire purchase, Leasing, Venture Capital – Private equity- International Financial Management- Financial Planning- Behavioural Finance- Capital Market- Money Market- Micro Finance- Financial Information System.							12	C1		
II	Investing Decision - Capital Budgeting Process – Techniques of Investment Appraisal: Pay Back Period; Accounting Rate of Return, Time Value of Money- DCF Techniques –Net Present Value, Profitability Index and Internal Rate of Return- Problems - Risk analysis in Capital Budgeting- Introduction to Fintech – Digital Currency - Cryptocurrency – Financial Modeling; Hurdle Rate.							12	C2		
III	Cost of Capital - Cost of specific sources of capital – Cost of equity capital – Cost of debt – Cost of preference – Cost of retained earnings - weighted average cost of capital. EBIT -EPS Analysis - Operating Leverage - Financial Leverage-problems.							12	C3		
IV	Capital structure - Factors influencing capital structure – optimal capital structure - capital structure theories – Net Income Approach – Net Operating Income (NOI) Approach – Modigliani - Miller(MM) Approach – Traditional Approach – Practical Problems. Dividend and Dividend policy: Meaning, classification - sources available for dividends -Dividend policy general, determinants of							12	C4		

	dividend policy.		
V	Working Capital Management - Definition and Objectives - Working Capital Policies - Factors affecting Working Capital requirements - Forecasting Working Capital requirements (problems) - Cash Management - Receivables Management and - Inventory Management - Working Capital Financing - Sources of Working Capital and Implications of various Committee Reports- Financial Analytics.	12	C5
Total		60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Be aware of the basic concepts of financial management and understand the various sources of finance.	PO4, PO6, PO7	
CO2	Possess knowledge on investment decision making.	PO1, PO2, PO6, PO7	
CO3	Have insights on the cost of capital and would have familiarized themselves with the technique of calculating the cost of capital.	PO2, PO7	
CO4	Have learnt the concept of capital structure and dividend	PO6, PO7	
CO5	Have good understanding on the concept of working capital, its need, importance, factors and the methods of forecasting it.	PO1, PO2, PO4, PO7	
Reading List			
1.	https://accountingexplained.com/managerial/capital-budgeting/		
2.	http://www.studyfinance.com/lessons/workcap/		
3.	Journal of International Financial Management & Accounting		
4.	The Management Accountant Journal - icmai-rnj.in		
References Books			
1.	S.N.Maheswari, Financial Management, Sulthan Chand & Sons, 15th Edition, 2019		
2.	I.M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 11th edition, 2018.		
3.	Van Horne, J.C., Financial Management and Policy, 13th Edition, Pearson, 2015.		
4.	Prasanna Chandra, Financial Management, 10th edition, Tata McGraw Hill, 2019		
5.	Periasamy, P., Financial Management, 4th Edition, Tata McGraw-Hill Education Pvt. Ltd., 2017.		
6.	Brigham, E.F. and Ehrhardt, M.C., Financial Management: Theory and Practice, 14th Edition, 2015.		

OUTCOME MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2	2	
CO 2	2	3				2	2	
CO 3		2					3	
CO 4						2	3	
CO 5	2	2		3			2	

3-Strong

2-Medium

1-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23PMBAC26	Strategic Management	Core XII	4	-	-	-	4	60	25	75	100
Course Objectives											
1	To enable the students understand the importance of vision and mission in framing corporate strategy.										
2	To provide insights on how business is responsible socially and ethically.										
3	To highlight on the environmental analysis framework.										
4	To throw light on strategic formulation and strategic choice.										
5	To understand strategic implementation and strategic control.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Strategy – Strategic Management Process – Developing a Strategic Vision –Mission- Setting Objectives– Strategies and Tactics – Importance of Corporate Strategy – the 7-S Framework- Corporate Governance– Board of Directors: Role and Functions – Board Functioning – Top Management: Role and Skills.							12	C1		
II	Corporate Policy and Planning in India: Importance – Characteristics – Objectives - Policy Formulation and Development – Types of Business Policies- Implementation of Policies. Society and Business: SocialResponsibility of Business –Corporate Governance and Ethical Responsibility.							12	C2		
III	Environmental Analysis: Environmental Scanning – Industry Analysis - The Synthesis of External Factors - Internal Scanning – Value Chain Analysis – SWOT Audit –Scenario planning- Creating an Industry Matrix.							12	C3		
IV	Strategy Formulation and Analysis: Strategy Formulation – Strategic Factors Analysis Summary Matrix (SFAS) Portfolio Analysis – Business Strategy- TOWS Matrix– Corporate Strategy – Functional Strategy – Strategic Choice – Generic, Competitive Strategies; ETOP, TOWS							12	C4		
V	Strategy Implementation: Strategy Implementation - Corporate Culture – Matching Organisation Structure to Strategy – Mergers and Acquisitions and Diversifications – Strategic Leadership Strategic Control: Measurement in Performance- Problems in Measurement of Performance- Strategy Audit-Strategic Control Process – Du Pont’s Control Model – Balanced Score Card – Michael Porter’s Framework for Strategic Management – Future of Strategic Management – Strategic Information System.							12	C5		
Total							60				

Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Be able to frame vision and mission statements.	PO3, PO4, PO7
CO2	Be social and ethically responsible.	PO3, PO8
CO3	Possess insights on making environmental analysis.	PO3, PO8
CO4	Possess knowledge on learning strategic formulation & strategy choice.	PO2, PO5, PO7
CO5	Understanding strategic implementation and control.	PO4, PO5, PO7
Reading List		
1.	Strategic Management Journal – Wiley online Library	
2.	Journal of strategy and Management – Emerald Insight	
3.	Mastering Strategic Management – WWW.opentextbooks.org.hk	
4.	Mastering Strategic Management – WWW.saylor.org .	
References Books		
1.	V S P Rao, Strategic Management Text and Cases, 2nd edition 2013.	
2.	Kazmi, A., Strategic Management and Business Policy, 15th Edition, Tata McGraw-Hill Education, 2018.	
3.	Dess, G., Lumpkin, G.T. and Eisner, A., Strategic Management, 8th Edition, Tata McGraw-Hill, 2018.	
4.	Hill, C.W.L. and Jones, G.R., Strategic Management: An Integrated Approach, 9th Edition, Cengage Learning, 2012.	
5.	Pearce II, J., Robinson, R.B. and Mittal, A., Strategic Management: Formulation, Implementation and Control, 12th Edition, McGraw-Hill, 2017.	
6.	Wheelen, T.L. and Hunger, D., Strategic Management and Business Policy, 13th Edition, Pearson, 2012.	

OUTCOME MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1			3	2			3	
CO 2			3					3
CO 3			2					3
CO 4		2			3			2
CO 5				3	3			3

3-Strong

2-Medium

1-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23PMBAX27	International Business	Extra Disciplinary	3	-	-	-	3	45	25	75	100
Course Objectives											
1	To understand and analyze international situations and evaluate international collaborative arrangements and strategic alliances.										
2	To apply knowledge of political, legal, economic and cultural country differences to develop competitive strategies in foreign, regional and global markets.										
3	To throw light on international trade theories and the management of business functional operations in an international context.										
4	To analyze and evaluate barriers, opportunities, market entry modes and the process of internationalization.										
5	To know about regional economic integration and contemporary issues in international business.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Introduction to International Business: Importance, nature and scope of International business- International Business Vs. Domestic Business; Tariff and non-tariff barriers- transition from Domestic to International Business; Advantages and disadvantages of International business; Balance of Payments; Balance of Trade; Balance of Current Account . Modes of entry into International Business- Internationalization process and managerial implications- Multinational Corporations and their involvement in International Business- Issues in foreign investments, technology transfer, pricing and regulations- International collaborative arrangements and strategic alliances- Counter Trade; Import-Export Process and Documentation.							9	C1		
II	International Business Environment and Cultural Differences: International Business Environment: Economic, Political, Cultural and Legal environments in International Business. Framework for analyzing International Business environment. Differences in Culture: Introduction — Social Structure — Religion — Language — Education — Culture and the Workplace — Cultural Change — Cross-cultural Literacy — Culture and Competitive Advantage.							9	C2		
III	International Trade Theory: Introduction — Mercantilism, Neo-Mercantilism — Theory of Absolute Advantage — Theory of Comparative Advantage — Heckscher-Ohlin Theory — The New Trade Theory — National Competitive Advantage — Porter's Diamond — General Agreement on Tariff and Trade (GATT)- World Trade Organization (WTO)-GATS-UNCTAD- Trade Blocks; Customs Union-							9	C3		

	EU- PTA- European Free Trade Area (EFTA)-Central American Common Market(CACM)-Latin American Free Trade Association(LAFTA)- North American Free Trade Agreement(NAFTA)- Association of South East Asian Nations(ASEAN)- CARICOM- GSTP-GSP-SAPTA-Indian Ocean RIM Initiative- BIMSTEC- Bretton Woods Twins- World Bank & IMF, International Finance Corporation- Multilateral Investment Guarantee Agency (MIGA).		
IV	Global Trading and Investment Environment: Recent Trends in India's Foreign Trade- India's Commercial Relations and Trade Agreements with other countries- Institutional Infrastructure for export promotion in India- Export Assistance- Export Finance- Export Processing Zones (EPZs) - Special Economic Zones (SEZs)- Exports by Air, Post and Sea- Small Scale Industries (SSI) and Exports- Role of ECGC- Role of EXIM Bank of India- Role of Commodity Boards- Role of State Trading Agencies in Foreign Trade- STC, MMTC, etc. Foreign Exchange Market- Functions of Foreign Exchange Market- Foreign Direct Investments (FDI); forms of FDI — Horizontal and Vertical Foreign Direct Investment — Advantages of FDI to Host and Home Countries.	9	C4
V	Contemporary Issues: Contemporary Issues in International Business- International Sales Contract- Major Laws- INCO terms- Standard Clauses of International Sales Contract- Role of Indian Council of Arbitration / International Chamber of Commerce in solving Trade disputes. Export Regulations: Procedure for export of goods- Quality Control and Pre- shipment Inspection- Customs Clearance- Port formalities- Exchange regulations for Export- Role of Clearing and Forwarding Agents.	9	C5
Total		45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Be aware of the international situations and evaluate international collaborative arrangements and strategic alliances.	PO2, PO4, PO7	
CO2	Possessed knowledge of political, legal, economic and cultural country differences to develop competitive strategies in foreign, regional and global markets.	PO4, PO7	
CO3	Know the various international trade theories and the management of business functional operations in an international context.	PO4, PO6, PO7	
CO4	Be able to evaluate barriers, opportunities, market entry modes and the process of internationalization.	PO2, PO4, PO7	
CO5	Have better understanding on regional economic integration and contemporary issues in international business.	PO6, PO7, PO8	
Reading List			
1.	www.internationalbusinesscorporation.com		
2.	www.business-ethics.org		
3.	https://www.jstor.org/journal/jintebusistud		
4.	Journal of International Business and Management (JIBM)		
References Books			

