

**COURSE STRUCTURE FOR TWO-YEAR MBA PROGRAMME
FOR THE BATCH 2015-2017**

1 Session: 1.5 Hrs

SEMESTER	PAPERS	SESSION S	CREDIT S
Semester I	15PBA1101 – Skills for Management Education	28	3
	15PBA1102 – Communicative English for Managers	49	5
	15PBA1103 – Personal Growth Lab	49	5
	15PBA1104 – ICT Skills	42	4
	15PBA1105 – Principles and Practice of Management	21	2
	15PBA1106 – Fundamentals of Business Organizations & Environment	14	1
	15PBA1107 – Quantitative Techniques	35	3
	15PBA2108 – Accounting for Managers	42	4
		280	42
Semester II	15PBA2109 – Organizational Behaviour	28	3
	15PBA2110 – Financial Management	42	4
	15PBA2111 – Marketing Management	28	3
	15PBA2112 – Managerial Economics	42	4
	15PBA2113 – Human Resource Management	28	3
	15PBA2114 – Decision Tools for Managers	42	4
	15PBA2115 – Executive Communication	28	3
	15PBA2116 – Business Information Systems	28	3
	15PBA2117 – Hindi/French/Creativity and Innovation	14	1
		280	28
Semester III	15PBA3118 - Strategic Management	40	4
	15PBA3119 - Research Methodology	30	3
	15PBA3120 -Data Analysis - SPSS	10	1
	15PBA3121-Entrepreneurship and Project Planning	12	1
	15PBA3122-Business Analytics	12	1
	15PBA3123-Legal Aspects of Business	10	1
	Specialization- I - Paper – I	40 /30	4 /3
	Specialization-I - Paper – II	40/30	4/3
	Specialization-I Paper – III	0/20	0/2
Specialization-I - Paper –IV	10	1	

	Specialization- II - Paper – I	40 /30	4 /3	
	Specialization- II - Paper – II	40 /30	4 /3	
	Specialization- II - Paper – III	0 /20	0 /2	
	Specialization- II - Paper – IV	10	1	
	15PBA3124-Summer Internship	8 Weeks	5	
		300	35	
Semester IV	15PBA4125- International Business	30	3	
	15PBA4126- Business Ethics	30	3	
	15PBA4127-Functional Business Systems	12	1	
	15PBA4128-Environmental Management	10	1	
	15PBA4129-Total Quality Management	10	1	
	15PBA4130- Project & Dissertation	50	5	
	15PBA4131-Comprehensive Examination	-	3	
	Specialization- I- Paper – I	40 /30	4/3	
	Specialization-I Paper – II	40/30	4/3	
	Specialization-I Paper – III	0/20	0/2	
	Specialization-I - Paper –IV	10	1	
	Specialization- II - Paper – I	40 /30	4 /3	
	Specialization- II - Paper – II	40 /30	4 /3	
	Specialization- II - Paper – III	0 /20	0 /2	
	Specialization- II - Paper – IV	10	1	
	SHEPHERD		5	
			302	37
	Total No. of Sessions &Credits		1162	130

FINANCE

SEM	Paper	Sessions	Credits
SEM III	15PBA3311- Management of Financial Services	40	4
	15PBA3312 -Investment analysis and portfolio management	40	4
	15PBA3313A -Capital Market Operations (Or)	10	1
	15PBA3313B- Financial Risk Analytics (Or)		
	15PBA3313C -Insurance and Risk Management		
SEM IV	15PBA4314-Derivatives Management	40	4
	15PBA4315-International Financial Management	40	4
	15PBA4316A-Business Valuation (Or)	10	1
	15PBA4316B-Mutual funds		

MARKETING

SEM	Paper	Sessions	Credits
SEM III	15PBA3321-Integrated Marketing Communication	40	4
	15PBA3322-Services Marketing	40	4
	15PBA3323A- Digital Marketing (Or)	10	1
	15PBA3323B - Marketing Analytics (Or)		
	15PBA3323C-Consumer Behaviour		
SEM IV	15PBA4324-Sales and Distribution Management	40	4
	15PBA4325-Retail Management	40	4
	15PBA4326-Rural Marketing	10	1

HUMAN RESOURCE MANAGEMENT

SEM	Paper	Sessions	Credits
SEM III	15PBA3331-Learning and Development	30	3
	15PBA3332 -Compensation Management	30	3
	15PBA3333 -Performance Management	20	2
	15PBA3334A – Employee Counselling (Or)	10	1
	15PBA3334B -HR Analytics		
SEM IV	15PBA4335 -Employee Relations	30	3
	15PBA4336-Recruitment and Selection	20	2
	15PBA4337 -Organizational Change and Development	30	3
	15PBA4338 A - Consulting to Management (Or)	10	1
	15PBA4338 B -Cross cultural Management		

SYSTEMS

SEM	Paper	Sessions	Credits
SEM III	15PBA3341-Business Analytics and Business Intelligence	30	3
	15PBA3342-Data Mining and Data Warehousing	30	3
	15PBA3343-Software Engineering	10	1
	15PBA3344-Relational Data Base Management Systems	10	1
	15PBA3345-Digital Commerce	10	1
SEM IV	15PBA4346-Big data Analytics	30	3
	15PBA4347 -Digital Analytics	30	3
	15PBA4348-Knowledge Management	10	1
	15PBA4349 -Cloud Computing	10	1
	15PBA4350 -IT Enabled Services	10	1

15 PBA 1101 - SKILLS FOR MANAGEMENT EDUCATION

28 Sessions: 3 Credits

COURSE OBJECTIVES

1. The students will realize that academic and professional success can be achieved by systematic and persistent efforts.
2. The students learn strategies and techniques for addressing core academic tasks at MBA level.
3. The students will take charge of their learning and use classroom/library/net resources effectively.
4. The students will develop a road map for their academic goals and manage the resources efficiently.

Unit I	Nature of Management Education, Skill Profile of a Manager, Transferable/Soft skills , Understanding Intelligence, Social Skills: Personal Grooming, Social Etiquette, Dress Code in Professional Environment.	6 S
Unit II	Learning: Importance, Types, Styles, Process, Cycle, Opportunities for Learning, Use of Library and Net Resources, Participative Learning in Classrooms, Team Study, Study Skills: SQ3R, the 3Rs.	6 S
Unit III	Academic Goal Setting, Personal Development Plan, Managing Time and other Resources.	5 S
Unit IV	Critical and Analytical Thinking, Creative Thinking.	5 S
Unit V	Academic Writing, Report Writing, Case Study Method, Presentation Skills.	6 S

REFERENCES

1. Cottrell, Stella. (2013). *The Study Skills Hand Book*. (4ed.). Hampshire: Palgrave Macmillan.
2. Course Materials to be given during the course.

Note: This paper is activity based and purely internal.

15 PBA 1102 - COMMUNICATIVE ENGLISH FOR MANAGERS

49 Sessions: 5 Credits

COURSE OBJECTIVES

1. To help students understand the basics of the English Language and apply the rules correctly.
2. To help them develop their vocabulary by learning new words and phrases.
3. To enhance their listening and reading skills and express their ideas fluently and confidently.

Unit I	Essentials of Grammar: Parts of Speech, Articles, Modals.	(10 S)
Unit II	Applied Grammar and usage: Using Tenses, Direct -Indirect Speech, Active/Passive Voice, Punctuation Marks.	(9 S)
Unit III	Common Errors and Misappropriations, Building Advanced Vocabulary: Antonyms, Synonyms, Prefix, Suffix, Homonyms, Homophones, One word Substitutes, Idioms and Phrases.	(10 S)
Unit IV	Listening Skills, Listening Comprehension, Reading Skills and Reading Comprehension.	(10 S)
Unit V	Speaking Skills and Writing skills: Precise Writing, Summarizing, Paraphrasing.	(10 S)

Note: Units IV & V will be activity based involving the application of Units I, II & III.

TEXT BOOKS

1. Kumar, Sanjay & Pushplata. (2011). *Communication Skills*. (1 ed). New Delhi: Oxford University Press.
2. Anne Seaton Y. H. Mew. (2010). *Basic English Grammar*. Learner's Publication.

15 PBA 1103 - PERSONAL GROWTH LAB

49 Sessions: 5 Credits

COURSE OBJECTIVES

1. The students will learn the aspects and types of personality.
2. The students will discover themselves through major psychometric tests.
3. The students will be able to analyze their values, attitudes, habits, emotions and develop personal effectiveness.
4. The students will discover their interpersonal behavioral orientations and improve their interpersonal relationship.

Unit I	Self Awareness, Self Acceptance, Self Disclosure, Feedback, Intra personal Conflict, Assertiveness.	9 S
Unit II	Understanding Personality: Theories, Types and Approaches.	9 S
Unit III	Personal Value Analysis, Understanding Attitudes, Forming Habits, Managing Stress.	9
Unit IV	Interpersonal Relationship: Trust, Interpersonal Conflict, FIRO-B, FIRO-F.	11 S
Unit V	Transaction Analysis: TA and Self Awareness, Script, Structural Analysis, Life Positions, Transactions, Games and Strokes, Life Scripts.	9 S

REFERENCE BOOKS

1. Johnson, W. Wilson. (2013). *Reaching Out: Interpersonal Effectiveness and Self Actualisation*. (13 ed.). New Jersey: Prentice-Hall.

MDP courses

1. Personal Growth Lab Practicals
2. REBT or NLP
3. Stress Management or Competency Mapping

15 PBA 1104 - ICT SKILLS

42 Sessions: 4 Credits

Course Objectives

1. To make the students learn the basic concepts of IT and Operating Systems.
2. To equip the students with skills for the effective use of Office Automation Systems.
3. To help students to investigate, analyze and construct databases and process them through MS-Access.
4. To familiarize the students with the basic concepts of Networking and use of cloud computing.

Unit I Basics of Information System: Components, Resources and types. Operating Systems: Unix, Linux, Android, Apple, iOS, Blackberry, Windows: Windows Explorer, Nero, Managing Devices, Computer Viruses, Anti-viruses. **4 S**

Unit II Documentation: Word: Using Home: Clipboard, Font, Paragraph, Styles, Editing. Insert: Tables, illustrations, Header and footer, Text, Symbols. Page Layout: Page setup, Paragraph, background, colors, References: Table of content, Footnote, Review,: Proofing, protection .View : Document view and Zoom. Open Office System. **4 S**

Unit III Worksheet Manipulation: Basics of Excel, Changes in User Interface Design, Ribbon Interface, Functions, Categories of functions, What if analysis, Formatting, Charts, Pivot Table **4 S**

Unit IV Presentations and Data Base Concepts: Basics, Design, Customs Animation, Transition, Set up Slide show. Data modeling, Relational Approach, Normalization, Entity Relationship Diagram Client server Technology, Create Data base using MS Access, Table Design, data types. **5 S**

Unit V Networking: Computer Networking: LAN, WAN, Intranet, Extranet, Internet, Wireless network, Bluetooth, WiFi. Search Engines, Cloud Computing: Concepts, Types and Applications. Social Media for Knowledge Sharing: Discussion Forum, Linked-in, Blogs, Charts, Groups, Apps and online services. **4 S**

REFERENCES

1. Walkenbach John (2010), Excel 2010 Formulas, Willey Publishing, New Delhi Inc.
2. O' Brien A. James, M. Markas George, Behl Ramesh (2010), Management Information Systems, Tata McGraw Hill Education Pvt. , Ninth Edition, New Delhi.
3. Raj kumar Buyya et. al. (2011) ,Cloud Computing principles and paradigam , John Willy & Sons.

NOTE: 40% Weightage to theory in Semester Examinations and 60% weightage to practical.

List of Practical Exercises - IT Skills (21 Sessions)

1. Managing Windows Explorer
2. Create, delete, remove, rename folder and files
3. Using NERO software
4. Managing Printer
5. Using intranet
6. Using Antivirus software
7. Preparing Word Document
8. Using Home menu in MS Word
9. Using Page Layout
10. Using View
11. Preparing Excel sheet
12. Using Excel Formulae and conditional formatting
13. Preparing Pivot table and charts
14. Preparing Charts
15. Prepare Power point Presentation
16. Using Customs animation and transition in Power point
17. Create simple data bases
18. Search relevant document using search engines
19. Using MS Outlook.
20. Using Email
21. Using Cloud Services

15 PBA 1105 - PRINCIPLES AND PRACTICE OF MANAGEMENT

21 Sessions: 2 Credits

Course Objectives

1. To help the students learn the basic concepts and principles of management.
2. To make them understand the process and functions of management.
3. To equip the students with the tools and strategies for effective management.

Unit I	Management: Meaning, Nature, Evolution, Management as Science and Art. Approaches to Management, Functions of Management, Managerial Skills.	4 S
Unit II	Planning: Nature, Types, and Steps. Management by Objectives. Nature and Purpose of Strategies and Policies. SWOT Analysis. Decision Making process and methods.	4 S
Unit III	Organizing: Meaning, Nature, and Purpose. Organizational Structure. Departmentation, Types of Departmentation, Line And Staff Function. Delegation and Decentralization.	4 S
Unit IV	Directing: Human Factors in Managing. Motivation: basic concepts. Content Theories: Theory X and Theory Y, Need Hierarchy Theory, ERG Theory, Needs Achievement Theory, Two Factors Theory, Process Theories: Vroom's Expectancy Theory, Goal Setting Theory, Equity Theory.	5 S
Unit V	Controlling: Meaning and Nature, Process, Types of Control: Feed Forward or Preventive Control, Control of Overall Performance, Requirements for Effective Control.	4 S

TEXT BOOK

Koontz, Harold and Weihrich, Heinz. (2011). *Essentials of Management: An International Perspective*. (8 ed.). New Delhi: Tata McGraw-Hill Publishing Company Ltd.

REFERENCE BOOKS

1. Tripathi, P C and P N Reddy. (2012). *Principles of Management*. (2 ed.). New Delhi: Tata McGraw-Hill Publishing Company Ltd.
2. Bose, Chandra. (2011). *Principles of Management*. (2 ed.). New Delhi: Prentice Hall of India.
3. Moshal, B.S. (2011). *Principles of Management*. (2 ed.). New Delhi: Ane books.

15 PBA 1106 – FUNDAMENTALS OF BUSINESS ORGANIZATIONS AND ENVIRONMENT

14 Sessions: 1 Credit

Course Objectives

1. To help the students understand the fundamentals of society and its institutions.
2. To enable the students to learn about the fundamentals of business.
3. To introduce the students to various forms of business organizations.
4. To familiarize the students with the framework of business environment.

- Unit I** Humans and Society: family, group, community, institutionalization, culture and civilization. (4 S)
- Unit II** Evolution of Business: Concepts of business, commerce and industry. Business Systems. (4 S)
- Unit III** Forms of Organizations: Sole Proprietorship, Partnership, LLP, Companies, HUF and Co-operative Organizations. MSMEs. (4 S)
- Unit IV** Business Environment: Meaning, significance and components. Environment Scanning: internal and external environments, PESTEL. (4 S)
- Unit V** Socioeconomic and Political implications of Liberalization, Privatization, Globalization. Multinational Corporations. (5 S)

REFERENCE BOOKS

1. Sachdeva, Bhushan Vidya. (2013). *Introduction to Sociology*. New Delhi: Kitab Mahal Distributors.
2. Sherlekar, S.A. (2013). *Modern Business Organization Management*. New Delhi: Himalaya Publishing House.
3. Cherunilam, Francis. (2007). *Business Environment - Text & Cases*. (17th ed.). New Delhi: Himalaya Publishing House.

