Shri Vishnu Engineering College for Women:: Bhimavaram
(Autonomous)
Department of Management Studies

Course Structure (MBA) With Effect from 2025-26
MBA :: First Semester

S.No.	Sub. Code	Subject Title	L	T	P	C	I	E	T
1	PGMB1T0125	Management and Organizational Behavior	4	0	0	4	30	70	100
2	PGMB1T0225	Managerial Economics	4	0	0	4	30	70	100
3	PGMB1T0325	Accounting for Managers	4	0	0	4	30	70	100
4	PGBS1T0425	Quantitative Analysis for Business Decisions	4	0	0	4	30	70	100
5	PGMB1T0525	Entrepreneurship Development	4	0	0	4	30	70	100
6	PGMB1T0625	Business Environment	4	0	0	4	30	70	100
7	PGMB1T0725 PGMB1T0825 PGMB1T0925 PGMB1M1025	Information Technology for Business Rural Development Intellectual Property Rights & Patents MOOCs: SWAYAM/NPTEL- (Related to Management Courses other than listed courses in the syllabus)	3	0	0	3	30	70	100
8	PGMB1P1125	PACE-UP (Personality Assessment Centre, Enhancement and Upgradation Processes) Programme	0	0	4	2	20	30	50
9	PGMB1P1225	Tally Lab	0	0	4	2	20	30	50
10	PGMB1J1325	Entrepreneur Project -I	0	0	4	2	50		50
Total			**27**	**0**	**12**	**33**	**300**	**550**	**850**

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MBA :: Second Semester

S.No.	Sub. Code	Subject Title	L	T	P	C	I	E	T
1	PGMB2T0125	Financial Management	4	0	0	4	30	70	100
2	PGMB2T0225	Human Resource Management	4	0	0	4	30	70	100
3	PGMB2T0325	Operations Management	4	0	0	4	30	70	100
4	PGMB2T0425	Marketing Management	4	0	0	4	30	70	100
5	PGBS2T0525	Research Methods for Business Decisions	4	0	0	4	30	70	100
6	PGMB2T0625	Business Analytics	4	0	0	4	30	70	100
7	PGMB2T0725 PGMB2T0825 PGMB2T0925 PGMB2T1025	Cross Cultural management Project Management Lean Management Database Management System	3	0	0	3	30	70	100
8	PGCS2P1125	R-Programming Lab	0	0	4	2	20	30	50
9	PGCS2P1225	IT Lab (Spread sheets and SQL)	0	0	4	2	20	30	50
10	PGMB2J1325	Entrepreneur Project –II	0	0	4	2	50		50
Total			**27**	**0**	**12**	**33**	**300**	**550**	**850**

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MBA :: Third Semester

S.No.	Sub. Code	Subject Title	L	T	P	C	I	E	T
1	PGMB3T0125	Strategic Management	4	0	0	4	30	70	100
2	PGMB3T0225	Operations Research	4	0	0	4	30	70	100
3		Elective I	3	0	0	3	30	70	100
4		Elective II	3	0	0	3	30	70	100
5		Elective III	3	0	0	3	30	70	100
6		Elective IV	3	0	0	3	30	70	100
7	PGMB3J1525	Entrepreneur Project-III	0	0	2	1	50		50
		Total	**20**	**0**	**2**	**21**	**230**	**420**	**650**

MBA :: Fourth Semester

S.No.	Sub. Code	Subject Title	L	T	P	C	I	E	T
1	PGMB4T0125	Corporate Legal Framework	4	0	0	4	30	70	100
2	PGMB4T0225	Supply Chain Management	4	0	0	4	30	70	100
3		Elective V	3	0	0	3	30	70	100
4		Elective VI	3	0	0	3	30	70	100
5		Elective VII	3	0	0	3	30	70	100
6		Elective VIII	3	0	0	3	30	70	100
7	PGMB4J1525	Main project	0	0	8	4		100	100
	Total		**20**	**0**	**8**	**24**	**180**	**520**	**700**