1.	International Business: Competing in the Global Marketplace (SIE) 11th Edition – 14 August 2018 by Charles W. L. Hill (Author), G. Tomas M. Hult (Author), Rohit Mehtani (Author)
2.	International Business Fourth Edition By Pearson – 30 November 2017 by S. Tamer Cavusgil (Author), Gary Knight (Author), John Riesenberger (Author)
3.	Cherunilam, F., International Business: Text and Cases, 5th Edition, PHI Learning, 2010.
4.	Paul, J., International Business, 5th Edition, PHI Learning, 2010.
5.	Deresky, H., International Management: Managing Across Borders and Cultures, 6th Edition, Pearson, 2011.
6.	Griffin, R., International Business, 7th Edition, Pearson Education, 2012.

OUTCOME MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		2		3			2	
CO 2				M			2	
CO 3				3		3	3	
CO 4		3		3			3	
CO 5						3	3	3

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23PMBAS28	Soft Skills II - Business Etiquette	Soft Skills-II	-	-	2	-	2	30	25	75	100
Course Objectives											
1	To analyze the Business etiquette at workplace										
2	To determine the Principles of exceptional work behavior										
3	To explore Tech etiquette in using various telecommunication devices and channels										
4	To successfully handle Multi-cultural challenges										
5	To ascertain sensitivity to new and emerging issues in etiquette										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction to business etiquette: The ABCs of etiquette Meeting and greeting scenarios-Developing a culture of excellence The principles of exceptional work behaviour - What is the role of Good Manners in Business?-Enduring Words Greetings and Introductions: Guideline for receptionists - Making introductions and greeting people- Greeting Components- The protocol of shaking hands- Introductions - Introductory scenarios - Addressing individuals.							6	C1		
II	Meeting and Boardroom Protocol: Guidelines for planning a meeting - Before the meeting - On the day of the Meeting - Guidelines for Attending the meeting - For the Chairperson- For attendees - For Presenters - Planning a power point presentation-Dealing with customer complaints. Entertaining Etiquette: Planning a meal- Issuing invitations -Business meals basics - Basics of table etiquette - Holding and resting utensils - Business dining etiquette - Multi-cultural Highlight: Japanese Dining-Specific food Etiquette guidelines.							6	C2		
III	Telephone Etiquette: Cell phone etiquette-Social Media Usage etiquette- Telephone etiquette guidelines - Mastering the telephone courtesy - Active listening - Putting callers on hold -Transferring a call - Screening calls - Taking at message - Voice Mail-Closing the call - When Making calls - Closing the call-Handling rude or impatient clients Internet & email etiquette: Internet usage in the workplace Email-Netiquette - Online chat - Online chat etiquette - Online chat etiquette guidelines							6	C3		
IV	Business Attire & Professionalism: Business style and professional image - Dress code - Guidelines for appropriate business attire - Grooming for success - Guidelines for appropriate business attire - Grooming for success - Multicultural dressing Diversity Management- Gender Sensitivity- Social Media and Communication with colleagues-Preventing sexual harassment-Disability Etiquette: Basic disability Etiquette practices - Courtesies for							6	C4		

	wheelchair users Courtesies for blind or visually impaired - Courtesies for the deaf- People with speech impairments.		
V	Business Ethics: Ethics in the workplace - The challenge of business ethics - Creating an ethical compass - Business ethics and advantages - Ethical Issues - Conflict Management- Conflict resolution strategies - Choosing the appropriate gift in the business environment Multi-cultural challenges: Multi-cultural etiquette - Example of cultural sensitivity - Cultural differences and their effect on business etiquette- onsite projects-Cultural Highlight: China-Cultural Highlight: India.	6	C5
Total		30	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Learn using business etiquette at work place	PO4, PO6, PO7	
CO2	Be able to acquire knowledge about the Principles of exceptional work behaviour	PO4, PO6, PO7	
CO3	Be able to enhance their knowledge of latest Tech etiquette in using various telecommunication devices and channels.	PO4, PO6, PO7	
CO4	Get familiarized with the Successful handling of Multi-cultural challenge	PO4, PO6, PO7	
CO5	Become sensitive to new and emerging issues in etiquette	PO4, PO6, PO7	
Reading List			
1.	https://accountingexplained.com/managerial/capital-budgeting/		
2.	http://www.studyfinance.com/lessons/workcap/		
3.	Journal of International Financial Management & Accounting		
4.	The Management Accountant Journal - icmai-rnj.in		
References Books			
1.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.		
2.	Mehra, S. K. (2012) Business Etiquette A Guide For The Indian Professional. Noula: HarperCollins		
3.	Pachter, B. (2013). The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success (1) edition New York: McGraw-Hill Education.		
4.	Past, K. (2008). Indian Business Etiquette: 1 (First edition). Ahmedabad Jaico Publishing House.		
5.	Travis, R. (2013). Tech Etlquette: OMG, 2 Edition, RLT Publishing.		
6.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.		

OUTCOME MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2	2	
CO 2				2		2	2	
CO 3				2		2	2	
CO 4				2		2	2	
CO 5				2		2	2	

3-Strong

2-Medium

1-Low

Core Course: Information Systems for Business

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23PMBA C31	Information Systems for Business	Core	4	-	-	-	4	45	25	75	100
Course Objectives											
1	To enable students to understand the fundamentals of information system and its role of information in managerial decision making										
2	To throw light on fundamentals of information systems like TPS, DSS, and EIS.										
3	To manage system applications and data to best support functional areas of business										
4	To provide insights in securely managing database and information using the process of										
5	To elucidate the need and importance of ERP, its selection and implementation in workplace										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction to information system-The management, structure and activities- Information needs and sources-Types of management decisions and information need. System classification Elements of system, input, output, process and feedback.							12	C1		
II	Transaction Processing information system, Office Automation System (OAS) - Knowledge workers System(KWS); MIS; Information system for managers, Intelligence information system –Decision support system-Executive information systems.							12	C2		
III	Functional Management Information System: Production / Operations Information system, Marketing Information Systems, Accounting Information system, Financial Information system, Human resource Information system.							12	C3		
IV	System Analysis and Design: The work of a system analyst-SDLC-System design – AGILE Model – Waterfall Model – Spiral Model – Iterative and Incremental Model - RAD Model - Requirement analysis-Data flow diagram, relationship diagram, design- Implementation-Evaluation and maintenance of MIS, Database System: Overview of Database- Components-advantages and disadvantages of database; Data Warehousing and Data Mining; Business Intelligence; Artificial Intelligence; Expert System; Big Data; Cyber Safety and Security-Cryptography; RSA Model of Encryption; Data Science - Block Chain Technology; E-commerce and E-Business models; IOT - RFID.							12	C4		
V	Enterprise Resource Planning(ERP)System, Benefits of the ERP, ERP how different from conventional packages , Need for ERP , ERP components , Selection of ERPPackage, ERP implementation, Customer Relationship management. Organisation & Types, Decision Making, Data & information, Characteristics & Classification of information, Cost & value of information, various channels of information and MIS;							12	C5		

	Information system audit and control – E-Governance.		
	Total	60	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Learn the importance of data and information in managerial decision making.	PO1, PO2, PO6	
CO2	Possess on the various IS and the its relevance to Organizational environment	PO3, PO5, PO8,	
CO3	Understand the application of IS on the various functions like Accounting, Finance, Marketing, Operations and HR	PO1, PO3, PO5, PO8	
CO4	To study the various models and new technologies	PO1, PO2, PO6, PO7	
CO5	Be exposed on the importance of selecting the appropriate ERP and its implementation	PO1, PO2, PO5, PO8	
Reading List			
1.	Information Systems for Business and Beyond – open text books. site.		
2.	Management Information Systems: Managing the Digital firm – www.textbooks.com		
3.	Information systems Journal – Wiley Online Library.		
4.	Information Systems management in Business and development organisations – Harekrishna Misra – PHI Learning.		
References Books			
1.	Azam, M., ManagementInformationSystem,McGrawHillEducation,2012		
2.	Laudon,K.,Laudon,J.andDass,R.,ManagementInformationSystems–ManagingtheDigitalFirm,11 th Edition, Pearson,2010.		
3.	Murdick,R.G.,Ross,J.E.andClaggett,J.R.,InformationSystemsforModernManagement,3 ^r ^d Edition,PHI,2011.		
4.	O’Brien,J.A.,Morakas,G.M.andBehl,R.,ManagementInformationSystems,9 th Edition,TataMcGraw-HillEducation,2009.		
5.	Saunders,C.S.andPearson,K.E.,ManagingandUsingInformationSystems,3 rd Edition, WileyIndiaPvt.Ltd.,2009.		
6.	Stair,R.andReynolds,G.,InformationSystems,10 th Edition,CengageLearning,2012.		