15 PBA 1107 - QUANTITATIVE TECHNIQUES

35 Sessions: 3 Credits

Course Objectives

1. To recall/introduce basic quantitative operations needed for management applications.
2. To help the students apply the quantitative tools to various business situations.
3. To introduce to the students the basic statistical tools and to help them apply to practical situations.
4. To help the students predict values using estimation and regression techniques.
5. To facilitate the students to forecast future situations based on past data and to understand the importance of various indices.

Unit I	Revision of the Basic Concepts: Substitution, Simplification, Formulating Functions: Linear, Quadratic and Cubic. Solving Equations: Linear, Quadratic and Simultaneous. Straight Lines, Slope. Basic Rules of Differentiation and Integration. Matrices: Types and Basic Operations.	7 S
Unit II	Applications of Differentiation: Marginal Cost, Marginal Revenue, Elasticity of Demand, Maximum of Profit and Minimum of Cost. Applications of Integration: Finding Cost from Marginal Cost, Consumer Surplus and Producer Surplus. Applications of Matrices: Inverse of Matrices and Solving Simultaneous Equations Using Matrices.	7 S
Unit III	Measures of Central Tendency and Dispersion. Probability Distributions: Binomial, Poisson and Normal. Quality Control: Control Charts.	7 S
Unit IV	Estimation: Confidence Interval for Mean and Proportion using Large Samples. Confidence Interval for Mean using Small Samples. Correlation, Simple and Multiple Regressions.	7 S
Unit V	Time Series and Forecasting: Trend, Cyclical, Seasonal and Irregular Variations. Index Numbers: Weighted, Un-Weighted, Price, Quantity and Volume Indices.	7 S

TEXT BOOKS

3. Raghavachari, M. (2009). *Mathematics for Management - An Introduction*. New Delhi: Tata McGraw Hill. (Unit I & II).
4. Levin Richard I. et al. (2009). *Statistics for Management*. (7 ed.). New Delhi: Pearson Education. (Unit III, IV & V).

REFERENCE BOOKS

2. Kothari C.R. (2006). *Quantitative Techniques* (3 Revised ed.). New Delhi: Vikas Publishing House.
3. Vohra N.D. (2013). *Business Statistics*. New Delhi: McGraw Hill.
4. Beri G.C. (2006). *Business Statistics*. (2 ed.). New Delhi: Tata McGraw Hill.

15 PBA 1108-ACCOUNTING FOR MANAGERS

42 Sessions: 4 Credits

COURSE OBJECTIVES

1. To help students learn the basic concepts in financial accounting and the preparation of financial statements.
2. To enable students to critically analyze and evaluate the financial statements of a business using financial ratios.
3. To enable students to acquire the skill of ascertaining the cost of a product or service.
4. To facilitate students learn marginal costing techniques.
5. To train students to prepare and analyze functional budgets.

Unit I Financial Accounting: Introduction, Basic accounting concepts and conventions **10 S**
Accounting cycle: journal, ledger, trial balance. Preparation of trading, Profit and loss accounts and balance sheet.

Unit II Financial Statement Analysis: Tools of financial statement analysis. Ratio analysis, **12 S**
Importance, classification, calculation and interpretation of ratios. BSER. Preparation of cash flow and fund flow statements.

Unit III Cost Accounting: Elements of cost, classification of costs, preparation of cost sheet, **6 S**
Introduction to Target Costing and Activity based costing.

Unit IV Marginal Costing: Marginal Costing Vs Absorption Costing, Cost Volume Profit **7S**
analysis, Use of marginal costing in managerial decision making.

Unit V Budgeting and Budgetary Control: Classification of budgets, Flexible Vs fixed **7S**
budget, preparation of cash, production & sales budgets. Zero base budgeting.

TEXT BOOK

Maheswari S.N. and Maheswari S.K (2013). *A Text Book of Accounting for Management*. New Delhi: Vikas Publishing House Pvt. Ltd..

REFERENCE BOOKS

1. Jain S.P and Narang N. K. (2014). *Cost Accounting*. New Delhi: Kalyani Publishers.
2. Khan.M and Jain(2009). *Management Accounting:Text, Problems and Cases*. New Delhi:Tata McGraw Hill.

15 PBA 2109- ORGANIZATIONAL BEHAVIOUR

28 Sessions: 3 Credits

Course Objectives

1. To enable students understand organizational behavior in its broad multi-disciplinary context.
2. To help students understand how individuals and groups act, think, and feel in organizational settings.
3. To enhance the skills in understanding and appreciating interpersonal and group processes.

Unit I	: Organizational Behaviour: Concept, Scope, Importance. Disciplines contributing to OB, Challenges and Opportunities of OB, Basic OB model, behaviour modification.	5 S
Unit II	: Individual Behaviour: Diversity in Organizations. Attitudes and Job Satisfaction. Emotions and Moods.	6 S
Unit III	: Individual Behaviour: Personality and Values. Perception and individual decision making.	6 S
Unit IV	: Group Behaviour: Foundations of Group Behaviour. Understanding Work Teams.	5 S
Unit V	: Group Behaviour: Group Communication, Leadership, Power and Politics, Conflict and Negotiation.	6 S

TEXT BOOK

Robbins, P. Stephen et al. (2013). Organizational Behavior (15 ed.), New Delhi: Pearson Publications.

REFERENCE BOOKS

1. Luthans, Fred. (2013). Organizational Behavior (12 ed.), New Delhi: McGraw-Hill Education India Pvt. Ltd.
2. McShane, Steven and Glinow, Von Mary. (2009). Organizational Behavior (5 ed.), New Delhi: Mc-Graw Hill Publishing Company Ltd.

15 PBA 2110 - FINANCIAL MANAGEMENT

42 Sessions: 4 Credits

Course objectives:

1. To introduce the students the basic concepts in corporate finance.
2. To understand the importance of the concept of cost of capital and teach them to estimate the cost of capital for an organization.
3. To understand the importance of capital budgeting decisions and learn various methods used for evaluating investment proposals.
4. To impart various theories of capital structure and dividend - Decisions on the appropriate source of long term financing.
5. To know the importance of working capital, its various components and estimation.

Unit I	Objectives of financial management, Organization of finance function in a corporate organization, decisions areas in financial management. Time value of money and its applications.	8 S
Unit II	: Cost of Capital and its importance. Factors influencing the cost of capital. Cost of specific sources and weighted average cost of capital	8 S
Unit III	: Capital budgeting decision: Methods of evaluating investments – pay-back period, accounting rate of return, net present value, internal rate of return and profitability index. Considerations in choosing a method	9 S
Unit IV	: Sources of long term capital, capital structure and dividend theories. Leverage and optimal capital structure. EBIT - EPS approach	10 S
Unit V	: Sources of short term funds - Estimating the working capital requirement of a firm. Managing cash and receivables.	7 S

Text book:

Khan M.Y. and Jain P.K. (2014). "Financial Management Text, Problems and Cases" (7ed.)

New Delhi, Tata McGraw Hill Education (India) Private Limited.

Reference Books

1. Chandra Prasanna N. (2010). "Financial Management Theory and Practice" (11ed.) New Delhi, Tata McGraw Hill Education (India) Pvt. Ltd.
2. Pandey I.M. (2010). "Financial Management". (10 ed.). Noida, Vikas Publishing House Pvt. Ltd.

15 PBA 2111 - MARKETING MANAGEMENT

28 Sessions: 3 Credits

Course Objectives

1. To make students understand the basic concepts in marketing.
2. To enable students to understand the dynamics of consumer behavior.
3. To impart to students the skills of designing marketing mix and developing strategies.
4. To create awareness among the students on the emerging trends in marketing.

UNIT I	Core concepts in Marketing, traditional approaches in marketing. Value proposition and value delivery. Marketing environment: Macro and micro. Concepts of market potential and market share.	6 S
UNIT II	Consumer behaviour and the decision making process. Factors affecting buying behavior. Models of consumer behaviour. The Indian consumer and the consumer market of India. S-T-P approach.	6 S
UNIT III	Product: classification, PLC, new product development process. Pricing: Role and importance, objectives and pricing strategies.	6 S
UNIT IV	Distribution channels: Types and levels. Promotion: Advertising, sales promotion, direct marketing and personal selling.	6 S
UNIT V	Recent trends in marketing: Niche marketing, sports marketing, crowd sourcing, viral marketing, content marketing, social media marketing, green marketing and affiliate marketing.	4 S

TEXT BOOK

Ramaswamy V.S. and Namakumari S. (2013). *Marketing Management: Indian Context - Global Perspective*. (5Ed.). New Delhi: McGraw Hill Education (India) Pvt. Ltd..

REFERENCE BOOKS

1. Koshy Abraham et al. (2007). *Marketing Management* (13 Ed.). New Delhi: Pearson Education.
2. Kumar Arun N. and Meenakshi N. (2011). *Marketing Management* (2 Ed.). New Delhi: Vikas Publishing House.

15 PBA 2112 - MANAGERIAL ECONOMICS

42 Sessions: 4 Credits

Course Objectives

1. To make students understand the macro-economic indicators.
2. To make them understand scope and nature of Managerial Economics and its relationship with other functional disciplines.
3. To impart knowledge in demand and supply concepts in a micro-economic framework.
4. To impart to students the basic concepts in production and cost function.
5. To make students knowledgeable about market structures and price determination.

Unit I	Economics: Definition, Utility of Scarce Resources, Micro and Macro economics. Macroeconomics: Concept and Measurement of National Income; Gross Domestic Product, Gross National Product, Personal Disposable Income, Consumption, Savings, Capital Formation and Inflation. Fiscal and Monetary Policies.	9 S
Unit II	Managerial Economics: Definition, Scope and Importance. Economic Principles relevant to Managerial Decisions. Theory and Objectives of firms. Relationship with other functional areas of Management.	8 S
Unit III	Demand: Types, Determinants Demand Function, Law of Demand, Elasticity of Demand, Types of Elasticity, Demand Forecasting Methods. Supply: Law of Supply, Supply Function and its Determinants. Market Equilibrium.	8 S
Unit IV	Production Theory: Types of inputs, Factors influencing Production, Production with one variable input and two variable inputs, Isocost lines, Returns to Scale. Cost concepts: Cost in short run and long run. Revenue: Total, Average and Marginal.	8 S
Unit V	Market Structure: Perfect Competition, Imperfect competition; Monopoly, Monopolistic Competition, Oligopoly. Recent Trends.	9 S

TEXT BOOK

Geetika, P. G. (2013). *Managerial Economics*. New Delhi: Tata Mcgraw Hill Education .

REFERENCE BOOKS

1. Salvatore, D. (2011). *Managerial Economics* . New Delhi: Oxford University Press.
2. Jhingan, M. L. (2014). *Managerial Economics*. New Delhi: Vrinda Publications.

15 PBA 2113 - HUMAN RESOURCE MANAGEMENT

28 Sessions: 3 Credits

COURSE OBJECTIVES

1. To introduce the basic concepts and functions of human resource management.
2. To help students, understand the importance of Human Resource Planning and methods of Job Analysis.
3. To enable the students to understand the process of recruitment, selection and placement.
4. To expose the students to the various methods of training and development.
5. To help the students to learn the various compensation methods.

UNIT I	Human Resource Management: Objectives, Scope, Functions of HRM. Strategic Human Resource Management: Features, Difference between SHRM and HRM. Harvard model of HRM.	5 S
UNIT II	Human Resource Planning: Importance, factors, process. Job Analysis: Job Description, Job Specification. Job Design.	6 S
UNIT III	Recruitment: Features, Sources, Steps. Selection: Process, methods. Interviews: Types. Placement and Induction.	6 S
UNIT IV	Training and development: Needs, Process and Methods. Talent Management. Career Planning and Development.	5 S
UNIT V	Performance Appraisal: Importance, Process, Methods, Compensation: Types of Wages, Pay Structure, Incentive Plans, benefits and services. HR Accounting and HR Audit.	6 S

TEXT BOOK

Durai Pravin F.R. (2013). **Human Resource Management**. (2 Ed.) New Delhi: Pearson Education.

REFERENCE BOOKS

1. Dessler Garry. (2013). **Fundamentals of Human Resource Management. (3 Ed.)**, New Delhi: Prentice Hall.
2. Bernardin, H. John. (2013). **Human Resource Management. (5 Ed.)**, New Delhi: McGraw-Hill Education India Pvt. Ltd.
3. T.V.Rao

15 PBA 2114 - DECISION TOOLS FOR MANAGERS

42 Sessions: 4 Credits

Course Objectives

1. To provide a formal quantitative approach to problem solving.
2. To introduce to the students some commonly used mathematical models.
3. To enable the students to use the mathematical models to solve management problems.
4. To develop students diagnostic and analytical skills for decision making.
5. To develop decision making skills that enable optimum use of the available resources.

UNIT I	Operations Research: Origin, Historical view point and Methodology. Assignment Problem: Balanced and Unbalanced, Hungarian Model for optimal assignment, Maximization Problem. Travelling Salesman Problem. Transportation Problem: Balanced and Unbalanced, Optimum Solutions.	8 S
UNIT II	Linear Programming Problem (LPP): Formulation, General Format, Graphical Solution, Simplex Method, Solution of LPP using software. Decision theory: Decisions under uncertainty, Decisions under Risk, Decision Trees.	9 S
UNIT III	Sequencing Models: Johnson's Algorithm, Two Machines and Three Machine, Two Jobs through M Machines. Replacement Models: without Salvage Value, with Salvage Value and with Time Value of Cash Flows.	8 S
UNIT IV	Inventory: EOQ, With Shortages, With Quantity Discounts, Production Model, EBQ. Queuing Theory: Elements of Queuing System, Operating Characteristics, Classification of Queuing models.	9 S
UNIT V	Game Theory: Saddle Point, Rules of Dominance, Pure and Mixed Strategies. Project Management: CPM and PERT.	8 S

TEXT BOOK

Pai, Prabhakar Pradeep. (2012). *Operations Research – Principles and Practice*. New Delhi: Oxford University Press.

REFERENCE BOOK

Taha Hamdy A. (2006). *Operations Research – An Introduction. (7 Ed)*. New Delhi: Pearson / Prentice Hall.

15 PBA 2115 – EXECUTIVE COMMUNICATION

28 Sessions: 3 Credits

Course Objectives

1. To make the students understand the importance of executive communication.
2. To enable students acquire the skills required for communicating effectively in professional situations.
3. To help students understand the nuances of public speaking and deliver speeches confidently and fluently.
4. To train students to communicate efficiently by integrating technology.

UNIT I	Meaning, importance, objectives, Models of communication, process of communication, barriers of communication, communication network in an organization.	5S
UNIT II	Methods of speaking, patterns of speech, types of speeches, telephonic skills.	6 S
UNIT III	Business letters: principles, kinds, components, strategies for good business letters. Writing memos, minutes, business reports (purpose & types), agenda.	6 S
UNIT IV	Group discussions: guidelines and methodology. Interview skills, managing meetings and conferences.	6 S
UNIT V	Technology enabled business communication, designing and delivering oral & online presentations, e-mail writing.	5 S

TEXT BOOKS

1. Raman Meenakshi and Singh Prakash. (2012). *Business Communication*. New Delhi: Oxford University Press.
2. Bovee L Courtland, Thill V John and Chaturvedi Mukesh. (2009). *Business Communication Today*. New Delhi: Dorling Kindersley (India) Pvt. Ltd

REFERENCE BOOKS

3. Kumar, Sanjay & Pushplata. (2011). *Communication Skills*. (1 ed). New Delhi: Oxford University Press.
4. Pal Rajendra & Korlahalli J. S. (2007). *Essentials of Business Communication*. (10 Revised ed.) New Delhi: Sultan Chand & Sons.