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Year & Semester	Credits	Internal Marks	External Marks	Total Marks
I YEAR - I SEMESTER	33	300	550	850
I YEAR - II SEMESTER	33	300	550	850
II YEAR – I SEMESTER	21	230	420	650
II YEAR – II SEMESTER	24	180	520	700
Total	**111**	**1010**	**2040**	**3050**

Electives for III SEMESTER

1. HUMAN RESOURCE MANAGEMENT

Elective-I	PGMB3T0325	Learning and Development
Elective-II	PGMB3T0425	Performance and Compensation Management
Elective-III	PGMB3T0525	Strategic Human Resource Management
Elective-IV	PGMB3T0625	Talent Acquisition and Management

2. FINANCIAL MANAGEMENT

Elective-I	PGMB3T0725	Taxation Management
Elective-II	PGMB3T0825	Banking institutions and financial reforms
Elective-III	PGMB3T0925	Investment and Portfolio Management
Elective-IV	PGMB3T1025	Financial Markets and Services

3. MARKETING MANAGEMENT

Elective-I	PGMB3T1125	Consumer Behavior
Elective-II	PGMB3T1225	Retail Management
Elective-III	PGMB3T1325	Customer Relationship Management
Elective-IV	PGMB3T1425	Advertising and Brand Management

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Electives for IV SEMESTER

1. HUMAN RESOURCE MANAGEMENT

Elective-I	PGMB4T0325	Labor Welfare and Employment laws
Elective-II	PGMB4T0425	International HRM
Elective-III	PGMB4T0525	Employee Relations and Workplace Culture
Elective-IV	PGMB4T0625	Human Capital Management

2. FINANCIAL MANAGEMENT

Elective-I	PGMB4T0725	Corporate Strategic Finance
Elective-II	PGMB4T0825	International Trade and Finance
Elective-III	PGMB4T0925	Global Financial Management
Elective-IV	PGMB4T1025	Financial Derivatives

3. MARKETING MANAGEMENT

Elective-I	PGMB4T1125	Green Marketing
Elective-II	PGMB4T1225	Marketing Research
Elective-III	PGMB4T1325	Services Marketing
Elective-IV	PGMB4T1425	Sales and Distribution Management

Management Theory Organizational Behavior

	L	T	P	C
Subject Code: PGMB1T0125	**L**	**T**	**P**	**C**
I Year/ I Semester	**4**	**0**	**0**	**4**

Prerequisites: Students should have prior knowledge of basic Management Concepts and Organizational Concepts

Course Objective

The objectives of this course are:

1. To introduce the fundamentals concepts of Management.
2. To familiarize with concepts of management functions.
3. To familiarize with fundamental concepts of Organizational Behavior.

Syllabus

Unit – I Foundations of Management and Decision Making [11 hrs]

Definition, Nature, Functions and Importance of Management – Evolution of Management thought – Scientific management, administrative management, Haw throne experiments – systems approach - Levels of Management - Managerial Skills - Planning – Steps in Planning Process – importance and Limitations – Types of Plans - Characteristics of a sound Plan - Management by Objectives (MBO) - Techniques and Processes of Decision Making - Social Responsibilities of Business

Unit-II Organizing, Structure, and Control [11 hrs]

Organizing – Principles of organizing – Organization Structure and Design – Types of power- Delegation of Authority and factors affecting delegation – Span of control – Decentralization – Line and staff structure conflicts - Coordination definition and principles - Emerging Trends in Corporate Structure – Formal and Informal Organization- Nature and importance of Controlling, process of Controlling, Requirements of effective control and controlling techniques.

Unit – III Understanding Individual Behavior in Organizations [11 hrs]

Organizational behavior: Nature and scope – Linkages with other social sciences – Individual roles and organizational goals – perspectives of human behavior - Perception– perceptual process – Learning - Learning Process- Theories - Personalit[4]y and Individual Differences - Determinants of Personality - Values, Attitudes and Beliefs - Creativity and Creative thinking.

Unit – IV Motivation, Leadership & Group Dynamics [11 hrs]

Motivation and Job Performance – Content and process Theories of Motivation - Leadership- Styles - Approaches – Challenges of leaders in globalized era – Groups – stages formation of groups – Group Dynamics - Collaborative Processes in Work Groups - Johari Window- Transactional Analysis.