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	2				3		
CO 2			3		3			3
CO 3	2		3		2			3
CO 4	3	3				2	3	
CO 5	3	2			2			3

3-Strong 2-Medium 1-Low

SPECIALIZATION COURSES: HUMAN RESOURCE MANAGEMENT (HRM)

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23PMBA E31/1	Performance Management	Elective	3	-	-	1	3	3	25	75	100
Course Objectives											
1	To summarize basic concepts of performance management.										
2	To employ, and design performance management process.										
3	To interpret optimal use of performance analysis techniques.										
4	To elucidate role of Performance Management system and standards in place.										
5	To constitute and appraise high performance teams.										
UNIT	Details								No. of Hours	Course Objectives	
I	Introduction: Performance Management Definition – History, Dimensions of – Role in Organizations – Characteristics of an ideal Performance Management Systems – Challenges of a Poorly Implemented Performance Management System.								9	C1	
II	Performance Management Process: Defining Performance – Determinants of Performance – Approaches to Measuring Performance – Performance in Performance Management – Process of Performance Management – Performance Management and Human Resource Management.								9	C2	
III	Performance Planning: Ongoing support and coaching Theories of Goal-setting – Setting Performance Criteria – Components of Performance Planning - Objectives of Performance Analysis – Performance standards; BIS, ISO 9001/27001/14001/18001- Crisis Management- Performance Analysis Process.								9	C3	
IV	Performing Review and Discussion: Performing Review and Discussion: Significance of Performance Review in Performance Management – Process of Performance Review. Performance Ratings: Factors affecting Appraisals – Methods and Errors – Reducing Rater Biases. Performance Review Discussions: Objectives – Process – Role of Mentoring and Coaching in Performance Review.								9	C4	
V	Managing Team Performance: Managing Team Performance: Types of teams and Implications for Performance Management – Purpose and Challenge of Team Performance Management – Rewarding Team Performance								9	C5	
Total								45			
Course Outcomes											
Course Outcomes	On completion of this course, students will;								Program Outcomes		
CO1	Recognize and apply performance management techniques.								PO2, PO6		
CO2	Design performance management process across various business units.								PO2, PO8		
CO3	Formulate, comply and implement performance analysis tools and standards.								PO2, PO4, PO7		

CO4	Construct performance review and employ Performance Management system.	PO1, PO5
CO5	Critique team management strategies.	PO1, PO5
Reading List		
1.	Sir John Whitmore, 'Coaching for Performance'	
2.	Andrew S Grove, 'High output Management'	
3.	Camille Fournier, 'The Manager's Path'	
4.	Christopher D lee, 'Performance Conversations'	
References Books		
1.	Aguinis, H., Performance Management, 4 th Edition, Chicago Business Press, 2019.	
2.	Jason Lauritsen, Unlocking High Performance: How to use performance management to engage and empower employees to reach their full potential, 1 st Edition, Kogan Page, 2018.	
3.	T V Rao, Performance Management: Toward Organizational Excellence, 2 nd Edition, SAGE response, 2015.	
4.	Armstrong, M., Armstrong's Handbook of Performance Management, 4 th Edition, Kogan Page, 2012.	
5.	Madhu Arora, Poonam Khurana, Sonam Choiden, Performance Management-Happiness and Keeping Pace with Technology, 1st Edition, CRC Press, 2020.	
6.	Hedda Bird, The Performance Management Playbook, 1 st Edition, Pearson, 2022.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments/mini project/practical demonstrations	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussions, Debating or Presentations	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		M				M		
CO 2		M						M
CO 3		M		M			M	
CO 4	M				S			
CO 5	M				S			

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23PMBA E31/2	Human Resources Development	Elective	3	-	-	1	3	3	25	75	100
Course Objectives											
1	To understand the requirements of HRD Professional in the present content with the developmental perspective of HRD.										
2	To analyse and explore the models and factors influencing employee behavior and Learning.										
3	To explore the developing needs of Human capacity and its impact of HRD initiatives.										
4	To understand the training need & explore the technique for development.										
5	To explore the recent trends in career planning & development.										
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Definition, Scope and objectives - Evolution of HRD - Developmental Perspective of HRD - HRD at macro and micro levels: Outcomes of HRD in the National and Organizational contexts. Qualities and Competencies required in a HRD professional. Importance of HRD in the Present Context. Development of HRD Movement in India. Difference between HRM and HRD Organisation of HRD Function.							9	C1		
II	Human Resource Development System: HRD Mechanisms – Climate and Culture – Influences of Employee Behaviour – Model of Employee Behaviour – External and Internal Factors Influencing Employee Behaviour. Learning and HRD: Learning Principles – Maximizing Learning – Individual Differences in the Learning Process – Learning Strategies and Styles – Recent Developments in Instructional and Cognitive Psychology.							9	C2		
III	Developing Human Capacity: Aptitude - Knowledge - Values - Skills of Human Relations - Responsiveness - Loyalty and Commitment - Transparency - Leadership Development. Evaluating HRD: Human Resource Accounting - HR Audit and Benchmarking - Impact Assessment of HRD initiatives on the bottom-line of an organization.							9	C3		
IV	Training and Development: Meaning and Scope of training - education and development; Training need analysis - Types of training Internal and external – On -job Training & Job shadowing, SGTA- Outbound Training - Attitudinal training - Principles Involved in Selection of Training Method – Techniques of Training Different Levels - Training effectiveness.							9	C4		
V	Career Planning and Development: Definition - objectives – importance – career development –Career path defining- principles of theories career planning – steps involved – succession planning. Recent Trends in HRD: Training for trainers and HRD professionals – Goal-directed work system behavior- Dynamics of HR & Employee Engagement- Sustainable Human Development- Promoting Research in HRD.							9	C5		
Total							45				
Course Outcomes											
Course	On completion of this course, students will;							Program			

Outcomes		Outcomes
CO1	Understand the need of the HRD professionals.	PO1, PO8
CO2	Integrate the concept and practical implication of learning & behavior.	PO3, PO5
CO3	Understand the developing need of Human capacity.	PO3, PO5
CO4	Understand Training need & its development.	PO1, PO2, PO4
CO5	Have a better understanding of career planning & development.	PO6, PO7, PO8
Reading List		
1.	Brian Becker, Mark Huselid, Dave Ulrich, 'The HR Scorecard', Harvard Business School Press.	
2.	Kirsten & Martin Edwards, 'Predictive HR Analytics: Mastering the HR Metric', Kogan Page.	
3.	KirsWayne Cascio, John Boudreau, 'Investing in people. Financial Impact of Human Resource Initiatives'.	
4.	Tomas Chamorro-Premuzic, 'The Talent Delusion'.	
References Books		
1.	Gibb, S., Human Resource Development: Foundations, Process, Context, 3 rd Edition, Palgrave Macmillan, 2011.	
2.	McGuire, D. and Jorgensen, K., Human Resource Development, Sage South Asia, 2011.	
3.	Noe, R. and Deo, A., Employee Training and Development, 5 th Edition, Tata McGraw-Hill Education, 2012.	
4.	Rishipal, Training and Development Methods, S.Chand, 2011.	
5.	Saks, A., Performance Management through Training and Development, Cengage Learning, 2010.	
6.	Werner, J.M. and DeSimone, R.L., Human Resource Development, 5 th Edition, Cengage Learning, 2012.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	40 Marks
	Assignments/mini project/practical demonstrations	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	60 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	M							M
CO 2			S		S			
CO 3			M		M			
CO 4	M	M		M				
CO 5						M	M	M

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks			
									CIA	External	Total	
23PMBA E32/1	Industrial and Labour Relations	Elective	3	-	-	1	3	3	25	75	100	
Course Objectives												
C1	To familiarize the students to the basic concepts of Industrial Relations in order to aid in understanding how an industry functions.											
C2	To provide insights on Industrial Harmony and Conflicts											
C3	To throw light on Labour Relations, Joint consultation											
C4	To explicate on Trade Union, Problems and role of Indian Trade Unions.											
C5	To elucidate on Collective Bargaining, Tripartite Machinery											
UNIT	Details							No. of Hours	Course Objectives			
I	Industrial Relations: The changing concepts of Industrial relations- Factors affecting employee stability. Application on Psychology to Industrial Relations. Codes of Conduct.							9	C1			
II	Industrial Harmony and Conflict: Harmonious relations in industry- importance and means; cause of industrial disputes- Machinery for settling of disputes- Negotiation- Conciliation- Mediation- Arbitration and Adjudication- Strikes- Lock-outs- Lay-off and Retrenchment- Code of Discipline- Grievance procedure- Labour management co- operation; Worker's participation in management.							9	C2			
III	Labour Relations: Changing concept of management labour relations- Statute laws- Tripartite conventions- development of the idea of social justice- limitation of management prerogatives increasing labour responsibility in productivity. Joint Consultation: Principal types- Attitude of trade unions and management- Joint consultation in India.							9	C3			
IV	Trade Unions: Trade Unions and their growth- economic- social and political conditions leading to the development of trade unionism- Theories of trade unionism- Aim and objectives of trade unions- Structure and governing of trade unions. Problems and Role of Indian Trade Unions: Recognition and leadership- Finances and Membership- Compulsory versus free membership- Political activities- Welfare- Legislation- Majority and Minority unions- Social responsibilities- positive role in economic and social development.							9	C4			
V	Collective Bargaining: Meaning- Scope- Subject matter and parties- Methods and tactics- Administrations of collective bargaining agreements- Charter of Demands & Counter Demands- Fair and unfair labour practice. Tripartite Machinery: At the center and in the states- I.L.O. – Its functions and role in labour movement – Industrial health and safety- Industrial legislations.							9	C5			
Total							45					
Course Outcomes												
Course Outcomes	On completion of this course, students will;							Program Outcomes				