15 PBA 2116 - BUSINESS INFORMATION SYSTEMS

28 Sessions: 3 Credits

Course Objectives

1. To understand the need of information system in business.
2. To introduce the various functional business information systems.
3. To impart the key concepts in E-Commerce and its implication in business.
4. To create awareness on security systems and their challenges.

UNIT I	: Information systems in Business, Data Resource Management: Trends, Types, Virtual company, Knowledge creating company, E- Commerce and payment processes, Applications and issues	6 S
UNIT II	: Functional business systems, Enterprise Business systems : Enterprise collaboration systems, Marketing information systems, computer integrated manufacturing, HRIS , On line Accounting systems, Financial Management Systems , CRM , ERP,SCM	8 S
UNIT III	: DSS : EIS, Enterprise portals, KMS, AI Technologies in Business, Expert system- Developing ES, Neural networks, Fuzzy logic systems, Genetic Algorithms and Intelligent Agents.	6S
UNIT IV	: System Development Processes: Planning, Models, Life Cycle: System analysis, Design, Coding, Testing, Implementing and Evaluation.	4 S
UNIT V	: Security Systems: Security measurement, Tools of security management, Ethical challenges.	4 S

TEXT BOOK

O' Brien A. James et.al.(2010), Management Information Systems, Tata McGraw Hill Education Pvt. Eleventh Edition, New Delhi.

REFERENCE BOOKS

1. Laudon and Laudon (2006), Management Information System, Prentice Hall of India Private Limited – Ninth Edition, New Delhi.
2. Jaiswal Mahadeo, Mital Monika (2010), Management Information Systems, Oxford University Press, New Delhi.

SEMESTER - III

15PBA3118 - STRATEGIC MANAGEMENT

Course Objectives

40 Sessions / 4 Credits

1. To impart to the students the basic concepts of Strategic Management process.
2. To make them learn how firms formulate, implement and evaluate corporate business strategies.
3. To equip the students with the tools to analyze the industry.

Unit I	Introduction to Strategic Management - Strategic management process - Corporate, business and functional level strategies - Intended and emergent strategies - Strategic planning in practice - strategy in action.	7
Unit II	External analysis - Industry analysis - Porter's Five Force Model - sixth force - Industry life cycle analysis - strategic groups in the industry - Macro forces influencing industry - Internal Analysis - Distinctive Competencies and Competitive Advantage - The value chain - Analyzing competitive advantage and profitability -sustaining competitive Advantage.	9
Unit III	Building competitive advantage through Functional level strategy - achieving superior efficiency - economies of scale - Learning effects - Experience curve - Efficiency in operations - Flexible manufacturing system - Mass customization - Marketing efficiency - R & D strategy and efficiency - achieving superior innovation and customer responsiveness - Bench Marking	8
Unit IV	Corporate Strategy - - Building competitive advantage through Business level strategy- Portfolio analysis: BCG matrix- GE matrix Parenting Fit matrix - McKinsey 7s frame work a Horizontal and vertical integrations - Red Ocean and Blue Ocean strategies- strategic outsourcing - Diversification - Acquisition - Restructuring - New ventures - Strategies in global environment - location economics - transferring distinctive competencies - Modes of entry - Global strategic alliance - Inter Firm Comparisons.	9
Unit V	Formulating, implementing and evaluating strategies - Implementing strategy in companies that compete in a single industry, across industries - Balanced Score Card - Case studies for functional, business, corporate and global strategies.	7

Methodology

1st unit will introduce students to the basic concepts of strategic management. They will be given a case study relating to strategic leadership.

In the 2nd unit the student will be taught about external and internal analysis of a particular company. At the end, the students will be asked to draw a value chain relating to any industry of their choice.

The 3rd unit will talk about the various functions of business. Here the student will be given a case study relating to functional strategy.

The 4th unit talks about the various matrices in business and corporate strategy. Here the student will be asked to give a seminar relating to the various matrices.

The 5th unit talks about strategic implementation. Here a student is asked to write a case study of his own. A snap test also will be conducted based on the five units.

Evaluation

Unit1-The student will be assessed based on the presentation of the case study on Strategic Leadership.

Unit2-The student will be valued based on the explanation given on the value chain drawn by him on a chart. This is a group exercise.

Unit3- The student will be assessed based on the presentation of the case study on Functional strategy.

Unit4- Team assessment on presentation on various matrices.

Unit5-The student will be assessed based on his written case study.

Text Book

1. Hill, Charles W.L. and Jones, Gareth R. (2012). *Strategic Management - An Integrated Approach. (6 ed.)*. New Delhi: South Western.

Reference Books

1. Wheelen, Thomas L. (2011). *Strategic Management and Business Policy*. New Delhi: Pearson Education.
2. Kazmi Azhar. (2008). *Strategic Management and Business Policy. (3 ed.)*. New Delhi: Tata Mc-Graw Hill.

15PBA3119 – RESEARCH METHODOLOGY

Course Objectives

30 Sessions / 3 Credits

1. To understand the concepts and processes of research in a business environment.
2. To understand the concept of measurability in research.
3. To help students understand the techniques of research.

Unit	I	Introduction to Research, Definitions, Nature, Scope, Significance, Scientific Method, Research Process, Research Designs: Exploratory, Descriptive and Experimental.	6
Unit	II	Review of Literature, problem formulation, Concepts, Variables – Hypotheses – Measurement: types of scales.	6
Unit	III	Qualitative and Quantitative Studies, Data Collection Methods, Observation, Focus Group Discussions, In-depth Interviews, Case Study.	7
Unit	IV	Principles of constructing measurement scales, Sampling Design, Methods of Sampling.	6
Unit	V	Report Preparation: Types and Layout of Research Report, Techniques of writing a research report, Precautions in Preparing the Research Report, Guidelines for effective documentation, Reference and Citation.	5

Methodology

The students pursue their research project along with this course. They learn the concepts, process and tools of research and simultaneously take the corresponding part of their research. Their project guides will help them to have clarity and apply their learning in their project.

Evaluation

A test will be conducted on first unit to test the students' understanding of the research concepts. Submission of research problem, objectives, variables and hypotheses related to their major project.

A Test will be conducted on Unit – III.

The students need to prepare a Questionnaire for their study which will be evaluated by their guides. The students using secondary data must do a pilot analysis.

Text Book

1. Kumar, Ranjit. (2014). *Research Methodology – A step-by-step guide for beginners. (4 ed.)*. New Delhi: SAGE Publications India Pvt. Ltd.

Reference Books

1. Cooper, Donald R. and Chindler, Pamela S. (2013). *Business Research Methods. (12 ed.)*. New Delhi. Mc-Graw Hill Education.
2. Chawla Deepak and Sondhi Neena. (2011). *Research Methodology, Concepts and Cases. (1 ed.)*. New Delhi: Vikas Publishing House Pvt. Ltd.

15PBA3120 – DATA ANALYSIS - SPSS

Course Objectives

16 Sessions / 1 Credit

1. To enable students to understand statistical tools and the features of SPSS.
2. To help students to do data analysis using SPSS from start to finish on their own.

Module 1: (Day 1)

Manual data analysis including cleaning and entering data in master sheet and excel sheet.

Module 2: (Day 2)

Introduction to SPSS – Preparation of SPSS data file, cleaning of data and processing of data.

Module 3: (Day 3 & 4)

Chi square Test: Test of Independence, 2x2 Cross tabulation, Layered cross tab, Goodness of fit.

Linear Correlation and Regression: Pearson Correlation, Spearman Correlation, Kendall Tau B, Scatter Plots, Partial correlation, Linear Regression.

Advanced Analysis: Factor Analysis, Reliability Analysis, Cronbach Alpha.

Methodology

The course will be conducted by a statistician well versed in SPSS. He/she will train the students practically with the actual data that they have collected for their project. The students will be able to feed their data into SPSS and take output using relevant statistical tools.

Evaluation

The ability of the students to input, analyse and interpret the data will be assessed based on their data analysis and interpretation report.

Reference Book

1. IBM SPSS Statistics 22 Core System: User's Guide

15PBA3121 - ENTREPRENEURSHIP AND PROJECT PLANNING

Course Objectives

10 Sessions / 1 Credit

1. To prepare the students for an Entrepreneurial initiatives.
2. To build the capacities of the students in various functional areas
3. To familiarize them with the government and other institutions for entrepreneurial initiatives.
4. To equip them with skills in project management, budgeting and control systems.

Module	I	Successful Model of Entrepreneurs
Module	II	Feasibility Analysis
Module	III	Market Analysis
Module	IV	Technical Analysis
Module	V	Financial Analysis

Methodology

Three days Workshop by experts

Evaluation

Criteria	Marks
Case study	50
Business plan presentation	50
Total	100

Reference Books

1. Leon Alex.(2014), *Enterprise Resource Planning*, ,(3 ed.). Tata Mc Graw Hill.
2. Shainesh, et al.(2010),*Customer Relational Management*, Macmillan Publisher India Limited.
3. Chopra Sunil and Meindl Peter, *Supply Chain Management – Strategy, Planning & Operation*, (5 ed.). PHI, 2007

15PBA 3122 - BUSINESS ANALYTICS

12 Sessions / 1 Credit

Course Objectives

1. To make students understand basics of analytics in the business world
2. To develop an interest in the area of analytics
3. To prepare them to pursue analytics in functional area.

Module	I	Data Driven Strategies :The nature of emerging business environment- Data as a strategic asset- analytical competition- Modeling , Data-Driven Strategies- analytics and business performance.	4
Module	II	KPI : Concept of KPIs - development of different KPIs for different industries.	4
Module	III	BI and BA : Business Intelligence —Support Model – Evolution of BI- Architecture of BI - Industry trends in analytics- with BI - BI tools - Analytics for Finance, Marketing, Human Resource, Operations.	4

Methodology

The students are introduced to the basic concepts and process of data driven strategy through classroom presentations, reading materials and interaction. A business analyst from the industry with hands on experience will introduce the practical aspects of business analysis and business intelligence.

Evaluation

Test on the basic concepts	30
Identifying the KPIs of different businesses	35
Identifying the tools and their special features	35
	100

Reference Books

1. David Roi Hardoon and GalitShmueli. (2013). *Getting Started with Business Analytics*, Florida: CRC Press .
2. Turban Efrain, et.al.(2014). *Business Intelligence – A Managerial Approach. (2 ed.)* New Jersey: Pearson Education.

15PBA3123- LEGAL ASPECTS OF BUSINESS

Course Objectives

10 Sessions / 1 Credit

1. To enable the students to understand the importance of legal aspects of business.
2. To familiarise them with the provisions of the various Acts related to business.

Module	I	The Contract Act, 1872: Nature and classification of contracts - Essential elements of valid contracts - Offer and acceptance - performance and discharge of contract - Breach of contract	2
Module	II	Sale of Goods Act 1930 - contract for sale of goods - Meaning - sale of goods and agreement to sell - Terms of Sale - Essentials of a contract of sale - formalities of a contract of sale	2
Module	III	The Negotiable Instruments Act 1881 - Negotiable instruments - meaning, characteristics types of parties - holder and holder in due course - negotiation and types of endorsements - dishonour of negotiable instruments	2
Module	IV	The Companies Act 2013 – Companies - Roles and responsibilities- Investments - Financial statements - Audit and auditors	2
Module	V	The Companies Act 2013 – Regulators - Mergers and acquisitions - Corporate social responsibility - Insider trading and prohibition on forward dealings.	2

Methodology

- I. The basic knowledge and concepts related to Contract Act 1872 will be dealt in classroom presentations. Each aspects of an act will be discussed with case studies.
- II. The basic knowledge and concepts related to Sale of Goods Act 1930 will be discussed in the classroom.
- III. Students will be asked to collect details from banks related to Negotiable Instruments and make presentation in the class as seminar.
- IV. The basic knowledge and concepts related to The Companies Act 2013 will be presented in the class. Appropriate case studies will be discussed.
- V. Pre and post M&A impact will be analyzed using real world data from the Indian industries.

Evaluation

Test: 50 marks

Case Study : 50 Marks

Total – 100 marks

Text Book

1. N.D.Kapoor. (2014), *Elements of Mercantile Law*. New Delhi: Sultan Chand & Sons.

Reference Book

1. *Companies Act.-2013: Key highlights and analysis*. PwC India.

SEMESTER IV

15PBA 4125 - INTERNATIONAL BUSINESS

Course Objectives

30 Sessions / 3 Credits

1. To introduce the students to the concepts, theories and approaches of International business.
2. To make them learn how Multi National Corporations organize and strategise business.
3. To familiarize the students with the process of global business and practical steps involved in international business.

Unit I	Environmental Frameworks: Political, Economic, Social, Cultural, Legal and Technological - Globalization: reasons, drivers and restraining forces. Approaches to international Business.	6
Unit II	International Trade Theories: Mercantilism, Theory of Absolute Advantage, Theory of Comparative Advantage, Heckshler-Ohlin, The Leontief's Paradox, Product life cycle theory, Porter's diamond model- Purchase Power Parity.	6
Unit III	Origin and Importance of International Organizations: GATT/WTO/IMF/WORLD BANK/UNCTAD, IPR, TRIPS, TRIMS, Tariff and Non-tariff Barriers, Economic integration: Reasons, Levels of integration, Trade Blocks, Economic alliances - NAFTA, EU, ASEAN, SAARC, Rise of new economies: BRICS, India and China.	6
Unit IV	Country Selection Operations: Country evaluation and selection, choosing production, marketing and geographic strategies, country comparison tools, final country selection, Market Entry Strategy. Multi National Corporations; organization, design and structures.	6
Unit V	Indian Export: Export Scenario, Import-Export Policy, EPZ, Export Documentation and Procedure, Global sourcing and its impact on Indian Industry, India's competitive advantage in industries like IT, Textiles, Gems & Jewellery - Potentials and threats.	6

Methodology

The 1st unit introduces the student to the need, importance of international business. An assignment is given which makes the student understand the different environmental frameworks. A case study is also given relating to globalization.

The students will be taught with the help of lecture method on the various trade theories.

The Students are introduced to the different international bodies. They are asked to submit a scrap book consisting of the latest news relating to the various international bodies.

The 4th unit talks about various ways through which a country is selected for international expansion. Students will be asked to give a seminar on the various entry strategies.

The 5th unit will be taught by an expert having a knowledge of EXIM Policy. Further the students will be asked to watch the Union Budget for the current year and submit an assignment relating to International Business.

Evaluation

1. The students will be assessed through a seminar on different environmental frameworks.
2. The students will be assessed through a snap test on the various international trade theories.
3. The students will be assessed based on their scrap book which is a group work. Assessing of the book will be based on the presentation of the group to the class.
4. The students will be given different businesses and asked to do a role play based on country selection strategies. Further the student will be assessed through a seminar on different entry strategy.
5. The students will be assessed through a written assignment.