CO1	Generalize with the basic concepts of Industrial Relations.	PO2, PO6
CO2	Enumerate insights on Industrial Harmony and Conflicts.	PO4, PO8
CO3	Have insights on Labor Relations, Joint Consultation	PO8
CO4	Summarize best practices of Trade Union, Problems and role of Indian Trade Unions	PO1, PO5
CO5	Demonstrate policies for Collective Bargaining, Tripartite Machinery.	PO1, PO3, PO5
Reading List		
1.	Campbell Balfour, 'Industrial Relations in the common market'	
2.	Michael Poole, 'Theories of Trade unionism'	
3.	Srikanth Goparaju, 'Industrial Relations in Modern India'	
4.	Glenn Diesen, 'Great Power Politics in the fourth Industrial Revolution'	
References Books		
1.	Tripathi PC, Gupta C B & Kapoor N D., Industrial Relations and Labour Laws., 6 th Edition 2020.	
2.	Sen, R., Industrial Relations: Text and Cases, 2 nd Edition, Macmillan PublishersIndia, 2009.	
3.	Monappa, Nambudri and Selvaraj, Industrial Relations and Labour Laws, 2 nd Edition, Tata McGraw-Hill, 2012.	
4.	PRN Sinha, and Sinha InduBala, Industrial Relations, Trade Unions and Labour Legislation, Pearson, 3 rd Edition, 2017.	
5.	Sivarethinamohan R, Industrial Relations and Labour Welfare, PHI Learning, 1 st Edition 2010.	
6.	VenkataRatnam, C. S., Industrial Relations, Oxford University Press, 2 nd Edition, 2017.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	25 Marks
	Assignments/mini project/practical demonstrations	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examinations	75 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		M				M		
CO 2				M				M
CO 3								S
CO 4	M				S			
CO 5	M		M		S			

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks			
									CIA	External	Total	
23PMBA E32/2	Organizational Development	Elective	3	-	-	1	3	3	25	75	100	
Course Objectives												
C1	To generalize a fair comprehension of basic concepts on OD.											
C2	To assimilate design elements of OD.											
C3	To summarize the effects of Organizational culture and reinforcing techniques.											
C4	To illustrate the effectiveness of working in teams.											
C5	To interpret constructs of well-being and approaches to achieving a balance.											
UNIT	Details							No. of Hours	Course Objectives			
I	Introduction: Introduction- evolution- basic values and assumptions- foundations of OD- Process of OD - managing the phases of OD- Organizational diagnosis – OD Techniques - Questionnaire, interview, work task force-collecting, analyzing- feedback of diagnostic information.							9	C1			
II	Approaches: Key Organizational Designs – Procedures-Differentiation & Integration - Basic Design – Dimensions Determination of Structure-Forces Reshaping Organization – Life Cycles in Organization.							9	C2			
III	Organizational culture: Key Role of Organizational Culture - Functions & Effects of Organizational Culture - Leaders role in shaping and reinforcing culture, Developing a Global Organizational Culture.							9	C3			
IV	Groups & teams: Work Groups & Teams - Preparing for the world of work Group Behavior - Emerging issues of Work Organization and Quality of Work Life – Career stage model – Moving up the career ladder.							9	C4			
V	Wellbeing: Stress and Well Being at Work: Four approaches to stress - Sources of stress at work, consequences of stress - Prevalent Stress Management - Managerial implications.							9	C5			
Total							45					
Course Outcomes												
Course Outcomes	On completion of this course, students will;							Program Outcomes				
CO1	Comprehend and justify basic concepts on OD.							PO2, PO6				
CO2	Assimilate and design OD process.							PO4, PO8				
CO3	Summarize Organizational culture and use reinforcing techniques.							PO3				
CO4	Illustrate effectiveness of working in teams.							PO1, PO5				
CO5	Interpret constructs of wellbeing and approaches to achieving a balance.							PO1, PO3, PO5				
Reading List												
1.	Laslo Bock, ‘Work Rules-Insights from inside Google’											
2.	Edgar H Schein, ‘Organisational Culture and Leadership											
3.	Kirk Blackard, James W Gibson, ‘Capitalizing on conflict’											

4.	Peter S Cohan, 'Value Leadership'	
References Books		
1.	Anderson, D., Organization Development: The Process of Leading Organizational Change, 5 th Edition, Sage Publication 2019.	
2.	W. Warner Burke, Debra A. Noumair, Organization Development: A Process of Learning and Changing 3 rd Edition, Pearson FT Press, 2015.	
3.	French, W., Bell, C. and Vohra, Organization Development: Behavioral Science Interventions for Organization Improvement, 6 th Edition, Pearson Higher Education, 2017.	
4.	Cummings, T., Theory of Organization Development and Change, 9 th Edition, South-Western, 2011.	
5.	Cheung-Judge, M. and Holbeche, L., Organization Development: A Practitioner's Guide for OD and HR, Kogan Page, 2 nd Edition, 2015.	
6.	Ramanarayan, S. and Rao, T.V., Organization Development: Accelerating Learning and Transformation, 2 nd Edition, Sage India, 2011.	
Methods of Evaluation		
Internal Evaluation	Continuous Internal Assessment Test	40 Marks
	Assignments/mini project/practical demonstrations	
	Seminars	
	Attendance and Class Participation	
External Evaluation	End Semester Examination	60 Marks
	Total	100 Marks
Methods of Assessment		
Recall (K1)	Simple definitions, MCQ, Recall steps, Concept definitions	
Understand/ Comprehend (K2)	MCQ, True/False, Short essays, Concept explanations, Short summary or overview	
Application (K3)	Suggest idea/concept with examples, Suggest formulae, Solve problems, Observe, Explain	
Analyze (K4)	Problem-solving questions, Finish a procedure in many steps, Differentiate between various ideas, Map knowledge	
Evaluate (K5)	Longer essay/ Evaluation essay, Critique or justify with pros and cons	
Create (K6)	Check knowledge in specific or offbeat situations, Discussion, Debating or Presentations	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		M				M		
CO 2				M				M
CO 3			M					
CO 4	M				S			
CO 5	M		M		S			

S-Strong M-Medium L-Low

SPECIALIZATION COURSES: FINANCIAL MANAGEMENT (FM)

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks			
									CIA	External	Total	
23PMBA E 33/1	Corporate Finance	Elective	3	-	-	1	3	3	25	75	100	
Course Objectives												
1	To familiarize the students with the fundamental understanding of corporate finance.											
2	To create awareness and understanding on the Indian capital market, the various sources of capital and role of SEBI.											
3	To throw light on the investment techniques on the investment decision making											
4	To educate the students on the various sources of international finance available to the Indian companies.											
5	To elucidate on the various modes through which corporate can go international and multinational collaboration can be made.											
SYLLABUS												
UNIT	Details							No. of Hours	Course Objectives			
I	Introduction to Corporate Finance: Corporate – Nature and Scope – Role of Financial Institution – Valuation of the Firm – Time value of money concepts.							09	C1			
II	Indian Capital Market – Basic problem of Industrial Finance in India. Fiscal Policies, Government Regulations affecting Capital Market – Role of SEBI –Stock Markets - Equity–Debenture financing – GuidelinesfromSEBI							09	C2			
III	Investment Decision: Investment Analysis – Risk Analysis - Probability Approach. Business Failures, Mergers, Consolidations and liquidation.							09	C3			
IV	Finance from international sources, – role of EXIM bank and commercial banks – Finance for rehabilitation of sick units. Inflation and Financial Decisions.							09	C4			
V	Foreign Collaboration – FDI and FIIS Business Ventures Abroad. International Financial Institutions & Multinational Corporations; Global Minimum Tax							09	C5			
Total							45					
Course Outcomes												
Course Outcomes	On completion of this course, students will;							Program Outcomes				
CO1	Understand the fundamentals of corporate finance.							PO4, PO6				
CO2	Summarize the role of SEBI and the structure of Indian capital market.							PO4, PO6, PO7				
CO3	Analyze the various investment techniques and the							PO2, PO7				

	investment decision making.	
CO4	Appraise the various sources of finance that are available to the Indian companies.	PO6, PO7
CO5	Categorize the various modes through which corporate can go international and multinational.	PO6, PO7
Reading List		
1.	Jeffery Haas, Corporate Finance in a Nutshell, Kindle Edition, 2021	
2.	Mike Piper, Corporate Finance made simple, Kindle Edition, 2020	
3.	Journal of Corporate Finance, Elsevier	
4.	The Review of Corporate Finance, Oxford Academic	
References Books		
1.	Brealey, R. A., Myers, S. C., Allen, F. and Mohanty, P., Principles of Corporate Finance, 12 th Edition, Paperback, Tata McGraw-Hill Publishers, 2018.	
2.	Damodaran, A., Applied Corporate Finance, 4 th Edition, Wiley, 2015.	
3.	Damodaran, A., Corporate Finance: Theory and Practice, 2 nd Edition Paperback, Wiley India Pvt Ltd., 2007.	
4.	Kidwell, D. and Parrino, R., Fundamentals of Corporate Finance, Wiley India Pvt. Ltd., 2011.	
5.	Madura, J., International Corporate Finance, 10 th Edition, Cengage Learning, 2012.	
6.	Viswanath, S., Cases in Corporate Finance, McGraw-Hill Education, 2009.	

CO-PO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2		
CO 2				2		2	2	
CO 3		3					3	
CO 4						2	3	
CO 5						2	2	

3-Strong

2-Medium

1-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23PMBA E33/2	Tax Management	Elective	3	-	-	1	3	3	25	75	100
Course Objectives											
1	To make an understanding on the tax system										
2	To enrich on taxation procedure under different heads of income.										
3	To create awareness on deductions, set off and carry forwards in tax management.										
4	To enable computation of taxable income.										
5	To provide insight knowledge on direct tax system										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction: Income Tax Law – important concepts -Scheme of Taxation –types of Taxes, concept, objectives canons of Taxation and factors to be considered for Tax Planning - Tax exemption – Residential status–Tax free incomes.							9	C1		
II	Heads of Income – Salaries, definition of salary, Fringe benefits and perquisites, Profit in lieu of salary and tax planning avenues for salary income, Income from house property, profits and gains of Business of profession, capital gains- Provisions relating to Capital Gains Tax and exemptions from Capital Gains Tax-Income from other sources - basis of charge; chargeable incomes; specific deductions; amount not deductible; computation of taxable income from other sources.							9	C2		
III	Deductions to be made in computing total income – Resales and Reliefs of Income tax–Taxation of Non-Residents. Income –tax Payment and Assessment-Tax deduction at source; advance tax; self-assessment tax assessment procedure - Filing of Income Tax Returns – Provisions, Forms and Due Dates, Notices and Assessments –Regular and best judgment assessment revision, rectification and appeal, provision relating to interest and refund of tax.							9	C3		
IV	Corporate Taxation - Computation of taxable income, Carry-forward and set-off of losses for companies, Minimum Alternative Tax (MAT), Set-off and Carry-forward of Amalgamation Losses. Tax planning in capital budgeting decision, leasing, hire purchase or buy decision raising of capital: equity, debt or preference share, transfer pricing and its impact, tax Provisions for Venture Capital Funds							9	C4		
V	Wealth Tax and Other Direct Taxes- Wealth Tax Act and Rules, definition of Wealth and Its Components Wealth escaping Assessment, Assets Exempt from Wealth Tax, Gift Tax Act and Rules and Estate Duty Act. Assessment of Trusts and Assessment of companies – Deemed income under MAT Scheme – Tax on income by UTI or Mutual fund – Venture Capital Company/Venture Capital							9	C5		

	Funds.		
	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Objectives	
CO1	State the basic concepts of tax management system in India.	C1	
CO2	Discuss the taxation procedure involved under different heads of income.	C2	
CO3	Calculate on the deduction procedures, set off and carry forward procedures.	C3	
CO4	Analyze the ways to compute total taxable income.	C4	
CO5	Prepare direct tax system	C5	
Reading List			
1.	Direct Taxes Law and Practice, Vinld K Singhania and Kapil Singhania, Taxmann, 2021		
2.	Income Tax ready reckoner for 2021-22 e-book, Taxguru.		
3.	https://www.incometaxindia.gov.in/Documents/Aarohan-itd-2022-e-book.pdf		
4.	Direct Taxes Ready Reckoner, AY 2021-22 & 2022-23, Vinod K. Singhania, Taxmann		
References Books			
1.	StudentsGuidetoIncomeTaxbyDr. VinodK. SinghaniaandMonicaSinghania, Taxmann's flagship publication, LatestEdition.		
2.	IndirectTaxbyVinodK. SinganiaTaxmann's flagship publication, LatestEdition		
3.	Iyengar, A.C., SampatLawofIncomeTax. Allahabad, BharatLawHouse. LatestEdition.		
4.	Dr.H.C.Mehrotra, Dr.S.P Goyal, Jai Narain Vyas, Income taa and Indirect taxes, SahithyaBhagwanPublications, LatestEdition.		
5.	T.S.Reddy, Y.Hariprasad Reddy, Income Tax Theroy, Law Practice, Margham Publishers, Latest Edition.		
6.	StudentsGuidetoIncomeTaxbyDr. VinodK. SinghaniaandMonicaSinghania, Taxmann's flagship publication, LatestEdition.		

CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		2				3	3	
CO 2						3	3	
CO 3						3	3	
CO 4						3	3	
CO 5						3	3	

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23PMBA E 34/1	Security Analysis and Portfolio Management	Elective	3	-	-	1	3	3	25	75	100
Course Objectives											
1	To provide insight about the relationship of the risk and return and how risk should be measured to bring about a return according to the expectations of the investors in investment avenues and securities market.										
2	To provide an overview of the operation of the securities markets and the mechanics of trading securities in stock exchanges.										
3	To ensure acquaintance of in-depth understanding of fundamental analysis tools to make optimum investment decision.										
4	To analyze stock price behavior in market, that is affected by various factors by calculating various technical indicators using Technical Analysis.										
5	To enable the students with a basic introduction to portfolio theory and study various methods of modeling the risk associated with stock investment.										
Syllabus											
UNIT	Details							No. of Hours	Course Objectives		
I	Investment - Concept of investment-importance-alternate forms of investment-LIC schemes-bank deposits-government securities-mutual fund schemes-post office schemes-provident fund-company deposits-real estate- Gold and Silver- Growth adjusted value investing strategy; G-Secs; P-note investments. Concepts of risk and return, measurement of risk is measured in terms of standard deviation and variance, the relationship between risk and return.							9	C1		
II	Securities Market – InvestmentEnvironment; Financial Market - Segments – Types - Participants in financial Market – Regulatory Environment, Primary Market – Methods of floating - new issue market - Book building process – 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.ESG, Stop loss, Fat finger trades, circuit breaker, T+1 and T+2 settlement, Funding of Social Sector; open interest volume and prices; free float in listed companies; Algo trading; Block Chain Technology.							9	C2		
III	Fundamental Analysis - Economic Analysis – Forecasting techniques. Industry Analysis; Industry classification, Industry life cycle – Company Analysis. Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds investor ratios.							9	C3		
IV	Technical Analysis - Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators. Trend – Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators – Market Indicators – Efficient Market theory.							9	C4		
V	Portfolio Management -Portfolio analysis –Portfolio							9	C5		

	Selection –Capital Asset Pricing model – Portfolio Revision –Portfolio Evaluation		
	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Understand the role of Risk Return propositions in securities analysis such as fixed income securities, preference shares and ordinary shares.	PO2, PO6, PO7	
CO2	Explain the apprehend role, functions and key players in the securities market and the trading system of the stock market	PO2, PO4, PO6, PO7	
CO3	Analyze the investment decisions with the help of fundamental analysis techniques.	PO2, PO4, PO7, PO8	
CO4	Appraise the stock price movements and its behavior with the help of technical analysis techniques.	PO4, PO6 PO7	
CO5	Write the benefit of diversification of holding a portfolio of assets, and the importance played by the market portfolio.	PO6, PO7	
Reading List			
1.	Falguni, H. Pandya, Security Analysis and Portfolio Management, PHI Learning, 2015		
2.	Ambika Prasad Dash, Security Analysis and Portfolio Management, I.K. International, 2009		
3.	The Journal of Portfolio Management, Springer		
4.	Financial Markets and Portfolio Management, Scimago Journal and Country Rank		
References Books			
1.	Kevin, S., Security Analysis and Portfolio Management, PHI Learning, Second Edition, 2015.		
2.	Prasanna Chandra, P., Investment Analysis and Portfolio Management, Tata McGraw-Hill Education, 5th Edition, 2017.		
3.	Donald E. Fischer & Ronald J. Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8th edition, 2018.		
4.	Khatri, D.K., Security Analysis and Portfolio Management, Macmillan Publishers India, First Edition, 2014.		
5.	Ranganathan, M. and Madhumathi, R., Security Analysis and Portfolio Management, 2ndEdition, Pearson, 2015.		
6.	Reilly, F. and Brown, K. C., Analysis of Investments and Portfolio Management, Cengage Learning, 11th Edition, 2019.		

CO-PO Mapping

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1		3				3	3	
CO 2		3		2		3		
CO 3		3		3		2		
CO 4				2		3	3	
CO 5						2	3	

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23PMBA E34/2	Merchant Banking and Financial Services	Elective	3	-	-	1	3	3	25	75	100
Course Objectives											
1	To enable a better understanding of the financial structure in India and various regulations in the Merchant Banking domain and also throw light on the rules and regulations governing the Indian securities market.										
2	To familiarize the students with public issue management mechanism, role of issue manager, SEBI guidelines and marketing of securities.										
3	To create an understanding on the trends in financial services, merger and acquisition, portfolio management services and credit rating.										
4	Provide exposure to fund based financial services such as leasing and hire purchasing, financial evaluation.										
5	Students can understand other fund based financial services such as consumer credit, real estate financing, bill discounting, factoring and venture capital.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Merchant Banking: Introduction–An Overview 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.							9	C1		
II	Issue management: 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.							9	C2		
III	Fee based financial services: Mergers and Acquisitions-Portfolio Management Services – Credit Syndication –Credit Rating – Business Valuation.							9	C3		
IV	Fund based financial services: Leasing and Hire Purchasing Basics of Leasing and Hire purchasing–Financial Evaluation.							9	C4		
V	Other fund based financial services: Consumer Credit – Credit Cards – Real Estate Financing–Bills Discounting – factoring and Forfeiting–Venture Capital.							9	C5		

	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;		
CO1	Recognize the financial structure in India and various regulations in the Merchant Banking Domain. Recall the rules and regulations governing the Indian securities market.	PO4, PO6	
CO2	Identify the public issue management mechanism, various forms of issues, role of issue manager, SEBI guidelines and marketing of securities.	PO2, PO6	
CO3	Appraise the recent trends in financial services, merger and acquisition, portfolio management services and credit rating.	PO2, PO4, PO6	
CO4	Estimate on the fund based financial services such as leasing and hire purchasing, financial evaluation.	PO2, PO6	
CO5	Plan on other fund based financial services such as consumer credit, real estate financing, bill discounting, factoring and venture capital.	PO4, PO6	
Reading List			
1.	Swati Dawan, Merchant Banking and Financial Services, Mcgraw Hill Education, 2011		
2.	Pathak Barthi, Indian Financial System, 5 th Edition, Pearson Education, 2018		
3.	Indian Journal of Finance, ISSN: 0973-8711, Researchgate		
4.	Journal of Corporate Finance, Elsevier		
References Books			
1.	M. Y. Khan, Financial Services, TataMcGraw-Hill, 12th Edition, 2012		
2.	Nalini Prava Tripathy, Financial Services, PHI Learning, 2011.		
3.	Machiraju, Indian Financial System, Vikas Publishing House, 2 nd Edition, 2010.		
4.	J.C. Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi,		
5.	Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi.		
6.	Sasidharan, Financial Services and System, Tata Mcgraw Hill, New Delhi.		