Text Book

1. Gupta.S.C. (2010). *International Business Management*. New Delhi: Ane Books Pvt. Ltd.

Reference Books

1. Rugman, Allan M. and Hodgettes, Richard M. (2004). *International Business (3 ed.)*. New Delhi : Pearson Education.
2. Cherunilam, Francis. (2004). *International Business (3 ed.)*. New Delhi: Eastern Economy Edition.
3. Daniels, John et al. (2010). *International Business: Environment and Operations (13 ed.)*. New Delhi: Pearson Education.
4. Hill, Charles. (2004). *International Business (4 ed.)*. New Delhi: Tata McGraw Hill

15PBA4126 - BUSINESS ETHICS

Course Objectives

30 Sessions / 3 Credits

Students will be able to

1. Describe the major ethical theories and approaches to business ethics
2. Explain ethical issues related to production, marketing, finance and HR
3. Intelligently apply ethical theories to real-life situations
4. Analyse critically the moral issues of business and professional life and propose a solution
5. Clarify and articulate one's own values
6. Prepare oneself to meet the special moral challenges of corporate life

Unit	I	Business Context, Globalization and increasing role of business, Emerging Business ethical issues Concept of Business Ethics	5
Unit	II	Ethical Theories and Approaches; Utilitarianism, Relativism, Kant's Deontology, Virtue Ethics.	7
Unit	III	Moral development and Ethical decision making, Factors influencing ethical decision making in organizations.	5
Unit	IV	CSR: Meaning, importance, Scope, evolution, , business case for CSR, Shareholder approach, Stakeholder approaches Human Rights-UDHR, ILO Labour standards, Caux Principles	8
Unit	V	Workplace ethics: Employee Rights, diversity, discrimination Ethics in market place, finance and accounting, ICT Ethics in Production and Operations, Environmental ethics	10

Methodology

The students will be given learning assignment prior to the sessions. The students basically follow the text book prescribed and the reading materials given at the beginning of the course. The sessions will only clarify the concepts and focus on case studies related to the basic ethical approaches and theories.

The students discuss a case related to moral development and apply the stages of moral development in a contemporary case to be given. After the classroom presentations on CSR framework, the students analyse the multiple stakeholders of business through a case study and present how the stakeholders are related or impacted by the business.

Students are introduced to the ethics in functional areas through classroom discussion, films(The Corporation, Wal-Mart: The High Cost of Low Price, satyamevjayate.in Dignity For All) and cases.

Evaluation

Test on the basic concepts of ethics and ethical theories	10
Case analysis on the cases related to ethical theories	10
Identifying ethical or unethical practices in any enterprise and relating to the ethical standards	15
Film Review and application of ethical standards on unethical behavior of corporations	15
Classroom interactions	10
End Semester	40
Total	100

Text Book

1. Velasquez, Manuel G. (2011). *Business Ethics-Concepts and Cases. (6ed)*. New Delhi: Prentice Hall of India (P) Ltd.

Reference Books

1. Ferrell O.C.and Fredrich John Paqul.(2005). *Business Ethics (6ed.)* New Delhi: Biztantra Publications.
2. Albuquerque, Daniel. (2013). *Business Ethics. (5 ed.)*. New Delhi: Oxford University Press.

15PBA 4127 - FUNCTIONAL BUSINESS SYSTEMS

Course Objectives

12 Sessions / 1 Credit

1. To help students understand the importance and concept of functional business systems
2. To make them understand the operations and life cycle of functional systems

Module	I	CRM: Concepts - Tools for CRM - CRM strategies and implementation	4
Module	II	ERP: Basics of ERP- vendors and modules -ERP project formulation, selection - ERP implementation life cycle, Integration with ERP business system and other reporting systems.	4
Module	III	SCM: Concepts, SCM framework, Managing global SCM-SCM products and vendors- SCM selection and implementation. Integration of CRM, SCM and ERP with internet technology.	4

Methodology

1. Classroom presentations will help them understand the life cycle of each functional system
2. An Industry expert will teach the practical usage of each functional system with a hand on experience.
3. Practical exposure will be given to the students by taking them directly to an organization to understand the various functional systems.

Evaluation

Test on the basic concepts	20
Practical examinations on each functional systems	40
Report on practical exposure	40
Total	100

15PBA 4128 ENVIRONMENTAL MANAGEMENT

Course Objectives

10 sessions / 1 credit

1. To understand the concept and importance of protecting the environment – natural resources usage such as soil, water, minerals and energy resources - the importance of sustainable management for a better future.
2. To get a fair idea of the various environmental legislations that are in vogue in India and how to do an Environmental Impact Assessment (EIA) before commissioning an industrial project.

Course Content

The course will enable the students to have a realistic idea about environment and its interaction with human lives. The need for sustained development is highlighted throughout the course as the student familiarises with the ecosystems concepts, environmental laws such as The Environment (Protection) Act, 1986, The Environment (Protection) Rules, 1986, Hazardous Wastes (Management and Handling) Rules, 1989, Manufacture, Storage and Import of Hazardous Chemical Rules, 1989 and also laws relating air and water pollution. The course will briefly introduce the students to Environmental Impact Assessment, steps in EIA, indicators of EIA and the environmental clearance procedure in India.

Methodology

The course will be for ten sessions (one and half hour each). Inputs to the students will be through Lectures, Discussions, Videos and Case discussion.

Evaluation

The evaluation will be based on an environmental impact assessment model prepared by the students immediately after the end of the course.

Reference Books

1. Ramachandra T. V. & Vijay Kulkarni (2009), Environmental Management. New Delhi: The Energy and Resources Institute (TERI).
2. Banerjee Bhabatosh, (2009), Corporate Environmental Management: A Study With Reference to India. New Delhi: Prentice Hall India.
3. Sahasranaman. P. B. (2012), Handbook of Environmental Law. New Delhi: Oxford University Press (2nd edition).
4. Nandimath. O.V. (2008), Handbook of Environmental Decision Making in India: An EIA Model (Handbooks Series): Oxford University Press.

15PBA 4129 - TOTAL QUALITY MANAGEMENT

Course Objectives

10 Sessions/ 1 Credit

1. To urge the students to realize the importance of maintaining quality
2. To help the students to learn the various aspects of TQM

Module I	Quality-Meaning-Need-Importance-Benefits	2
Module II	Quality control measures-Deming's principles	2
Module III	TQM –Customer focused-Continuous improvement-Fact based decision making-Employee empowerment-Total involvement-organizational culture-Leadership and commitment	2
Module IV	Key-elements-Ethics-Integrity-Trust-Training-Teamwork-Recognition-Communication-PDCA cycle-EFQM	2
Module V	Roadmap for TQM-Criticism of TQM	2

Methodology

A preliminary discussion is held preparing the students. An external expert will be requested to give the necessary input.

Evaluation

One test with multiple choice questions

Materials to be prepared as softcopy on the advice of external expert

Reference Books

1. Besterfield,Dale H. (2011)*Total Quality Management* New Delhi :Pearson Power.
2. Evans,James R. (2014)*Total Quality Management, Organization and strategy (4 ed.)*.New Delhi: Thomson learning Ltd.

SPECIALIZATION

FINANCE

15PBA3311 – MANAGEMENT OF FINANCIAL SERVICES

Course Objectives

40 Sessions / 4 Credits

To create an awareness and interest among the students about the growing importance of the financial services industry in India and the major players in it.

1. To enable the students to learn about the important financial services.
2. To equip them with the skills required by the financial services industry.

Unit I	Introduction - An Overview of Indian Financial System - Non Banking Financial Companies - Merchant banking - Functions - SEBI guidelines - Recent developments and future challenges	8
Unit II	Mergers and Acquisitions – Credit Syndication – Credit Rating – Business Valuation.	8
Unit III	Equipment Leasing - Types - Accounting for leases - Estimation of lease rent –Financial evaluation of Leases - Lessor and lessee perspective - Leasing Vs Hire purchase	8
Unit IV	Credit Syndication - Credit Rating - Meaning, Importance, limitations, process and major credit rating agencies in India	8
Unit V	Consumer Credit – Credit Cards — Securitization and reverse mortgage loans, Bills Discounting – Factoring and Forfaiting – Venture Capital.	8

Methodology

Case study

Non banking financial companies – Any two companies to be taken and analysis is to be done on prospective and future challenges of these companies.

Venture capital in India –cases to be taken for study and the process of venture capital to be analysed.

Problem solving

Any one case of latest Mergers and Acquisitions will be analysed to find out the impact of M&A. Decision on whether to go for leasing or purchase regarding an asset/project (team assignment)

Group Discussion

1. Merchant Banking—Recent IPO to be taken for discussion.
2. Consumer credits available in India.

Field visit

Banks/Non-banking financial institutions

Video conferencing on venture capital from experts/ practitioners.

Evaluation

- Test will be conducted to assess the concept clarity.
- Two objective type tests to be conducted to test the understanding of the concepts.
- Group Seminar to be conducted to measure the level of awareness of the students regarding the latest development in the field of financial services.
- Case Study Analysis in venture capital.
- Problem solving in Mergers and Acquisitions.

Text Books

1. Khan, M.Y.(2015). *Financial Services. (7 ed.)*. New Delhi : Tata McGraw – Hill. (Unit I,II&III)
2. Gurusamy S.(2009). *Merchant Banking and Financial Services. (3 ed.)*. New Delhi : Tata McGraw – Hill.(Units IV & V)

Reference Books

1. Verma, J.C.(2001). *A Manual of Merchant Banking*. New Delhi: Bharath Publishing House.
2. Machiraju. (2015). *Indian Financial System.(4 ed.)*. New Delhi : Vikas Publishing House

15PBA3312- INVESTMENT ANALYSIS & PORTFOLIO MANAGEMENT

Course Objectives

40 Sessions / 4 Credits

1. To know the various investment avenues in financial assets with specific attention to the returns and risk associated with investing in securities
2. To provide insight into various analytical techniques used in evaluation of investment opportunities.
3. To understand concepts related to the portfolio of securities, diversification and management.

Unit I Investment Setting

Investment, Speculation, Securities, Investment Information, Investment Alternatives, Security Contract Regulation Act, Investor Protection. SEBI Investor Awareness Website.

8

Unit II Overview of Capital Market

New Issue Market, Secondary Market, Listing of Securities, BSE, NSE, OCTEL, Stock Market Indices, Securities and Exchange Board of India - Fund Raising through Overseas Market. International Stock Market Indices

8

Unit III Fundamental Analysis

Economic Analysis: Forecasting Techniques, Industry Analysis: Industry Classification, Industry life cycle. Company Analysis: Measuring Earnings, Forecasting Earnings, Graham and Dodd investor ratio
Financial Analysis of companies using various techniques.

8

Unit IV Technical Analysis

Fundamental Analysis Vs Technical Analysis, Charting Methods, Market Indicators, Trend, Trend Reversals, Patterns, Moving Average, Exponential Moving Average, Oscillators, ROC, MACD, RSI, Stochastic Oscillator
Practical Application of Technical Analysis using Spreadsheet.

7

Unit V Portfolio Management

Portfolio Theory, Portfolio Construction, Performance Evaluation, Portfolio Revision, Efficient Frontier construction in Spreadsheet

9

Methodology

- VI. The basic knowledge and concepts will be emphasized in this unit using lecture method, PPT and administrating case lets in the area of investments and speculation. The students will be asked to collect various investment alternatives available in Indian capital market and they will be making the presentation in the class. SEBI website investor.sebi.gov.in will be viewed and various investment protection measures will be discussed.

- VII. NIM, Secondary Market concepts will be discussed and analyzed with help PPT and by administering case lets. All the students will be asked to view the various icons in bseindia.com and nseindia.com and assignment will be submitted by them related to the various aspects of BSE and NSE indices calculation using Excel. SEBI website will be viewed and the inputs from the website will be discussed in the class using PPT.
- VIII. Each student will make a presentation on each industry from the information collected from the website of Ministry of Industry. Student presentation for selected companies and analysis of their financial performance.
- IX. Excel will be used to prepare various technical indicators. Practical test will be conducted.
- X. Portfolio theory presentation in PPT. Portfolio construction, evaluation using Excel. Efficient Frontier construction in Spreadsheet

Evaluation

- I Objective test
 - II Assignment related to functioning of BSE,NSE and SEBI
 - III Individual Seminar on Company Analysis
 - IV Virtual Trading using NSE Paathshala in www.nseindia.com
Practical test
 - Calculation and graphical presentation of Moving average, Exponential Moving average, ROC, MACD, RSI, Stochastic Oscillator using live secondary data from stock exchange website.
 - V Practical test
 - Calculation of expected return, standard deviation, coefficient of correlation, beta value of portfolio.
 - Efficient frontier construction
 - Optimal portfolio construction using Sharpe model
- End Semester

Note: Theory: 75 (50 marks theory + 25 marks problems), Practical test: 25 marks for semester examination.

Exercises for semester Practical Test

- Calculation and graphical presentation
 - Moving average,
 - Exponential Moving average,
 - ROC,
 - MACD,
 - RSI,
 - Stochastic Oscillator

- Calculation of expected return, standard deviation, coefficient of correlation, beta value of portfolio.
- Efficient frontier construction
- Optimal portfolio construction using Sharpe model

Text Book

1. Chandra, Prasanna (2012). *Investment Analysis & Portfolio Management*. New Delhi: McGraw Hill Education.

Reference Books

1. Fischer, E Donald and Jordan, J Ronald. (2009). *Security Analysis and Portfolio Management*. New Delhi: Pearson Education India.
2. Kevin,S.(2015). *Security Analysis and Portfolio Management*. New Delhi: PHI Learning Pvt. Ltd.
3. Bhalla, V.K. (2008). *Investment Management*. New Delhi: S.Chand Ltd.

15PBA3313A-CAPITAL MARKET OPERATIONS

Course Objectives

10 Sessions / 1 Credit

This course aims at giving a comprehensive understanding of stock market operations in terms of structure, trading and settlement procedures, instruments, and related components and emerging challenges.

Module I An overview of Indian Securities Market, Meaning, Functions, Intermediarie.

Module II Role of Primary Market —New Issues Market IPO's
Meaning, Nature, Functions of Secondary Market

Module II Indian Stock Exchanges: BSE,NSE – De-mat settlement – Physical settlement
—Funds settlement

Module IV Listing of Securities: Meaning – Merits and Demerit

Module V NSE indices – S&P, CNX, Nifty – Scrip selection criteria

Methodology

Three day Workshop by experts from financial institutions.

Evaluation

Criteria	Marks
Objective test (50 questions)	25
Virtual trading by stock broking firm's experts	75
Total	100

15PBA3313B - FINANCIAL RISK ANALYTICS

10 Sessions / 1 Credit

Course Objectives

1. To identify the different risks involved in Finance management.
2. To understand and solve the different risks pertaining to stock market and its instruments.

Module 1	Nature of Risk Source of Risk Need for risk management,	2
Module 2	Risk Management approaches. Risk Classification- credit risk, market risk, operational risk and other risk Measurement of Risk – credit risk market risk interest rate risk, operational risk	4
Module 3	Asset liability management Risk management- credit risk, operational risk, market risk, Tools for risk management – Derivatives, combinations of derivative instruments, swaps	4

Methodology

- Three days Workshop by experts

Course Methodology

The course will be for three days of ten sessions. The nature, source and need of risk management will be discussed in two sessions using PPT and problem solving. The risk management approaches will be dealt with Excel and risk optimisation tools in two sessions and risk classification and measurements will be dealt in two sessions. Asset liability management, tools of risk management using excel and risk optimisation tools for four sessions.

Evaluation

Criteria	Marks
Objective test (50 questions)	25
Practical test	75
<ul style="list-style-type: none">• Risk optimisation• Risk measurements• Tools of risk management using excel	
Total	100

Text Book

1. Hull, C. John (2012). *Risk Management and Financial Institutions*, New Delhi: Pearson Prentice Hall

Reference Books

1. Dun & Bradstreet. (2006). *Financial Risk Management*, New Delhi: Tata McGraw Hill Ltd.
2. Damodaran, Aswath (2008). *Strategic Risk Taking: A Framework for Risk Management*, New Delhi: Pearson Prentice Hall.