CO-PO MAPPING

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2		2		
CO 2		2				2		
CO 3		2		2		2		
CO 4		2				2		
CO 5				2		2		

3-Strong

2-Medium

1-Low

SPECIALIZATION COURSES: MARKETING MANAGEMENT (MM)

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23PMBA E35/1	Services Marketing	Elective	3	-	-	-	3	4 5	25	75	100
Course Objectives											
1	To familiarize the students to the basic concepts of Services marketing and Service Sector										
2	To provide insights on Marketing Mix In Service Marketing										
3	To throw light on Effective Management Of Service Marketing										
4	To elucidate on Quality of Services ,GAPS and factors influencing Services Marketing										
5	To create awareness and importance of various service sectors like Health, Hospitality, travel, hotels and Tourism ,Professional Service, Public Utility Services & Educational Services										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Marketing Services: Introduction - Growth of the service sector - The Concept of Service - Characteristics of Service – Classification of Service – Designing of the Service, Blueprinting, Using Technology, Developing Human Resources, Building Service Aspirations.							9	C1		
II	Marketing Mix In Service Marketing: The Seven Ps: Product Decision, Pricing, Strategies And Tactics, Promotion Of Service And Placing Of Distribution Methods For Services. Additional Dimension In Services Marketing – People, Physical Evidence And Process.							9	C2		
III	Effective Management Of Service Marketing: Marketing Demand And Supply through Capacity Planning and Segmentation – Internal Marketing of Services – External versus Internal Orientation of Service Strategy.							9	C3		
IV	Delivering Quality Service: Causes Of Service – Quality Gaps. The Customer Expectations Versus Perceived Service Gap. Factors And Techniques To Resolve This Gap Customer Relationship Management. Gaps in Services – Quality Standards, Factors and Solutions – The Service Performance Gap – Key Factors and Strategies for Closing the Gap. External Communication to the Customers – The Promise versus Delivery Gap – Developing Appropriate and Effective Communication about Service Quality							9	C4		
V	Marketing Of Service With Special Reference: Financial Services – Health Service - Hospitality Services including travel, hotels and tourism - Professional Service - Public Utility Services - Educational Services.							9	C5		
Total							45				
Course Outcomes											

Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Possess knowledge and understanding on the basic concepts of managing Services marketing and Service Sector	PO4,PO7
CO2	Possess knowledge on Marketing Mix in Service Marketing	PO6
CO3	Have insights on Effective Management of Service Marketing	PO6,PO7
CO4	Learn Quality of Services,GAPS and factors influencing Services Marketing	PO6
CO5	Have better understanding on various service sectors like Health, Hospitality, travel, hotels and Tourism,Professional Service, Public Utility Services & Educational Services	PO4, PO5, PO6, PO7
Reading List		
1.	R. Srinivasan, Services Marketing: The Indian Context 4th Edition, PHI,Edition, 2014	
2.	Jayantha Chatterjee Christopher Lovelock,Pearson,2017,Kindle	
3.	Journal of services marketing,Emerald Insight	
4.	Journal of service management,Emerald Group Publishing Ltd	
References Books		
1.	Bateman, J.E. and Hoffman, D., Services Marketing, 4thEdition, Cengage Learning, 2011.	
2.	Gronoos, C., Service Management and Marketing: Customer Management in Service Competition, 3rdEdition, Wiley India, 2011.	
3.	Jauhari, V. and Dutta, K., Services: Marketing, Operations and Management, Oxford University press, 2009.	
4.	Lovelock, C., Wirtz, J. and Chatterjee, J., Services Marketing, 7thEdition, Pearson, 2019.	
5.	Srinivasan, R., Services Marketing: Indian Context, PHI Learning, 2012.	
6.	Zeithaml, V., Bitner, M.J., Gremler, D. and Pandit, A., Services Marketing, 5thEdition, Tata McGraw-Hill,2017	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				M			S	
CO 2						S		
CO 3						S	M	
CO 4						M		
CO 5				S	S	M	M	

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23PMBA E35/2	Brand Management	Elective	3	-	-	-	3	4 5	25	75	100
Course Objectives											
1	Understand brand equity & assess the equity of a brand by applying brand equity models										
2	Examine brand identity and positioning strategy by applying brand identity & positioning guidelines/templates/model										
3	Ability to develop a comprehensive go to market strategy for a brand										
4	Evaluate various architecture types & examine brand extension strategies for success										
5	Ability to conduct brand audit & demonstrate knowledge of brand valuation and methods										

SYLLABUS			
UNIT	Details	No. of Hours	Course Objectives
I	Introduction: Definition of Brand - Importance of Brands – Branding Challenges and Opportunities – Brand Equity Concept – Brand Equity Models – Kepler Brand Identity Model - Brands vs. Products Constituents of a Brand: Brand Elements – Brand Identity - Image and Personality – Brand DNA, Kernel, Codes and Promises – Point of Distribution and Point of Purchase	9	C1
II	Brand Positioning: Basic Concepts – Risks – Brands and Consumers – Competitive Advantage through Strategic Positioning of Brands – Points of Parity –Points of Difference –Brand Building: Designing Marketing Programmes to Build Brands – Role of Social Media in Brand Building – Managing and Sustaining Brands Long-Term.	9	C2
III	Brand Image: Image Dimensions, Brand Associations & Image, Brand Identity; Perspectives, Levels and Prisms. Managing Brand Image – Stages – Functional, Symbolic and Experiential Brands – Brand Audits – Brand Loyalty – Cult Brands	9	C3
IV	Brand Valuation: Methods of Valuation – Implications for Buying & Selling Brands. Leveraging Brands: Brand Extension – Brand Licensing – Co-branding – Brand Architecture and Portfolio Management	9	C4
V	Branding in Practice: Handling Name Changes and Brand Transfer – Brand Revitalisation and Rejuvenation – Global Branding Strategies – Building and Managing Brands Across Boundaries – Branding Industrial Products, Services and Retailers – Building Brands Online – Indianisation of Foreign Brands and Taking Indian Brands Global.	9	C5

	Total	45
Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Understand brand equity & assess the equity of a brand by applying brand equity models	PO4, PO7
CO2	Examine brand identity and positioning strategy by applying brand identity & positioning guidelines/templates/model	PO1, PO2, PO6
CO3	Possess the ability to develop a comprehensive go to market strategy for a brand	PO4, PO6,PO7
CO4	Evaluate various architecture types & examine brand extension strategies for success	PO1, PO4
CO5	Ability to conduct brand audit & demonstrate knowledge of brand valuation and methods	PO5, PO6, PO7
Reading List		
1.	Kevin Lane Keller, Mats Georgson, & Tony Aperia, Strategic Brand Management, Kindle 2 nd Edition, 2013	
2.	Brand Management, Palgrave Mcmillan, 2021	
3.	Journal of brand management, Palgrave Macmillan	
4.	Journal of Product & brand Management ,Emerald Publishing	
References Books		
1.	Aaker, D., Building Strong Brands, Simon & Schuster, 2010.	
2.	Chevalier, M. and Mazzalovo, G., Luxury Brand Management: A World of Privilege, 2nd Edition, John Wiley and Sons, 2012.	
3.	Dutta, K., Brand Management: Principles and Practices, Oxford University Press, 2012.	
4.	Gupta, N.R., The Seven Principles of Brand Management, Tata McGraw-Hill Education, 2011.	
5.	Kapferer, J.N., The New Strategic Brand Management: Advanced Insights and Strategic Thinking, 5th Edition, Kogan Page, 2012.	
6	Keller, K.L., Strategic Brand Management, 3rd Edition, Pearson, 2011.	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				S			S	
CO 2	M	S				S		
CO 3				M		S	S	
CO 4	M			S				
CO 5					S	M	M	

S-Strong M-Medium L-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23PMBA E36/1	Customer Relations Management	Elective	3	-	-	-	3	45	25	75	100
Course Objectives											
1	To familiarize the students to the basics and evolution of CRM										
2	To provide insights on CRM Concepts										
3	To throw light on Planning for CRM and strategy its development in an organization										
4	To elucidate on CRM and Marketing Strategy										
5	To create awareness and importance of CRM Planning and Implementation										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Evolution of Customer Relationship: CRM-Definition, Emergence of CRM Practice, Factors responsible for CRM growth, CRM process, framework of CRM, Benefits of CRM, Types of CRM, Scope of CRM, Customer Profitability, Features Trends in CRM, CRM and Cost Benefit Analysis, CRM and Relationship Marketing.							9	C1		
II	CRM Concepts: Customer Value, Customer Expectation, Customer Satisfaction, Customer Centricity, Customer Acquisition, Customer Retention, Customer Loyalty, Customer Lifetime Value. Customer Experience Management, Customer Profitability, Enterprise Marketing Management, Customer Satisfaction Measurements, Web based Customer Support.							9	C2		
III	Planning for CRM: Steps in Planning-Building Customer Centricity, Setting CRM Objectives, Defining Data Requirements, Planning Desired Outputs, Relevant issues while planning the Outputs, Elements of CRM plan, CRM Strategy: The Strategy Development Process, Customer Strategy Grid.							9	C3		
IV	CRM and Marketing Strategy: CRM Marketing Initiatives, Sales Force Automation, Campaign Management, Call Centers. Practice of CRM: CRM in Consumer Markets, CRM in Services Sector, CRM in Mass Markets, CRM in Manufacturing Sector							9	C4		
V	CRM Planning and Implementation: Issues and Problems in implementing CRM, Information Technology tools in CRM, Challenges of CRM Implementation. CRM Implementation Roadmap, Road Map (RM) Performance: Measuring CRM performance, CRM Metrics.							9	C5		

	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	To familiarize the students to the basic and evolution of CRM	PO4,PO6,PO7	
CO2	To provide insights on CRM Concepts	PO2,PO3	
CO3	To throw light on CRM and strategy its development in an organization	PO5,PO6,PO8	
CO4	To elucidate on CRM and Marketing Strategy	PO1,PO5	
CO5	To create awareness and importance of CRM Planning and Implementation	PO3,PO5,PO7	
Reading List			
1.	“How to Win at CRM” Strategy, Implementation, Management,ebook		
2.	The Art of CRM: Proven strategies for modern customer relationship management Kindle Edition		
3.	Electronic Customer Relationship Management,Kindle Edition		
References Books			
1.	Kincaid, J., Customer Relationship Management: Getting it right, Pearson, 2005.		
2.	Kumar, V. and Reinartz, W.J., Customer Relationship Management: A Databased Approach, Wiley India Pvt. Ltd., 2006.		
3.	Makkar, U. and Makkar, H.K., Customer Relationship Management, Tata McGraw-Hill Education, 2011.		
4.	Peelen, E., Customer Relationship Management, Pearson, 2008.		
5.	Shanmughasundaram, S., Customer Relationship Management: Modern Trends and Perspectives, PHI Learning Pvt. Ltd., 2008.Education, 2010.		
6.	Kincaid, J., Customer Relationship Management: Getting it right, Pearson, 2005.		

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				2	3	2		
CO 2		3	2					
CO 3					2	3		3
CO 4	2				3			
CO 5			3			2	2	

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23PMBA E36/2	Retail Marketing	Elective	3	-	-	-	3	4 5	25	75	100
Course Objectives											
1	To educate students and enable to understand and analyze current retailing trends and strategies.										
2	To develop the students towards managing the retail stores and organizations.										
3	To identify the nuances of visual merchandising and its elements.										
4	To know the consumer purchase decision process in the context of organized retailing.										
5	To emphasis on global retailing strategies.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Retailing – Definition, scope and importance in the globalized era, organized and unorganized retailing, emerging trends in retailing – e-tailing, mega shopping malls, the modern retail store. Major types of Retail Organizations, corporate chains, voluntary chains, retail cooperatives, franchise organizations and merchandizing conglomerates / retail store types / retail classification of stores, restaurants and service providing offices.							9	C1		
II	The Retail Store - Retail stores management / Roles and responsibilities of retail store managers / Human resource management – recruiting, hiring, training and development, performance management, payroll, work place scheduling / Store business operations – materials management, coordination with purchase department / finance and accounts / Problem solving / Safety and security.Store Essentials – Classification of grocery items / Store Essentials – Location / Store designs / Display accessories / Store atmospherics / Developing own brands / The power of mega retailers over manufacturers / Dimension attributes and its components that affect retail outlet selection.							9	C2		
III	Visual merchandizing components – merchandize as focal point, choice of colours, display themes, display to complement store strategy, spotless cleanliness, frequent change of displays and essentials of good display, lighting / special display kinds – window, marquee, freestanding or island, counter, brand corner, end cap cascade or waterfall displays / Store Exterior – façade, details, texture.Store Aids – Gadgets that aid retailing – barcode readers, credit card swipe machines, money counters, counterfeit detectors, cash register, coin counter, bill strapping machine, money vacuum sealing machine. Graphics and Signage / Props / POP's / Planogram.							9	C3		
IV	Retail strategies – Supply chain management - managing material, information and financial flows / critical success factors /drivers, elements and goals / basic retail strategies –							9	C4		

	low price high turnover, discounted prices across all categories, lifestyle goods value price / exclusive goods premium price strategy / retail formatting / retail mix / building customer loyalty / customer relationship management. Retail Consumer Behavior – Difference between consumer and shopper / Frugal, impulsive, compulsive and tightwad buyers / Sub classification of shopping orientation / Catering to service consumers – gaps model for improving retail service quality / retail research.		
V	Retail Strategies for Global Growth – Building sustainable global competitive advantage, adapting to local customs and culture, adopting global culture and practices / Different entry strategies – direct investment, joint venture, forming strategic alliances and franchising. Online shopping – different formats, retail convergence.	9	C5
	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Be able to enhance knowledge about current retailing trends and strategies.	PO6,PO7	
CO2	The students would be able to develop insights towards managing the retail stores and organizations.	PO1,PO2, PO7	
CO3	Know the significance of visual merchandising strategies.	PO4, PO6,PO7	
CO4	Develop knowledge and Understanding on consumer buying behavior	PO4, PO6	
CO5	Be able to understand the importance of global retailing strategies.	PO4,PO6	
Reading List			
1.	The Open University, Retail Marketing, Kindle		
2.	Barry Berman, Retail Management, Kindle Edition		
3.	Journal of retailing ,Elsevier		
4.	International Journal of Sales, Retailing and Marketing,Circle International		
References Books			
1.	Berman, B., Evans, J. and Mathur, M., Retail Management: A Strategic Approach, 11 th Edition, Pearson, 2011.		
2.	Dunne, P. and Lusch, R., Retail Management, South-Western, 2009.		
3.	Gilbert, D., Retail Marketing Management, 2 nd Edition, Pearson, 2006.		
4.	Goldrick, P., Retail Marketing, 2 nd Edition, McGraw-Hill Education, 2002.		
5.	Miller, D., Retail Marketing, Tilde University Press, 2011.		

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1						S	S	
CO 2	M	S					S	
CO 3				M		S	S	
CO 4				M		S		
CO 5				M		S		

S-Strong M-Medium L-Low

SPECIALIZATION COURSES: OPERATIONS MANAGEMENT (OPM)

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23PMBA E37/1	Total Quality Management	Elective	3	-	-	-	3	3	25	75	100
Course Objectives											
C1	To provide insights to the students TQM framework and customer focus on quality.										
C2	To throw light and build knowledge on the principles and philosophies of quality management										
C3	To analyze the statistical process control, process capability and reliability concepts in quality management										
C4	To create awareness and importance of QFD process, old and new quality management tools.										
C5	To elucidate on ISO-QMS, formulate quality audits and build TQM culture.										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Introduction to Quality Management: Definitions – TQM framework, benefits, awareness and obstacles. Quality – vision, mission and policy statements. Customer Focus – customer perception of quality, Translating needs into requirements, customer retention. Dimensions of product and service quality. Cost of quality.							9	C1		
II	Principles and Philosophies of Quality Management: Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques – introduction, loss function, parameter and tolerance design, signal to noise ratio. Concepts of Quality circle, Japanese 5S principles and 8D methodology.							9	C2		
III	Statistical Process Control and Process Capability: Meaning and significance of statistical process control (SPC) – construction of control charts for variables and attributed. Process capability – meaning, significance and measurement – Six sigma concepts of process capability. Reliability concepts – definitions, reliability in series and parallel, product life characteristics curve. Total productive maintenance (TMP) – relevance to TQM, Terotechnology. Business process re-engineering (BPR) – principles, applications, reengineering process, benefits and limitations.							9	C3		
IV	Tools and Techniques for Quality Management: Quality functions development (QFD) – Benefits, Voice of customer, information organization, House of quality (HOQ), building a HOQ, QFD process. Failure mode effect analysis (FMEA) – requirements of reliability, failure rate, FMEA stages, design, process and documentation. Seven old (statistical) tools. Seven new management tools. Bench marking and POKA YOKE.							9	C4		
V	Quality Systems Organizing and Implementation: Introduction to ISO 9001, 9004– quality management systems – guidelines							9	C5		

	for performance improvements. Quality Audits. TQM culture, Leadership – quality council, employee involvement, motivation, empowerment, recognition and reward- Introduction to software quality.		
	Total	45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Have insights to the students TQM framework and customer focus on quality.	P01, P02, P04, P06	
CO2	Be able to build knowledge on the principles and philosophies of quality management	P03, P05, P06	
CO3	Analyze the statistical process control, process capability and reliability concepts in quality management	P02, P06, P07	
CO4	Be able to create awareness and importance of QFD process, old and new quality management tools.	P01, P04, P06	
CO5	Elucidate on ISO-QMS, formulate quality audits and build TQM culture.	P03, P05, P07, P08	
Reading List			
1.	The TQM Journal, Emerald Insight		
2.	International Journal of Quality, & Reliability Management, Emerald Publishing		
3.	Sanjay L. Ahire, Robert Landeros, Damodar Y. Golhar, Components of successful total quality management, The TQM Magazine, Emerald Insight		
4.	Juan José Tarí, Total Quality Management: A Literature Review and an agenda for future research, Wiley Online Library		
References Books			
1.	Panneerselvam.R, Sivasankaran. P, Quality Management, PHI Learning, 2014.		
2.	Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, First Edition, 2002.		
3.	Poornima M. Charantimath, Total Quality Management, Pearson Education, 2 nd Edition, 2011.		
4.	Douglas C. Montgomery, Introduction to Statistical Quality Control, Wiley Student Edition, 4th Edition, Wiley India Pvt Limited, 2008.		
5.	Dale H. Besterfield et al, Total Quality Management, 3 rd edition, Pearson Education, First Indian Reprints, 2004		

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1	3	3		2		2		
CO 2			3		2	3		
CO 3		2				3	3	
CO 4	2			3		2		
CO 5			3		3		2	3