15PBA3313C - INSURANCE AND RISK MANAGEMENT

10 Sessions / 1 Credit

Course Objectives

1. To develop an understanding of what risk is, how it can be measured and transferred.
2. To familiarize students with insurance business and its environment in India.

Module I Understanding Risk, Risk aversion and demand for insurance

Module II Products liability, Directors and Officers liability-Issues in liability risk and management.

Module III Kinds of insurance, Reinsurance

Module IV Insurance Regulatory and Development Authority (IRDA)

Module V Govt. Policy on insurance sector

Methodology

Three Days Workshop by experts

Evaluation

Criteria	Marks
Objective test (50 questions)	50
Case Study Analysis	50
Total	100

Reference Book

1. Dorfman, S. Mark . and David A. Cather (2012). *Introduction to Risk Management and Insurance* (10 ed.). New Delhi: Printice Hall

15PBA4314-DERIVATIVES MANAGEMENT

40 Sessions/ 4Credits

Course Objectives

1. To introduce the concepts of various derivative instruments used in the financial and commodity markets.
2. To provide the knowledge of managing investment risks by using suitable derivative instruments.
3. To make the students understand the procedures and systems being followed in derivative markets.

Unit	I	Financial Derivatives - Definition - Types-Different classification of traders - Indian Derivatives Market - Futures contract - Specifications - Daily settlement and margins - Delivery - Types of orders Forward vs. futures contracts.	8
Unit	II	Hedging strategies using futures - short and long hedges - Basis risk - cross hedging - stock Index futures - Forward price in an investment asset - valuing forward contracts - Futures Prices of Stock Indices - Currencies - Commodities - Convenience yield - Cost of carry.	8
Unit	III	Swaps - advantages and disadvantages interest rate swaps - currency swaps credit risk - Types of Swaps - options - call and put - Mechanics of options trading.	8
Unit	IV	Factors affecting option prices - upper and lower bounds - Put-Call Parity - effect on dividends - spreads - Bull - Bear - Box - Butterfly - calendar-Diagonal combinations.	8
Unit	V	Estimating option prices- Binomial methods – One step and Two steps. Black-Scholes pricing formula for options on stocks, stock indices and currencies- Exotic options	8

Methodology

Concepts are introduced through lectures. Problems are worked out to make the students understand the concepts. Students are expected to go for virtual trading to apply and to understand the methodology of trading in derivatives.

Evaluation

Short tests	20Marks
Maintaining margin a/c with real data	10 marks
Snapshot case discussion in groups	10 marks
Problem solving	10 marks
Collecting current information from newspapers	10 marks
End semester test	40 marks

Text Book

1. Hull C. John , Basu.(2013). *Options Futures and other Derivatives*, (8 ed.). New Delhi: Pearson Education.

Reference Books

1. Gupta S.L. (2008). *Financial Derivatives: Theory, Concepts and Problems*. New Delhi:PHI.
2. Strong A. Robert. (2006). *Derivatives: An Introduction* South Western: Thomson.

15PBA4315 - INTERNATIONAL FINANCIAL MANAGEMENT

40 Sessions/ 4 Credits

Course Objectives

1. To instill the skills of documenting foreign trade.
2. To understand the sources of finance and incentives for Indian exporters.
3. To learn the financial aspects of Multinational Companies.

Unit I	International Finance v/s Domestic Finance - Recent Trends - International Monetary System - IMF - Classical gold standards - Bretton wood systems - fixed and flexible exchange rates, Balance of payment -components of Balance of payments.	8
Unit II	Foreign Exchange Market - Spot Market and forward market exchange rate determination -Factors influencing foreign exchange markets - Exchange Rate Theories - Purchase Power Parity - Interest Rate Parity - International Fisher Effect, Management of transaction, translation, economic exposure. Forecasting Exchange Rates - Efficient Market Approach - Fundamental Approach - Technical Approach.	8
Unit III	Multinational Cash Management, Accounts Receivable Management, Inventory, Short Term Financing.	8
Unit IV	International capital budgeting - NPV -APV- Issues in Foreign Investment Analysis - Country risk Management.	8
Unit V	INCO Terms - Export Trade Documents- Letters of Credit - Bill of lading, commercial invoice, Insurance Certificate, Consular Invoice - Export Declaration Forms, FEMA. Government Organizations Promoting Exports - Import Licensing - Export Incentives - Marketing Assistance - Advance License - Export Promotion.	8

Methodology

1. Video Presentation on financial crisis. This will give an idea about the inter linkage between domestic financial system and international financial system.
2. Presenting Current Indian Balance of Payment to learn the concept of trade deficit, current account balance, capital account balance and official reserve.
3. Case Study related to risk management of transaction exposure related to Lufthansa Corporation Ltd. and Boeing Corporation Ltd.,
4. Presentation through Financial Modeling of International Capital Budgeting.
5. Students' presentation and Group Discussion on the exports documents and Inco Terms for international business.

Evaluation

Quiz Test for every unit

Test in problems of interest rate parity, purchasing power parity, fisher effect.

Presentation to be conducted to assess the comprehensive knowledge in recent trends in export documentation

Concept clarity is assessed through individual viva-voce.

Text Book

1. Resnick.G.Bruce and Eun Cheol S. (2012) *International Financial Management*. (9 ed.), New Delhi: Tata McGraw Hill.

Reference Books

1. Apte P.G. (2014). *International Financial Management*. (7 ed.). New Delhi: Tata McGraw Hill.
2. Shapiro. C. Alan (2015). *Multinational Financial Management*. (9 ed.). New Delhi: PHI.

15PBA4316A- BUSINESS VALUATION

10 Sessions / 1 Credit

Course Objectives

1. To familiarize students with the techniques of evaluating a business
2. To help students understand and apply the different methods of evaluating a business

Module	I	Business valuation-meaning-need –uses-absolute and relative valuation methods	2
Module	II	Valuation Methods-Asset based-Income based and market based.	2
Module	III	Valuation methods based on cash flows and on a financial variable other than cash flows.	2
Module	IV	Discounted cash flow analysis- multiple method-market valuation-comparable transaction method.	2
Module	V	Valuation of mergers and acquisitions.	2

Methodology

Workshop will be conducted to focus on skills acquisition. Handouts will be given before the course begins.

Evaluation

Students will be given a practical situation and they will be asked to value the business.

Reference Book

1. Trugman Gary R.(2012) *Understanding Business Valuation: A Practical Guide to Valuing Small to Medium Sized Businesses(4 ed.)*: AICPA

15PBA4316B -MUTUAL FUNDS

10 Sessions / 1 Credit

Course Objectives

1. To develop an understanding the concept and types of Mutual Funds.
2. To familiarize students with the performance measures of Mutual Funds.

Module I	Mutual Fund – meaning – size – asset management companies – Association of Mutual Funds in India (AMFI)	2
Module II	Types of Mutual Funds – debt fund – equity fund – income fund – growth fund – schemes of mutual fund – open ended fund – closed ended fund.	2
Module III	Valuation of Mutual Funds – Net Asset Value (NAV) – entry load – exit load – investment and advisory fees.	2
Module IV	Returns – money weighted rate of return (MROR) – time weighted rate of return.	2
Module V	Performance measures of mutual fund – Sharpe Ratio – Treynor Ratio – Jensen’s Alpha.	2

Methodology

Three Day Workshop by experts

Evaluation

Criteria	Marks
Objective test (50 questions)	25
Performance Analysis of MF	75
Total	100

Reference Book

1. NISM-Series-V-A: Mutual Fund Distributors Certification Examination study material.

SPECIALIZATION MARKETING

15PBA3321 – INTEGRATED MARKETING COMMUNICATION

40 Sessions /4 Credits

Course Objectives

1. The course introduces students to Integrated Marketing Communication (IMC) fundamentals and enables them to apply the IMC planning process through integration and complimentary use of various media.
2. The students will learn the role of media analysis and planning in IMC by covering media terminologies, media metrics, the distinction between media objectives and strategies including the different ways of allocating resources in various media.
3. The students will create and execute a communication mix and do a comprehensive sales promotion strategy linking with the overall objectives of IMC.

Unit	I	Understanding marketing communication – Integrated marketing communication – Integrating IMC in marketing mix – Marketing mix strategies –Advertising in India –Structure of advertising and promotion sector in India.	5
Unit	II	Consumer Behavior –Factors influencing consumer behavior – models in consumer behaviour –buyer decision making process – alternatives – research on consumer behavior.	7
Unit	III	Advertising Strategy – Advertising campaign fundamentals –creative techniques – finding the “big idea” – Creative execution in print, broadcast, out of home etc., - current media trends- digital, social, viral, affiliate etc.	9
Unit	IV	Media planning and strategy – planning for print- broadcast, visual and out of home – promotion objectives and budget determination – measuring IMC performance.	10
Unit	V	Sales Promotion – types, objectives and budget allocation methods, design of sales promotion programmes –importance and strategic use of publicity, public relations, corporate advertising and support media in advertising.	9

Methodology

The students will be introduced to the basic concepts and current trends in IMC through classroom presentations and discussions with one or two case-studies. The students will learn the concepts in consumer behaviour through reading and clarification in the class and will construct questionnaires, analyze them and use the results for executing a communication mix strategy for a brand/product of their choice. A short case will be dealt in the class which will help the students understand the consumer behavior process.

The next two units will make the students find the ‘big idea’ through the research process and will be followed by executing a *creative* in Print and Visual media.

The last unit prepares the students for understanding below the line promotion types and methods for trade and consumers. The budgeting process will enable the students how trade and consumer promotion methods are integral to a sustained bottom line and top line growth. The unit will be dealt in detail with a help of a case study.

Evaluation

The students will be evaluated based on the following criteria.

1. TEST – 1 - The test will be on Unit – 1 and shall be based on the students' assimilation of the marketing mix and importance of the promotion mix in the overall marketing mix.
2. TEST – 2 – The students will be tested on the marketing research process and to find out their conceptual clarity on the above.
3. ASSIGNMENT -1: The students will be asked to prepare a questionnaire for a product/service of his/her choice and evaluated based on the general questionnaire constructs/ patterns discussed in the class.
4. CREATIVE DESIGN AND IMPLEMENTATION: The students assigned in groups will create and develop an advertising campaign in two mediums viz., visual and print. The group will be evaluated based on 1) finding and implementing the 'big idea' in the advertisements 2) integrating the media metrics and budget fundamentals. The evaluation will be done for print and visual medium separately.
5. SALES PROMOTION: The students will be evaluated based on their ability to comprehend and design a below the line sales promotion programme for brand/product chosen for the creation of advertisements.

Text Books

1. Belch George, E., Belch Michael, A., Purani Keyoor. (2010). *Advertising and Promotions - An Integrated Marketing Communications Perspective*. Special Indian Edition (7 ed.). New Delhi: Tata McGraw Hill.
2. Shah Kruti, D'Souza Alan. (2011). *Advertising and Promotions - An IMC Perspective*. New Delhi: Tata McGraw Hill.

Reference Book

1. Mathur, U.C. (2008). *Advertising Management*. (3 ed.). New Delhi: Pearson Education.

15PBA3322 – SERVICES MARKETING

40 Sessions /4 Credits

Course Objectives

1. To enable students' understanding of the unique characteristics of services and their marketing implications.
2. To help students analyze the various components of the services marketing mix.
3. To enable students develop strategies for managing service delivery and improving service performance to ensure customer satisfaction.

Unit	I	Services – nature, need and classification of services – Characteristics of services – service sector growth in India – service and technology – comparison of goods and services – expanded marketing mix for services – issues, challenges and opportunities in services marketing in Indian Context – services marketing triangle.	7
Unit	II	Consumer Behavior in services – customer expectations of service – customer perceptions – consumer research in service – service quality – GAPS model of service quality – service satisfaction and loyalty – SERVQUAL dimensions – review of scale development for SERVQUAL – E-S-QUAL – service recovery.	9
Unit	III	Service design – new service development process – service blueprinting – positioning – customer defined service standards – physical evidence and the service scape.	8
Unit	IV	Employees' role in service delivery – customers' role in service delivery – delivering service through intermediaries and electronic channels.	8
Unit	V	Managing demand and capacity – capacity constraints – demand patterns – strategies for matching capacity and demand – yield management – waiting line strategies – pricing of services.	8

Methodology

Initially the students will be introduced to the unique features of services marketing through classroom presentations and discussions. The students have to prepare in teams about the contribution of the services to the national economy and present in the class. The second unit will make the students understand how consumers' behave while making purchase of services by linking it to various consumer behavior models and will be trained to develop basic research instruments. The students will apply the concepts learned practically through a research process. The third unit will emphasize on designing a new service concept. The students will be trained to develop a service blue print. The fourth unit deals with the "People" component of the extended services marketing mix. Cases will be discussed emphasizing the importance of the role of customers and employees in service delivery. The last unit throws light on how to manage demand for and capacity of services. Cases will be dealt related to pricing of services.

Evaluation

The students will be evaluated based on the following criteria.

1. TEST – 1 - The test will be based on Unit – 1 generally and shall be based on the students' understanding of services, their unique features and the services marketing mix.
2. Mini-Project: The students have to undertake a mini- project on studying consumer behavior related to services.
3. ASSIGNMENT: The students will be asked to design and develop a new service concept and prepare a blue print for the same.
4. CASE WRITING: The students are expected to prepare a mini-case on the role of employees, customers and electronic channels in service delivery based on their personal experience.
5. Test – 2: The test will be based on Unit-5 and shall be based on the students' understanding of the concepts related to capacity management and pricing of services.
6. An end semester test will be conducted on all the 5 units.

Text Book

1. Zeithaml A.Valarie, et al. (2013). *Services Marketing – Integrating Customer Focus across the Firm. (6 ed.)*. New Delhi: McGraw Hill Education (India) Pvt. Ltd.

Reference Books

1. Lovelock Christopher, et al. (2011). *Services Marketing – People, Technology, Strategy. (7 ed.)*. New Delhi: Pearson Education.
2. Bateson E.G. John, Hoffman K. Douglas. (2011). *Services Marketing. (4 ed.)*. New Delhi: Cengage Learning India Pvt. Ltd.

15PBA3323A - DIGITAL MARKETING

10 Sessions / 1 Credit

Course Objectives

1. To make students understand and use key digital marketing tools.
2. To enable students develop and manage digital marketing plans.

Module I	Search Engine Optimization (basics of on page optimization and off page optimization – Google Panda, Penguin and EMD updates – Search Engine Marketing (SEM) – Overview of Google Ad words, Microsoft Ad center and Yahoo search marketing (PPC) including market analysis and Ad writing Techniques by understanding user psychology. Insights will also be provided on remarketing, Mobile advertising, campaign management, bid management and testing Multivariate and A/B testing. Social Media Marketing – Overview and Orientation towards Facebook, Twitter from basics to ROI – which includes Competitive research, creation of Facebook/Twitter marketing strategy –Facebook ads Vs Google ad words – exercises on creating, launching and promoting live face book communities.	Day - 1 & 2
Module II	Email marketing – creation of creative and effective email content and customer acquisition strategies including tools to enhance lead nurturing. Inbound marketing – various ways to build reach through digital marketing, landing page, conversion optimization patterns for engaging website visitors. Affiliate marketing – models, generation and converting leads.	Day - 3

Methodology

The course will be for three days of four sessions (one and half hour). The basics of digital marketing such as Search Engine Optimization tools and techniques that are followed in Social Media Marketing (Facebook and Twitter) will be covered in the first two days. On the third day the students will be enabled to do creative content for email and inbound marketing with additional inputs on affiliate marketing.

Evaluation

1. Students will create a live face book community and their page will be evaluated based on creativity, number of hits, likes etc. This will be done by the students as a group assignment.
2. A test (Part- 2 only) will be conducted on the third day.

Reference Books

1. Ryan, D. (2014). *Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation*. New Delhi: Kogan Page.
2. Zimmerman J. and Deborah Ng. (2013). *Social Media Marketing All-In-One For Dummies*. Paperback. New Delhi: Wiley India Pvt. Ltd.
3. Becker, M. and Arnold, J. (2013). *Mobile Marketing for Dummies*. New Delhi: Wiley India Pvt. Ltd.

15PBA3323B – MARKETING ANALYTICS

10 Sessions /1 Credit

Course Objectives

The main objective of this course is to make students understand the importance of analytics in modern world and it will focus on developing marketing strategies and resource allocation decisions driven by quantitative analysis.

Module I	Introduction to Marketing Analytics Descriptive statistics Data types Chi squared rule of association Regression and Correlation	Day 1
Module II	Segmentation / Cluster Analysis Social Media Analytics: Qualitative and Quantitative measures Social media marketing cycle	Day 2
Module III	Marketing/Media Mix Modeling: Model diagnostics Churn(Attrition) Modeling: The modeling process (using Logistic Regression) Data Reduction Techniques	Day 3

Methodology

The course - a fine blend of concepts and applications- will be delivered by an industry expert through lectures, case discussions and practical demonstrations. The students will be given dummy data to analyze and interpret them.

Evaluation

The students will do a group assignment on marketing mix modeling and social media analytics. A test will be conducted at the end of the course.

Reference Books

1. Kelly Nichole. (2012). *How to Measure Social Media: A Step-By-Step Guide to Developing and Assessing Social Media ROI*. Indiana: Pearson.
2. Venkatesan Rajkumar, Farris Paul, Wilcox Ronald T. (2014). *Cutting Edge Marketing Analytics: Real World Cases and Data Sets for Hands on Learning*. New Delhi:Pearson.

15PBA3323C - CONSUMER BEHAVIOUR

10 Sessions/ 1 Credit

Course Objectives

1. To introduce students to the concepts of consumers, consumer behaviour in the market place and their impact on marketing strategy.
2. To enable students learn the factors that influence consumers as individuals and decision makers with an application to the buying decision process.

Module	I	Introduction to Consumer Behaviour Consumer Behaviour and Marketing Strategy	Day 1
Module	II	External and internal influences in consumption patterns Comparison of Indian and Western consumers	Day 2
Module	III	Decision making process in consumer behaviour Consumer behaviour and ethics	Day 3

Methodology

The course will be conducted as a three day workshop. Students will be asked to read up case studies before attending lectures during which insights from case lets will form the major part of discussion.

Evaluation

Formative exercises will be embedded in the class room lectures that will take place in the form of group exercises, quizzes and objective type tests.

A test will be conducted.

Reference Books

1. Schiffman Leon, G., Wisenblit Joseph, Kumar Ramesh, S. (2015). *Consumer Behaviour. (11 ed.)*. New Delhi: Pearson Education.
2. Ramnuj Majumdar. (2010). *Consumer Behaviour: Insights from Indian Market*. NewDelhi: Prentice Hall of India.
3. Blackwell Roger, D., Miniard, paul, W., Engel James,F. (2009). *Consumer Behavior. (10 ed)*.. Thomson Learning Inc.

15PBA4324 - SALES AND DISTRIBUTION MANAGEMENT

40 Sessions /4 Credits

Course Objectives

1. To enable the students realize the importance of sales management from a functional perspective.
2. To train the students in personal selling and develop their capacities for building teams from a managerial perspective.
3. To impart knowledge and skills in distribution and logistics function.

Unit	I	Introduction to sales management function – nature and importance – roles and skills –types of sales managers/sales management positions – sales objectives, strategies –link between sales and distribution management.	8
Unit	II	Personal selling – process –prospecting, pre-approach, presentation, handling objections and closing the sales –sales forecasting approaches – sales budget – management of sales territories and quotas.	8
Unit	III	Organizing and staffing –basic organizational structures –size and staffing – training and motivating – compensating and leading the sales force – controlling – sales force expenses and audit –evaluation of sales personnel.	8
Unit	IV	Distribution Management – need and value –needs for channel members – possible channel formats – levels and their functions –channel systems costs and margin in the distribution system –calculation of return on investment – power and conflict in channel management	9
Unit	V	Marketing Logistics and supply chain management – scope of logistics – extension to SCM.	7

Methodology

The first unit will enable the students learn the importance of sales management from a functional standpoint and its integration with the overall marketing strategy through classroom presentations and discussions. The students will also acquire the latest trends in sales function, roles and responsibilities including the financials.

The second unit will prepare the students for personal selling. The students will learn personal selling in accordance with the professional formats and will be put to a thorough test.

The third unit will take the students to the next phase in the sales function. A case study connecting issues such as recruitment, training, motivation and compensation will be dealt extensively.

The fourth unit is again dealt with the help of a case study on distribution mechanics and the key metrics involved in distribution. This unit will cover the distribution methodology in detail across sectors. Being a key area in the 'Sales' function, the distribution course will cover in depth, the nuances in distribution function including its financials.

The logistics function is introduced in the fifth unit where the student will learn to appreciate and learn the importance of logistics from a cost/revenue quotient.

Evaluation

The students will be evaluated based on the following criteria.

1. TEST – 1 - The test will be on Unit – 1 and shall be based on the students' knowledge on the existing trends in "SALES" function.
2. TEST – 2 – a personal selling exercise will be conducted and every student will be required to do personal selling for a product of their choice.
3. CASE STUDY 1: The students will take a written test based on case (UNIT-3) which will cover all managerial issues such as recruitment, training, motivating and compensation issues.
4. CASE STUDY 2: A case study on distribution function will be dealt in the class and after the discussion; a test will be conducted to find out the knowledge levels.
5. TEST – 3: An objective type test will be conducted on Unit -5 to find the students' conceptual understanding of the logistics function.

Text Book

1. Havaladar Krishna K. and Cavale V.M. (2011). *Sales and Distribution Management –Text and Cases (2 ed)*. New Delhi: Tata McGraw Hill.

Reference Books

1. Gupta S.L. (2010). *Sales and Distribution Management. (2 ed.)*. New Delhi: Excel Books.
2. Panda Tapan, K. and Sahadev Sunil. (2010). *Sales and Distribution Management. (10 ed.)*. New Delhi: Oxford University Press.

15PBA4325 - RETAIL MANAGEMENT

40 Sessions / 4 Credits

Course Objectives

1. To impart to students the concepts in retail management.
2. To make them understand the importance of retail design, retail mix and supply chain management.
3. To prepare the students for retail careers.

Unit	I	Retailing - Indian Retail Industry and Economy - Characteristics of Retailing - Functions and Activities of Retailers - Trends in Retail Formats - Retail Strategy - Changing Face of Retailing - Drivers of Retail Success in India.	7
Unit	II	Shopper Behaviour - Factors affecting Shopper Behaviour - Stages of the Shopper's Decision Making Process - Influence of Situational Variables on Shopping Behaviour - Research and Analysis of Consumer Profiles - Retail Market Segmentation, Targeting and Positioning.	8
Unit	III	Retail Location Strategy - Factors affecting location decision - Types of Retail Locations - Trade Area Analysis - Site Selection Analysis - Theories of Retail Location - Location Assessment procedures.	8
Unit	IV	Merchandise Management - Merchandise Mix, Merchandise Planning, Factors Affecting Merchandise Plan - Merchandise Handling and Control - Category Management - Retail Branding - Private Labels - Role of Atmospherics in Retail Strategy - Store Operations.	9
Unit	V	Retail Pricing - Objectives, Approaches and Strategies - Selection of Promotion Mix in Retail - Supply Chain and Competitive Advantage - Push and Pull Supply Chain - Information Flows in Supply Chain - Challenges in Developing Effective Supply Chains in India - EDI, VMI, CPFR - Emerging Retail Technologies - RFID, GPS, GIS.	8

Methodology

In the first unit, the students will be introduced to the basic concepts in retailing, different retail formats and retail strategy through classroom presentations and case discussions. An assignment will be given on retail strategy.

Articles and cases on shopper behaviour will be discussed.

Students will be given an introduction about retail location followed by a case study. They will go for a field visit to study on retail location and a report will be presented.

The concepts of merchandising, store design and private labels will be imparted through class room presentations and discussions. The students will go for a field visit to study all these aspects.

The students will be taught the various pricing approaches. A case study will be dealt stressing the importance of supply chain management for a retailer.

Evaluation

1. In the 1st unit students will be given an assignment on retail strategy based on various types of retail outlets. The students will visit a retail outlet of any type and asked to give a report based on it.
2. The students will be given a case study relating to STP. Students will make a presentation based on the case.
3. Students will visit retail outlets and observe the location giving importance to advantages and disadvantages. They will be assessed based on the report submitted.
4. Students will be asked to visit retail outlets and observe certain things related to Category management and visual merchandising. They will be assessed based on the report submitted by them. A snap test will also be conducted.
5. Students will be asked to give a presentation based on the case study relating to supply chain management. They will also be assessed based on print advertisement relating to a retail store.

Text Book

1. Bajaj Chetan, Tuli Rajnish, Srivastava Varma Nidhi. (2011). *Retail Management*. (2 ed.). New Delhi: Oxford University Press.

Reference Books

1. Barry Berman & Evans R. Joel. (2009). *Retail Management: A Strategic Approach*. (10 ed.). New Delhi: Prentice Hall of India.
2. Gupta S.L. (2009). *Retail Management, An Indian Perspective (Text & Cases)*. (10 ed.). New Delhi: Wisdom Publications.
3. Levy Michael, Weitz Barlton, Pandit Ajay (2012). *Retailing Management (8ed.)*. New Delhi: McGraw Hill Education (Private) Limited.

15PBA4326 - RURAL MARKETING

10 Sessions/1 Credit

Course Objectives

The main objective of this course is to develop a strong foundation of applied knowledge, concepts, approaches and analytical-skills in the students for successful marketing of products and services to rural consumers and users.

Module I	Rural environment and rural markets State and scope of the rural market Challenges and opportunities in rural marketing Rural buyer and user/consumer behavior Rural market segmentation and BoP markets	Day 1
Module II	Rural product management strategy Pricing in rural markets Innovative rural distribution and channel management Rural communication and promotion	Day 2
Module III	Rural marketing strategy formulation Rural retailing Rural non-farm products marketing Future of rural marketing	Day 3

Methodology

The course - a fine blend of concepts and applications- will be delivered through lectures, case discussions and guest speakers from industry. Case studies, research papers, text book, and other reading materials will be utilized.

Evaluation

The students are expected to do a group project. A test will be conducted at the end of the course.

Reference Books

1. Kashyap Pradeep. (2012). *Rural Marketing. (2 ed.)*. New Delhi: Pearson Education.
2. Krishnamacharyulu C.S.G. & Lalitha Ramakrishnan.(2011). *Rural Marketing-Text & Cases.(2ed.)*. New Delhi:Pearson Education.

SPECIALIZATION
HUMAN RESOURCE

15PBA 3331 - LEARNING AND DEVELOPMENT

30 Sessions / 3 Credits

Course Objectives

1. To enable students to be aware of the field of learning and development and its role in optimizing performance, career development and personal growth.
2. To make students acquire the tools and skills required for and complete a training need Analysis.
3. To make students learn how to design a training environment to maximize learning.
4. To enable students to design learning evaluation tools and take up evaluation of training.

Unit	I	Learning: The forces Influencing working and learning Strategic Training: process, organisational characteristics that influence training, organising the training department The basic principles of learning, learning process, learning outcomes, Learning Cycle, learner types. Introduction to learning theories	6
Unit	II	Training Need Assessment: Types and Levels of training needs, methods, sources, process, data collection, analysis.	6
Unit	III	Training Design: Principles and consideration in training design, developing objectives, selecting training site, identifying trainers, Course design, lesson plan and materials, logistics, training brochure.	6
Unit	IV	Training Implementation; opening and closing, presentation methods, Hands-on Methods, group building methods. Technology based learning; multimedia, computer based learning, online learning.	6
Unit	V	Training Evaluation: formative, summative evaluation, evaluation process, Outcomes used in evaluation process, appropriateness of outcomes, evaluation designs, Determining return on investment. Transfer of training	6

Methodology

1. Classroom presentations and interaction will help the students understand the training concepts and importance
2. Case study will be presented and analysed for understanding the strategic importance of training
3. Learning cycle and types will be done by filling up the learning style questionnaire and analyzing the same
4. After the presentation of the process and techniques of training need analysis, the students will take up any group of people such as employees, students, nurses and conduct need analysis and present the report in the class.
5. A corporate manager in charge of training will discuss with the students on how his/her organization identifies training need and designs trainings and evaluate the same.

6. After the classroom presentation on the components for training design, the students will work out a training design with course plan and lesson plan to address the performance gaps identified in the Training need analysis and present the same in the class.
7. The training methods will be explained and followed in the class by the professor. The students will be allotted to follow a different learning method in their presentations.
8. After the presentation on the evaluation framework and evaluation tool preparation, the students have to submit evaluation form.

Evaluation

Test on basic concepts in training	10
Training need analysis	15
Training design	15
Training evaluation tool preparation	10
Classroom interaction	10
End Semester	40
Total	100

Text Book

1. Noe, A. R & Amitabh, K. D. (2015). *Employee Training and Development*. New Delhi: McGraw Hill Education (India) Private Limited.

Reference Books

1. Nick, P and Blanchard. (2005), *Effective Training, (2 ed.)*. New Delhi: Pearson Education/PHI
2. Lynton, P & Pareek, U. (2011) *Training for development*. New Delhi: Sage Publications.
3. Bray, Tony. (2006). *The Training Design Manual: The Complete Practical Guide to Creating Effective Training*. New Delhi: Kogan Page India.
4. Rothwell, William J. and Kazanas H.C. (2013). *Mastering the Instructional Design Process*. Canada: Pfeiffer Publishers.

15PBA3332 - COMPENSATION MANAGEMENT

30 Sessions / 3 Credits

Course Objectives

1. To make students know about the wage trends and how they are calculated
2. To make students know and apply the legal framework for wages and benefits
3. To equip the students with the skills and procedures of taking up wage survey and understand the issues of wage equity

Unit I	Compensation Management; Trends, Strategies, Wage System in India – Wage policy-Wage Incentive Schemes, Employee Benefits, Profit sharing, Union Role in Managing Labour Cost: Controlling Salary Level – Ethics in Compensation.	5
Unit II	Labour market: Trends, wage survey, Equity Sensitivity: Internal and external equity. Job Evaluation –Scope - Process – Techniques – Challenges involved in Job Evaluation, Job classification, Skill Plans – Skill analysis. The equal remuneration Act 1976	6
Unit III	Legal frame work: The Factories Act 1948, Paymaent of Wages Act1936.Minimum Wages Act 1948,The Employees Provident Fund and Miscellaneous Provisions Act 1952,The Employees State Insurance Act 1948,The Employees’ Compensation Act 1923,The Maternity Benefit Act.1961,The Payment of Bonus Act 1965, The Payment of Gratuity Act 1972	8
Unit IV	Pay Structure: Pay differences among levels – Criteria – Job and Performance-based Structure – External and Organisational determinants of Pay Structure – Strategic Choices in Pay Structure –External Competiveness – Pay-Competency Analysis, Salary Negotiation, Pay Commission, Wage Boards.	6
Unit V	Executive remuneration: factors, types, determination, corporate directors, stock option plan, annuities and insurance plans, International assignments and pay, approaches, Compensation for special groups	5

Methodology

1. Concepts are taught through power point presentation.
2. Case analysis will be done on the legal issues to make the concepts clear.
3. Students will be asked to prepare a wage survey tool and collect data from the local SMES and the same will be assessed through presentation in the class
4. Industrial experts will be invited to give live cases and discuss the legal issues.
5. The VII pay commission employment classification will be analysed to see the commonality.
6. Different pay acquaintances will be given for comparative analysis

Evaluation

Field Assignments 20 Marks

- I. Wage survey of local SMES and find the wage differentials existing.
- II. Conduct a survey of Shops and Establishments on legal compliance and submit a report.