3-Strong 2-Medium 1-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23PMBA E37/2	Project Management	Elective	3	-	-	-	3	45	25	75	100
Course Objectives											
C1	To enable the students to understand and communicate on the basic concepts of project management										
C2	To enable the students to determine the scope, time and cost of project management										
C3	To learn about the quality, and to classify and analyze the resources, get appraised on the stakeholders and to get appraised on the procurement management										
C4	To appraise the students on the importance of risk and communication management										
C5	To enable the students to adapt, understand, and devise methods used to manage, measure and evaluate the performance of project										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Project management overview: Definition and examples of projects, Key features of projects, Life cycle of projects, Typical project problems, Human issues in Projects, Role of Computers in Projects - Project identification and screening: (Brainstorming, Strength, and weaknesses in the system, environmental opportunities and threats, Identification and screening) – Project Appraisal and Selection							9	C1		
II	Scope, Time and Cost Management: Project Organization Structure, Culture – Scope Management – Defining the Project – SOW - WBS and PBS – Time Management – Network Diagram – Forward Pass and Backward Pass Critical path – PERT and CPM - AOA and AON methods – tools for Project Network – Estimation Techniques - Cost Management – Earned Value Method.							9	C2		
III	Quality, Resource, Stakeholder and Procurement Management: Quality assurance and quality control, project audit and quality audit - Methods of enhancing quality: the different types of testing, inspections, reviews, standards. Management and control of testing - Human Resource Management - Scheduling Resources – Resource Allocation methods - Reducing Project duration: Project Crashing and resource-leveling methods - Leadership styles and skills – Problem-solving skills - Project Manager roles and responsibilities –Stakeholder Management: Identify Stakeholders - Plan Stakeholder Management – Manage Stakeholder Engagement - Control Stakeholder Engagement – Procurement Management.							9	C3		
IV	Risk Management and Communication Management: Risk identification: types of risk, risk checklists-Risk prioritization -Risk management tactics, Including risk avoidance, risk transfer, risk reduction, risk mitigation and contingency planning- Risk registers –Communication Management							9	C4		

V	Performance Management: Project Integration - Progress and Performance measurement and evaluation – Project monitoring information system, developing a status report and other control issues - Project audit and closure – audit process, project closure, team, team member and project manager evaluations - International Projects – environmental factors, cross-cultural considerations, selection and training for international projects - Future likely trends in Project management – certain unresolved issues and project management career issues.	9	C5
Total		45	
Course Outcomes			
Course Outcomes	On completion of this course, students will;	Program Outcomes	
CO1	Be able to understand and communicate on the basic concepts of project management	P04, P06	
CO2	Be able to determine the scope, time and cost of project management	P02, P04, P06	
CO3	Be to learn about the quality, and to classify and analyze the resources, get appraised on the stakeholders and to get appraised on the procurement management	P02, P04, PO6, P07	
CO4	Be able to appraise the students on the importance of risk and communication management	P01, PO2, P04, P06, PO7	
CO5	Be able to enable the students to adapt, understand, and devise methods used to manage, measure and evaluate the performance of project	P01, P02, PO4, P06, P07	
Reading List			
1.	JosephHeagney, Fundamentals of Project Management, 5 th Edition, Amacom, 2011		
2.	Judy Payne, Steve Simister, Ellen J. Roden, Managing Knowledge in Project Environments, Routledge, 2019		
3.	International Journal of Project Management, Elsevier		
4.	Project Management Journal, Wiley Online Library		
References Books			
1.	Narendra Singh (2019), Project management & control, first edition, Himalaya publishers.		
2.	Project management – A Managerial Approach (2020) by Jack R. Meredith, Scott M. Shafer, Samuel J. Mantel Jr., First edition, Wiley.		
3.	James P Lewis, (2012), Fundamentals of Project Management, 4th edition, AMACOM.		
4.	Thomas Mochal, Jeff Mochal, (2011), Lessons in Project Management, 2nd edition, Apress.		
5.	Project Management Institute, (2013), A Guide to Project Management Body of Knowledge, 5th edition, Project Management Institute, Project Management: A Managerial Approach, 11th Edition.		

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				3		3		
CO 2		2		3		3		
CO 3		2		2		3	3	
CO 4	2	2		2		3	2	
CO 5	3	3		3		3	3	

3-Strong

2-Medium

1-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks			
									CIA	External	Total	
23PMBA X38	EMPLOYABILITY SKILLS	Extra Disciplinary	3	-	-	-	3	45	25	75	100	
Course Objectives												
1	To learn about the employability skills											
2	To understand dimensions of task oriented skills											
3	To study on critical problem-solving techniques											
4	To develop employability skills											
5	To understand the logical and reasoning skills											
SYLLABUS												
UNIT	Details							No. of Hours	Course Objectives			
I	INTRODUCTION TO EMPLOYABILITY SKILLS Meaning – Definition – Hard skills and soft skills –Employability skills and vocational skills – Employability and employment – Employability attributes.							9	C1			
II	UNPACKING EMPLOYABILITY SKILLS Embedded employability skills – Dimensions of competency – Task skills –Task Management skills – Contingency Management skills – Job/Role Environment skills.							9	C2			
III	INTER – RELATIONSHIPS OF EMPLOYABILITY SKILLS Communication – Team work – Problem solving – Initiative and Enterprise – Planning and Organizing – Self management – Learning – Technology.							9	C3			
IV	RESUME WRITING Meaning – Features of good resume – Model (Exercise). Etiquettes – Dress, Cleanliness, Etiquettes to be followed inside the employment seeking process.							9	C4			
V	Arithmetic and Logical Reasoning Skills – Exercise.							9	C5			
Total							45					
Course Outcomes												
Course Outcomes	On completion of this course, students will;											
CO1	Acquire employability skills							PO4, PO6, PO7				
CO2	understand dimensions of task oriented skills							PO4, PO6, PO7				
CO3	study on critical problem-solving techniques							PO4, PO6, PO7				
CO4	develop employability skills							PO4, PO6, PO7				
CO5	understand the logical and reasoning skills							PO4, PO6, PO7				
Reading List												
1.	https://www.jobjumpstart.gov.au/article/what-are-employability-skills											

2.	https://www.simplilearn.com/why-are-employability-skills-important-article
3.	https://blog.hubspot.com/marketing/employability-skills
4.	https://www.indeed.com/career-advice/finding-a-job/employability-skills
References Books	
1.	Soft Skills, Dr. K. Alex
2.	Winning Interview Skills, Compiled & Edited by J.K. Chopra.
3.	A Modern Approach to Verbal and Non- Verbal Reasoning, R. S. Aggarwal.
4.	Fafinski, S., Finch, E. (2014). Employability Skills for Law Students. United Kingdom: OUP Oxford.
5.	Trought, F. (2017). Brilliant Employability Skills: How to Stand Out from the Crowd in the Graduate Job Market. United Kingdom: Pearson Education Limited.
6.	Chaita, M. V. (2016). Developing Graduate Employability Skills: Your Pathway to Employment. United States: Universal Publishers.

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				3		3		
CO 2				3		3		
CO 3		2		3		3		
CO 4				3	2	3	1	
CO 5				3		3		

3-Strong

2-Medium

1-Low

Subject Code	Subject Name	Category	L	T	P	O	Credits	Inst. Hours	Marks		
									CIA	External	Total
23PMBAS39	Soft Skills III – Leadership & Team Building Skills	Soft Skills	-	-	2	-	2	30	40	60	100
Course Objectives											
1	To understand the characteristics, style, traits of leaders, and theories of leadership.										
2	To learn more about self-leadership and developing team-building skills through case studies and examples.										
3	To understand how to form, manage and lead the team.										
4	To understand the measures of conflict in a team										
5	To explore team roles & processes in developing and managing a team										
SYLLABUS											
UNIT	Details							No. of Hours	Course Objectives		
I	Leadership Theories: Nature of leadership theories & models of leadership - attributes of effective leaders - traits of leadership - interpersonal competence & leadership							6	C1		
II	Leadership Styles: Leadership qualities -styles of leadership - attitudes-role models & new leadership - cultural differences and diversity in leadership - leader behaviour leadership in different countries- leadership ethics & social responsibility.							6	C2		
III	Leadership Skills: Leadership skills - Leadership & management - transactional & transformational in leadership - Strength based leadership in practice - Tasks & Relationship approach in leadership - influence tactics of leaders- motivation and coaching skills. Establishing constructive climate- listening to out group members- communication and conflict resolution skills.							6	C3		
IV	Team Work: Working in group & teams - characteristics of effective team- types- team development: Tuckman's team development stages- Belbin team roles - Ginnett - team effectiveness leadership model.							6	C4		
V	Exploring team roles & processes: mapping the stages of group development -Building: and developing teams- overcoming resistance coping and conflict and Ego-leading a team managing meetings.							6	C5		
Total							30				

Course Outcomes		
Course Outcomes	On completion of this course, students will;	Program Outcomes
CO1	Critical understanding of theories and concepts of leadership and teamwork in organizations	PO4, PO5, PO6, PO7
CO2	Critical awareness of the importance of teamwork and development of the skills for building effective teams	PO4, PO5, PO6, PO7
CO3	Understanding of the techniques and practical understanding of how to apply theories and concepts to improve leadership skills.	PO2, PO4, PO5, PO6, PO7
CO4	Development of skills in effective leadership and professional communication	PO4, PO5, PO6, PO7
CO5	Demonstrate effective written communication skills for plans, strategies and outcomes.	PO4, PO6, PO7
Reading List		
1.	Uday Kumar Halidar, Leadership and Team Building,	
2.	D.K. Tripathy, Team Building and Leadership with Texts and Cases, Himalaya Publishing House, 2014	
3.	International Journal on Leadership, Publishing India Group	
4.	International Journal of Organizational Leadership, CIKD	
References Books		
1.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.	
2.	Mehra, S. K. (2012) Business Etiquette A Guide For The Indian Professional. Noula: HarperCollins	
3.	Pachter, B. (2013). The Essentials of Business Etiquette: How to Greet, Eat, and Tweet Your Way to Success (1) edition New York: McGraw-Hill Education.	
4.	Past, K. (2008). Indian Business Etiquette: 1 (First edition). Ahmedabad Jaico Publishing House.	
5.	Travis, R. (2013). Tech Etiquette: OMG, 2 Edition, RLT Publishing.	
6.	Gonda, C. M. (2016) Master of Business Etiquette: The Ultimate Guide to Corporate Etiquette and Soft Skills Embassy Books, First Edition.	

	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
CO 1				3	3	3	3	
CO 2				3	3	3	3	
CO 3		3		3	3	3	3	
CO 4				3	3	3	3	
CO 5				3		3	3	

3-Strong

2-Medium

1-Low

Semester - III PART - B	23PMBAI40: SUMMER INTERNSHIP	Credit	2
		Hours/ Week	-

(Refer to the Regulations)