Seminar 10 Marks

- I. Each one will be allotted a specific title to present using ppt

Unit tests 50 Marks

Text Book

1. Milkovich, G. T. , Newman, J.M. and Gerhart, B. (2011). *Compensation* (10 ed.). New Delhi: Tata McGraw-Hill Education.

Reference Books

1. Berger, L.A. and Berger, D. (2008). *The Compensation Handbook: A State-of-the-Art Guide to Compensation Strategy and Design.*(5 ed.). New Delhi: McGraw-Hill
2. Dowling, P.J., Festing, M. and Engle, A.(2007). *International Human Resource Management.* (5 ed.), Cengage Learning.

15PBA 3333 - PERFORMANCE MANAGEMENT

20 Sessions / 2 Credits

Course Objectives

1. To make the students understand the performance criteria and evolve performance standards
2. To equip the students with skills in designing and implementing performance measurement system and appraisal tools.

Unit I	Performance Management: Concept, Scope Benefits, Performance management as a system, Performance Domains, Dimensions, Role Analysis and Evaluating Performance management	4
Unit II	Performance Management (PM) Process and System: Process of PM, Key performance indicators (KPI)/Metrics, Performance accounting and audit , Performance planning, system and organizational strategy, PM theatre, E-PM, Career development and succession plan, team PM, Ethical and legal issues of PM	4
Unit III	Developing Performance Management Standards: Concept, managerial skills and competencies, skill inventories, identification process, Performance based compensation (PFP) through job evaluation, Competency mapping, Competency model, Appraisal Forms and Formats	4
Unit IV	Performance measurements: Concepts, Process, different measurements, Methods, Traditional methods & Modern Methods, matrix and models, Process and Documentation of PA, Appraisal Communication, Appraisal Interview, Feedback and Counselling, Errors in appraisal, Reduction of errors	4
Unit V	International Performance Management: Concepts, structure, strategy, expatriates performance management, effect of culture, international assignment, globalization and international performance management practices	4

Methodology

1. The faculty will use power point presentation for concept understanding.
2. Necessary case studies to understand the process of Performance appraisal which will be supplemented by a practitioner from Industry.
3. Course materials will be given on performance standards, team assignment for preparation of appraisal forms
4. Conducting performance appraisal for any type of employees

Evaluation

1. Competency mapping of student's performance using their performance in previous semesters.
2. Preparing key performance indicators for specific category of job.
3. Two tests for concept clarity

Text Book

1. Bhattacharyya, D. K.(2011). *Performance Management Systems and Strategies*. New Delhi: Pearson Publications.

Reference Books

1. Singh, B.D. (2007). *Compensation and Reward Management*. New Delhi: Excel Books
2. Goel, D. (2009). *Performance Appraisal and Compensation Management : A Modern Approach*. New Delhi: PHI learning Pvt. Ltd.

15PBA 3334A – EMPLOYEE COUNSELLING

10 Sessions /1 Credit

Course Objectives

1. To familiarize students with the basic concepts and process of counseling
2. To help students acquire skills in diagnosing employee problems and counseling.

Unit I	Counselling -Meaning- Essential Elements -Characteristics- Principles - Difference between Counselling and Psychotherapy, Teaching and Advice and benefits of counselling	2
Unit II	Counselling Skill: Introduction to the Important Schools of Counselling, Person-Centred Approach to Counselling, An Integrated Model, Essentials of Skills, Nonverbal Clues	2
Unit III	Counselling Interventions in Organisations, Empathy, Listening and Responding, Effective Feedback, Performance Counselling, Counselling in Problem Situations, Interpersonal Conflicts, Midlife Blues	2
Unit IV	Counseling techniques : individual and group counseling, Techniques of Counselling-Levels of Counselling The Role of Counseling at Work	2
Unit V	Industrial psychopathology: Employee Problem – absenteeism, turnover, Burnout, Depression, Substance abuse, Work and family stress, Sexual harassment and unethical behavior at work place,	2

Methodology

Three days Expert input and training with exercises

Evaluation

Practical Exercise- each student will be given a case to counsel and the assessment will be made by observation.

Text Book

Carroll, M. and Walton, M. (2003). *“Handbook of Counselling in Organizations”*, London: Sage Publications.

Reference Book

McLeod, J. (2001). *“Counselling in the Workplace: The Facts. A Systematic Study of the Research Evidence”*, Rugby, British Association for Counselling and Psychotherapy.

15PBA3334B - HR ANALYTICS

10 Sessions/1 Credit

Course Objectives

The Analytics course introduces students to fundamental concepts of analytics and statistics, and guides them all the way to building predictive models using multiple linear and logistic regressions. The course enables them to differentiate between, metrics, analysis and analytics.

Module 1: Introduction to Analytics

- Need for analytics: Business Context and Talent Management Context
- Refreshing learning in descriptive statistics; inputs, tabular & graphical Method
- Hypothesis Testing, Z-Test, T-Test, Chi-Square test, ANOVA
- Parametric & Non-Parametric test, Regression

Module 2: Modelling Techniques

- Concepts of Segmentation
- Usage of Segmentation
- Cluster Analysis
- Factor Analysis

Module 3: HR Analytics & Decision Making

- HR Metrics & Scorecard
- HR Analytics Maturity Model
- HR Analytics Models
- Strategic direction & decision making: Case Studies & Activity

Methodology

Since the students are already introduced to the concepts of analytics and the tools, they will refresh their basic learning in the first module. The course is to be taught by a HR analytics expert as a workshop running for three days, he will guide the students through the process and tools of HR analytics. The students will have a grasp of Analytical models and use software for doing HR analytics in the work place.

Evaluation

The formative assessment (50 Marks) will be done by the course facilitator based on students' involvement, grasp of the subject and use of tools and the practical exercises given by the expert. Students have to do a summative assignment (50 marks) in HR analytics.

Reference Book

Fitz-Enz, Jac., John R. Mattox. (2014). *Predictive Analytics for Human Resources*: Wiley: New York

15PBA4335 - EMPLOYEE RELATIONS

30 Sessions / 3 Credits

Course Objectives

1. Gain an overview to the field of Employee and Labor Relations including relevant theories, laws, programs, and policies
2. Gain skills in theory and practice of mediation and negotiation and conflict management
3. Equip with the skills in grievance handling and employee engagement

Unit I	Introduction to Industrial Relations: Context of Industrial Relations: Globalization and the National Economy, Changes in Employment Practices, The Actors in Employee Relations, International Labor Organization (ILO): Objectives, Indian Labour Commission(ILC).	4
Unit II	Employee Associations and Participation The Trade Unions Act 1926, Employee Involvement & Participation, Recent approaches and practices, Employee engagement, Psychological contract, Job satisfaction.	7
Unit III	Disputes and Grievances The Industrial Dispute Act 1947, The Industrial Employment (Standing Orders) Act,1946, Discipline & Grievance Management: Forms and Handling of Misconduct, Contract Labour Regulation Act, 1970	7
Unit IV	Conflict and Negotiation Conflict-types, management Negotiation: Forms, Process, Collective Bargaining.	7
Unit V	Special Categories of Labour: Child Labour ,Female Labour, Construction Labour, Agricultural Labour, Differently abled Labour, BPO & KPO Labour, Social Assistance, Social Security.	5

Methodology

Students will be given pre study material on labour laws and case laws will be discussed in the class for understanding the practical aspects of law.

1. The grievance and discipline procedure will be explained to the students and cases will be given to them. The students have to evolve possible proceedings for the cases.
2. Approaches to conflict management and negotiation will be presented to the students. They will be asked to evolve a negotiation strategy for a conflicting situation.
3. Classroom presentation will introduce the students to the problems and possible legal entitlement for the unorganized labourers. The students have to make a team presentation on the employee related problems of unorganized labourers of any category.

Evaluation

Test on basic legal provisions	20
Classroom participation in discussion of case laws	10
Grievance handling strategy-team presentation	20
Role play on negotiation strategy	10
End Semester	40
Total	100

Text Books

1. Monappa, Arun (2002) . *Industrial Relations*. New Delhi :Tata McGraw Hill.
2. Misra, S N. (2011) . *Labour and Industrial Laws* (26 ed). Allahabad: Central Law Pub.

Reference Books

1. Ackers, P. & Wilkinson, A. (2003). *Understanding Work & Employment: Industrial Relations in Transition*. Oxford: Oxford University Press.
2. Blyton, P. & Turnbull, P. (2004). *The Dynamics of Employee Relations*. Palgrave: McMillan.
3. Venkatratnam, C.S.(2011).*Industrial Relations*. New Delhi: Oxford University press.

15PBA4336 – RECRUITMENT AND SELECTION

20 Sessions / 2Credit

Course Objectives

Students will be able to

1. Explain the steps to an effective recruitment strategy.
2. Develop a job analysis and job description and identify specific job skills.
3. Know the various selection models and strategies and develop skills for employee selection .

Module	I	Changing Business Context and recruitment and selection	4
		Job analysis: Job requirements job analysis, competency-based job analysis, and job rewards job analysis methods.	
Module	II	Recruitment: Planning, strategy development, searching, and applicant reactions. E-recruitment process	3
Module	III	Selection Process, validity of selection tools, selection tests	5
Module	IV	Interviewing: types, planning, conducting interviews Online interviews	4
Module	V	Placement and Induction	4

Methodology

Classroom presentation will make the students learn about how to do job analysis and identify job skills. The students have to take a job analysis and identify the job skills of a particular job position.

The students will learn the steps in recruitment and selection process and design recruitment and selection strategy for a particular job.

After learning about the basic types and process of conducting interview, The students will Conduct panel interview for the other students

Evaluation

Test on concept clarity	10
Preparation of application plank	10
Job analysis and description of skills	15
Designing of recruitment and selection strategy	15
Mock interview	10
End Semester	40

Reference Book

1. Gatewood, Robert D. and Field, Hubert S. (2001). .Human Resource Selection, Ohio: South Western Cengage Learning.

15PBA4337 ORGANIZATIONAL CHANGE AND DEVELOPMENT

30 Sessions / 3 Credits

Course Objectives

1. To make students understand the need for change and the importance of developing skills to facilitate organizational changes.
2. To develop comprehensive understanding of OD intervention process
3. To equip students with the techniques and skills for OD intervention

Unit	I	Organizational change: nature of change- Internal & External changes- types of change. Planned change: Models of change- Lewis's Force field- Systems Model- Action research model. Resistance to change: systematic approach to making change-	5
Unit	II	Organization development: Concepts – history of OD – values- foundations – models and theories of OD	5
Unit	III	OD Practitioner and OD competencies OD Process	4
Unit	IV	Entering and Contracting Diagnosing Organizations Collecting and Analyzing Diagnostic Information Feeding Back Diagnostic Information	8
Unit	V	Designing Interventions Types of Interventions Interpersonal and Group Process Approaches Organization Process Approaches Technostructural Interventions	8

Methodology

Readings are given for pre-lass preparation on understanding the dynamics of change and the need for planned change. A case will be discussed focusing on the change management.

1. Classroom presentation on the concepts of OD and a case discussion of an organization that has gone through OD process.
2. Classroom presentations with case-lets and examples will make them understand all the steps of OD in detail. The students will form team to diagnose and design an OD intervention and present the same in the class.

Evaluation

Test on the reading materials on OD concepts	20
Case analysis and team presentation on OD intervention	10
Organizational diagnostics and OD design team presentation.	20
Class participation and interaction	10
End Semester	40
Total	100

Text Books

1. Cummings, T.G and Worli ,C G. (2015). *Organization Development and Change*. Cengage Learning.
2. French, W., .Bell,C. H and Veena, Jr,(2012). *Organizational Development, Behavioral Science interventions for Organization Improvement*. New Delhi: PHI.

Reference Books

1. Jones, G R. (2012). *Organizational, Design, and Change*. Pearson Education.
2. Sharma,R.R (2012). *Change Management Concepts and Applications*. New Delhi: Tata Mc Graw Hill.

15PBA4338A - CONSULTING TO MANAGEMENT

10 Sessions/1 Credit

Course Objectives

1. To provide a full perspective on Management Consulting.
2. To develop techniques and skills of a consultant.
3. To develop skills of handling a client.
4. To develop insights into some areas of consulting.

Module I	Introduction to Management Consulting Stages in Consulting Gaining Access to a Client	2
Module II	Preparing a Consulting Proposal Contracting Overview and Meeting Roles consultants Play	2
Module III	Entering the Client Firm Diagnosis : Several Approaches Diagnosis: Defining the Information Need	2
Module IV	Presenting Diagnosis Several Data Collection Techniques Review	2
Module V	Analyzing Resistance Developing Recommendations and Planning Intervention Presenting your Analysis and Managing Group Meeting	2

Methodology

A HR management consultant will be conducting this course in a workshop mode for three days. Basic concepts and importance and process of consulting will be given as study material before the start of the course.

The management professional will lead the students through the various steps of consulting and help them to evolve and proposal for HR consulting

Evaluation

Students will be evaluated for preparing and presenting a proposal for Consulting on any area of HR

References

1. Samir Parikh (2015). *Competitive Marketplace* ,NY:John Wiley & Sons, Inc.
2. Sobel,A and Panas,J (2012). *Power Questions: Build Relationships, Win New Business, and Influence Others*.NY: John Wiley & Sons, Inc.

15PBA4338B - CROSS-CULTURAL MANAGEMENT

10 Sessions/1 Credit

Course Objectives

1. To learn to think across cultural differences.
2. To experiment with different ways of acting in cross-cultural situations.
3. To reflect on the cultural foundations of economic systems and of organizational practices.

Module I	Introduction to culture- importance of culture- cultural differences The historical origins of beliefs and values- Communicating across cultures- Action chains- The culture of industrial civilization	2
Module II	Cultural diversity and multicultural teams- Kohlberg's theory of moral reasoning -Measuring cultural development- Culture and ethics- Kohlberg, Malcolm X- Relativism vs. development Respect cultural differences vs. stages of development	2
Module III	Conflict and negotiation -Gender differences -International sub culture- Gender- multi ethnicity- religion- geography -Hofstede's dimensions- National cultures vs. organizational cultures -Knowledge cultures- Change in corporate culture	2
Module IV	Economic development and professional cultures- Organizational cultures- mergers and acquisitions.	2
Module V	Managing for cross-cultural effectiveness -Managing global managers Conflict and synergy-Measuring cultural differences	2

Methodology

1. Classroom presentations and interaction will help the students understand the importance of cross cultural management.
2. Case study will be presented and will be analyzed on cultural diversity and multi teams.
3. After the classroom presentation of the components the students will map the culture on the different models and present the same in the class.

Evaluation

Test on basic concepts of cross Cultural management	20
Couture analysis	15
Mapping cultural models	15
Classroom interaction	10
End Semester	40
Total	100

Text Book

1. David C. Thomas *Cross-Cultural Management: Essential Concepts* (2nd ed.). SAGE Publications

Reference Book

1. Gannon, Martin J. (2008). *Paradoxes of Culture and Globalization*. Sage Publications,

SPECIALIZATION SYSTEMS

15PBA3341- BUSINESS ANALYTICS AND BUSINESS INTELLIGENCE

30 Sessions / 3 Credits

Course Objectives

1. To impart the knowledge of business analytical techniques used in managerial decision making
2. To enable students acquire the skills and techniques of business intelligence.

Unit	I	Overview of Business Analytics: The nature of emerging business environment- Descriptive Analytics, Modeling or Predictive analytics - Data-Driven Strategies.	5
Unit	II	Building an Analytical capability: Nature of analytical competition - factors that make an analytical competitor - analytics and business performance- competing on analytics with internal and external process.	5
Unit	III	Decision trends in Business Analytics: - The emerging role of business intelligence - tools and techniques - Reporting in business analytics - Concept of KPI's - development for Different of KPI's for different verticals and industries.	6
Unit	IV	Data Analytics: Predictive Analytics - Forecasting - Optimization - Retail Analytics: Methods, Tools and Metrics.	7
Unit	V	Operational Analytics: Marketing Optimization - Predictive maintenance - Location Analytics - Workforce analytics - Customer Analytics.	7

Methodology

1. Classroom presentations will impart basic concepts towards various business analytic techniques.
2. Demonstrations on the application of analytical tools in real time business.
3. Case studies will be discussed for every topic for students to apply the learned skills of business intelligence.
4. Students will be asked to present the various types of international research on analytics along with its uses and implications.
5. An Industry expert will teach the practical usage of Business analytics and Business intelligence with hands-on experience from the corporate world.

Evaluation

1	Class seminar	15
2	Unit Test	10
3	KPI Presentation	20
4	Report on Practical knowledge	15
5	End Semester	40
	Total	100

Text Books

1. David ROI Hardoon and Galit Shmueli. (2013). *Getting Started with Business Analytics*, Florida: CRC Press.
2. Davenport, H. Thomas and Harris, G. Jeanne. (2007). *Competing on Analytics: The New Science of Winning*: Harvard Business School Press.

Reference Book

1. Davenport Tom and Harris, G. Jeanne (2010). *Analytics at Work: Smarter Decisions Better Results*. Florida: CRC Press.

15PBA3342 - DATA MINING AND DATA WARE HOUSING

30 Sessions / 3 Credits

Course Objectives

1. To introduce students to the emerging field of Data mining and data ware housing
2. To help students use different algorithms and techniques in data mining.

Unit I	Introduction to data mining, Techniques in data mining Data mining process and applications - Techniques - Association rules mining - The task and a Naive Algorithm - The Apriori algorithm - Mining Frequent patterns.	8
Unit II	Approaches to data mining techniques, Cluster analysis, Classification rules - Decision tree - Building a decision tree - Cluster analysis: Partition methods - Hierarchical Methods - Density Based methods.	5
Unit III	Web mining techniques: Web data mining - Characteristics - Web content - Web Structure - Web usage mining - Search Engines - architecture – Functionality.	6
Unit IV	Data Warehousing , OLAP: Data ware housing - operational data warehouses - ETL - Guidelines for implementation - Meta data - ODS, ZLE, ETL - OLAP Data cube and operations.	7
Unit V	Data mining information privacy: Information privacy - Uses and pitfalls in data mining - A revised set of privacy rules - examples and cases	4

Methodology

1. Classroom presentations will help students understand the basic principles involved in Data mining and Data warehousing.
2. Students will be given data sets and asked to come up with their insights in the area of clustering and various decision technique concepts.
3. Demonstrations on different data mining techniques using Weka Tool.
4. Demonstrations will be done for the students to know the ideas of web crawling and the entire web functionality.
5. Web sources will be used for understanding the concepts of operational data warehousing.
6. Students will be asked to present the latest trends of data mining techniques along with its uses and implications.

Evaluation

1	Class seminar	15
2	Mini project on DM	25
3	Int. Article Review & Viva	10
4	Test	10
5	End Semester	40
		100

Text Book

1. Gupta C.K. (2014). *Introduction to data mining with case studies. 3 (ed.)* New Delhi: Prentice Hall of India Private Limited.

Reference Book

1. Han, Jiawei and Kamber, Micheline. (2006). *Data Mining Concepts and Techniques.* New Delhi: Morgan Kaufmann Publishers.

15PBA3343 - SOFTWARE ENGINEERING

10 Sessions / 1 Credit

Course Objective

To impart to the students an overview of SDLC and introduce them to different methods and approaches in software development.

Module I	The Software Process Model: The Process models - Requirements analysis - Software Design SQA: The design process - Design concepts- The design model - Architecture Design - User Interface Design - Software Quality.	4
Module II	Testing: Software Testing , Project Management : Software Testing Strategies - Types of testing - Estimation of software projects - Decomposition Techniques - Empirical Estimation Models.	4
Module III	Risk Management: Risk Management- Risk Identification, projection and Refinement Software Maintenance.	2

Methodology

1. It will be a workshop conducted by a software engineer.
2. Software modeling and software testing, its types, methods, levels, and other related terminologies will taught through demonstration and presentations.
3. Hands on training will be given on identification, assessment, and prioritization of risks followed by coordinated and economical application of resources to minimize in risk management.

Evaluation

Test on the basic concepts	20
Preparation of SDLC for any business	40
Estimation of risk involved in a business and providing solution to the same in SE.	40
	100

Reference Books

1. Pressman, Roger S. (2010). *Software Engineering, a Practitioner's Approach*. (7 ed.). New Delhi:Tata McGraw Hill.
2. Sommerville Ian (2011), *Software Engineering*. (6 ed.). New Delhi: Pearson Education.

15PBA3344 - RELATIONAL DATA BASE MANAGEMENT SYSTEMS

10 Sessions / 1 Credit

Course Objective

To enable students understand the concept of data base and highlight the need for RDBMS in the functional areas of business.

Module	I	Data Base : Concepts: A Relational Approach, Data base design: Data Modeling and Normalization	3
Module	II	SQL: DDL,DML,DCL,DTL	4
Module	III	Queries: Functions - Sub Quires : Nested quires	3

Methodology

1. The course will be short course and external expert will be used for teaching the modules through hands on demonstration.
2. Basic concept of data bases and normalization will be covered in module I
3. Basic understanding of SQL Languages. Will be given in module II.
4. Queries and built-in function in SQL will be given in module III.

Evaluation

Test on the basic concepts	20
Practical Exercises on each SQL commands	80
Total	100

Reference Books

1. Shah Nilesh. (2012). *Data base systems Using Oracle a Simplified Guide to SQL and PL/SQL*, (2 ed.) New Delhi: PHI Learning Private Limited.
2. Loney Kevin. (2009). *Oracle Data base 11g The Complete Reference*,.New Delhi: McGraw Hill Education.

15PBA3345 DIGITAL COMMERCE

10 Sessions / 1 Credit

Course Objective

To make students understand the concepts of E and M - Commerce and introduce students to various mobile applications for business.

Module I	E-Commerce : E-commerce and Indian Business Context - Payment Systems - Designing E-Payment Systems - Digital Signature - Online financial services in India	4
Module II	M-Commerce: M -Commerce Value Chain - Content Providers - WAP - 3G - GSM - TDMA - PDA - CDMA - Mobile Internet - Mobile IP - Message Authentication Codes	4
Module III	M-Commerce Services : Next Generation : Mobile portals and Voice portals - Information services - Directory -WML	2

Methodology

1. The course will be short course and external expert will be used for teaching.
2. The students are introduced to the basic concepts and process of E- Commerce and M – Commerce through classroom presentations, reading materials and interaction.
3. Video demonstration will be shown to the students to understand the concept of Digital Commerce Services.

Evaluation

Test on the basic concepts	20
Group presentation on various service offered by Digital companies	40
Group assignment to formulate new strategies to make Digital Commerce	40
	100

Text Book

1. Norman Sadeh. (2010). *E & M -Commerce - Technologies, Services and Business model*. New Jersey : John Wiley and Sons, Inc.

15PBA4346 - BIG DATA ANALYTICS

30 Session / 3 Credits

Course Objective

To help students understand the concept of Big Data and familiarize the applications of Big Data in various industries.

Unit	I	Big data analytics: Types of Big Data - Distributed Computing – Virtualization - Components of Big Data Technology - Cloud and Big Data.	4
Unit	II	Big Data Management : LAMP – SMAQ – MapReduce - Hadoop Conceptual frame work - Big Data warehouses - Scale out Architecture - Big Data Implementation	4
Unit	III	Text Analytics : Identification and Mining - categorization - clustering - Automatic text summarization - Crowd Sourcing Analytics	7
Unit	IV	Web Sentiment Analytics - Web log file Analytics - Link analytics - metrics – Centrality – Web Traffic data - Pyramid model of web analytics data –data sources – Web Analytics tools.	7
Unit	V	Video Analytics - Content based video retrieval systems-Video Processing -Video Phrasing -Object Tracking in video sequences-Motion Information-Object-based Retrieval in video - Mobile App Analytics – Screen Tracking – Event tracking.	8

Methodology

1. Classroom presentations will help students understand the underlying concepts of big data analytics.
2. Students will be exposed to Hadoop architecture in order to give them an overall view about the functioning of analytic techniques.
3. Students will be given an introduction about predictive and text analytics through video demonstration.
4. The students will be asked to learn different methods, tools and metrics of web analytics through web sources.
5. Case studies will be discussed for various topics for students to apply the learned skills of video analytics.
6. Separate workshops on Big data analytics will be conducted by the external experts students have hands on experience using R and Hadoop.

Evaluation

Seminar	20
Mini project on analytics	25
Comprehensive exam	15
End Sem.	40
	100

Text Books

1. Hurwitz .J and Nugent .A. (2013). *Big Data for Dummies*. New Delhi: Wiley India.
2. Minelli M., Chambers M. and DhirajJ.. (2013). *Big Data Big Analytics*. New Delhi: Wiley India.

Reference Books

1. Ohlhorst F.J. (2012). *Big Data Analytics: Turning Big Data into Big Money*. New Delhi: Wiley India.
2. Liebowitz J. (2013). *Big Data and Business Analytics*. Florida: CRC Press.

15PBA4347 - DIGITAL ANALYTICS

30 Sessions / 3 Credits

Course Objective

To familiarize students with the various applications of digital analytics and to impart the necessary skills for carrying out job roles in the field of digital analytics.

Unit	I	Digital insights and analytics – Types of Digital data -SoLoMo – Conversion Prism -Social Listening frame work – Listening Click – Methodology – Social Intelligence – Social Listening issue	7
Unit	II	Social Network Analysis: Connections – Distributions – Segmentation - Online Communities - Community Detection - Social Media Analytics: Content and Theme analysis – Opinion mining in Social media	8
Unit	III	Stream Analytics: Metrics – Click Density analytics - Pay per click Analytics	4
Unit	IV	SEO and Google Analytics: Search Engine Optimization Analytics – Search Engine Marketing Analytics - E-Mail Campaign Analytics – Google Analytics: Features, Benefits, Google analytics blog.	5
Unit	V	Applications of Digital Analytics: Telecom, Retail and Consumer Electronics context - Mining promotion data for targeted campaigns - print and media - Entertainment.	6

Methodology

1. Classroom presentations will help students understand the concepts of digital analytics.
2. Training through demonstration will be done in the area of Social Network Analytics
3. Presentations will help them to understand the process and tools in Social media analytics.
4. The students will be given hands on experience in SEO and Google analytics from external expert by reviewing various web sites
5. Group presentations will be assigned to bring out real time examples of various companies practising digital analytics in the industry.

Evaluation

Group Presentation on digital analytics	20
Test on the basic concepts	15
SEO and Google Analytics Work Shop Practical's	25
End Sem.	40
	100

Reference Books

1. Clifton. B. (2012). *Advanced Web Metrics with Google Analytics*. New Delhi: Wiley India.
2. Kaushik Avinash(2013). *Web Analytics 2.0*. New Delhi: Sybex.
3. Gnaiss Mathew et.al.(2014). *Social Media Analytics: Techniques and Insights for Extracting Business Value Out of Social Media* ,New Delhi: IBM Press.
4. Peterson Eric.T(2014). *Web Analytics Demystified:A Marketer's Guide to Understanding How your Web site affects your business*. California: Celilo Group Media and Café Press

15PBA4348 - KNOWLEDGE MANAGEMENT

10 Sessions / 1 Credit

Course Objective

To make students understand knowledge management concepts and help them analyze the opportunities and issues in KM

Module I	KMSLC: The Knowledge organization - Knowledge - Intelligence - Experience - Data - Information - Knowledge - Types of Knowledge.	4
Module II	Creation and Capture: Knowledge Creation and Architecture, Codification: Knowledge Creation - Model of Knowledge Creation and Transformation - Knowledge Capture.	4
Module III	Knowledge Codification : Tools and Procedure - Testing	2

Methodology

1. An external expert will handle this in the form of a workshop
2. The life cycle of knowledge management systems will be presented
3. The basic understanding of creation, codification and KM Deployment will be done through practical exercise.

Evaluation

Preparation of KMSLC for any business	50
Group Assignment on comprehensive knowledge management frame work for an organization	50
	100

Reference Books

1. Elias, M. Awad and Hassan, M.Ghaziri. (2008). *Knowledge Management*. New Delhi: Pearson Education.
2. Tiwani, Amrit.(2002).*The Essential Guide to Knowledge Management*. New Delhi: Pearson Education.

15PBA4349 - CLOUD COMPUTING

Session 10 / 1 Credit

Course Objective

To help students understand the stages of development in Cloud Systems

Module	I	Cloud Computing : Cloud Computing: Understanding Cloud Computing – Types of Cloud Services - Cloud Computing for Organization - Cloud Computing for the corporation - Using Cloud services - Private and Public Cloud Security.	4
Module	II	Collaboration: Collaboration with Cloud Computing: Collaborating on Event Management - Contact Management - Project Management - Social networks.	4
Module	III	Cloud Management: Aneka Platform –Application services – Foundation services.	2

Methodology

The course will be handled by an external expert. He will explain the process of cloud computing. He will also deal with how business organizations use cloud computing.

Evaluation

Test on the basic concepts	30
Group assignment on applications of Cloud Computing	70
	100

Reference Books

1. Miller Michael. (2009). *Cloud Computing*. Que Publishing.
2. Buyya,R, Vecchiola, C and Selvi, S.T (2013).*Mastering Cloud Computing: Foundations and Applications Programming*. MK Publishers Ltd.

15PBA4350 – IT Enabled Services

10 Sessions / 1 Credit

Course Objective

To help students understand the concepts involved in ITES and its applications.

Module I	IT Infrastructure: IT outsourcing: Business Process Outsourcing –Re engineering- off-shoring. IT infrastructure services: Back office operations-Help desks-Desktop support-Data center services - Mainframe support - Network operations - Consulting: IT consulting - Network consulting -Manufacturing -engineering	4
Module II	Process : Horizontal processes: Customer interaction and supports - Human resource management - Finance and administration Vertical processes: Banking - Insurance - Travel - Manufacturing - Telecommunications - Pharmaceuticals	3
Module III	Services : Content Development- Animation – Web site services – Cross Border Service Delivery - Geographic Information System Services -Challenges in ITES business	3

Methodology

1. External expert will handle the course
2. The module I will cover basic concept of IT infrastructure. The module II will give students a basic understanding Horizontal and vertical processes.
3. The module III will give idea on ITES in outsourcing.

Evaluation

To visit a company and study the IT infrastructure and submit a report.	75
Comprehensive viva	25

Reference Book

1. Lann Sjaak. (2011). *IT Infrastructure Architecture*. Lulu Press Inc.