Unit – V Conflict Management and Organizational Change [11 hrs]

Organizational conflict-causes and consequences-conflict and Negotiation Team Building, Conflict Resolution in Groups and problem solving Techniques – Organizational change - change process - resistance to change - Creating an Ethical Organization.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Course Outcomes: Upon completion of the course, students will be able to:

COs	Description	Bloom's Level
CO 1	Relate basic concepts of Management	II-Understanding
CO 2	Deducting Concepts relating to Planning and Organizing	IV- Analysing
CO 3	Interpreting Motivational and Leadership aspects	II-Understanding
CO 4	Appraising the key aspects of Communication and Control	IV- Analysing
CO 5	Exemplifying the basic key aspects of Organizations with emphasis on culture	II-Understanding

References:

R1.Harold Koontz, Heinz Weihrich, A.R.Aryasri, Principles of Management, TMH, 2010.

R2. Dilip Kumar Battacharya, Principles of Management, Pearson, 2012.

R3.Kumar, Rao, Chhaalill "Introduction to Management Science" Cengage Publications,New Delhi

R4.V.S.P.Rao, Management Text and Cases, Excel, Second Edition, 2012.

Text Books:

T1: Heinz Weihrich & Harold Koontz, Essentials of Management, Tata-McGraw Hill,ND

T2: Stephen P.Robbins, Sanghamitra Bhattacharyya, David A. Decenzo, Madhushree Nanda Agarwal,Fundamentals of Management Essential Concepts and Application, 6 Edition, Pearson, 2011.

T3: L M Prasad, Principles & Practice of Management, Sultan Publications.

T4: Peter F Drucker, The Practice of Management, McGraw Hill

Managerial Economics

Subject Code: PGMB1T0225	**L T P C**
I Year/ I Semester	**4 0 0 4**

Prerequisites: Students have the Knowledge on Economics Concepts

Course Objective

The objectives of this course are:

1. Introduce the economic concepts
2. Familiarize with the students the importance of economic approaches in managerial decision making.
3. Understand the applications of economic theories in business decisions

UNIT-I: Introduction to Managerial Economics [11 hrs]

Introduction to Managerial Economics: Nature and Scope- of managerial Economics: Incremental reasoning, Concept of Time Perspective, Discounting Principle, Opportunity Cost Principle, Equi -Marginal Concept-Theory of Firm-profit measurement-social responsibility of business.

UNIT-II: Theory of Pricing and Market Structures [11 hrs]

Demand Analysis and Forecasting: Concepts of Demand, Supply, Determinants of Demand and Supply, Elasticities of Demand and Supply- Methods of demand forecasting for established and new products-.

UNIT-III: Cost and Production Analysis [11 hrs]

Cost and Production Analysis: Cost: Concept and types, Cost-Output Relationships, Cost Estimation, Reduction and Control- Economies and Diseconomies of Scale- Law of Variable Proportions- Returns to Scale- Isoquants- Cobb-Douglas and CES Production functions.

UNIT-IV: Theory of Pricing and Market Structure [11 hrs]

Theory of Pricing: Price determination under Perfect Competition, Monopoly, Oligopoly and Monopolistic Competitions- Methods of Pricing. Market structures: Perfect and Imperfect Market Structurer. Price discrimination-degrees of price discrimination.

UNIT-V: Macroeconomics and Business Environment [11 hrs]

Macro Economics and Business: Concept, Nature and Measurement of National Income- - Fiscal and Monetary Policies.I nflation and Deflation: Inflation - Meaning and Kinds, Types, Causes and measurement of inflation Measures to Control Inflation, Deflation- - Philips curve- Stagflation-Theory of Employment- Business cycles: Policies to counter Business Cycles.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Course Outcomes: Upon completion of the course, students will be able to:

COs	Description	Bloom's Level
CO 1	Explain the nature, scope, and fundamental concepts of managerial economics including incremental reasoning, time perspective, discounting principle, and opportunity cost.	I- Understand
CO 2	Analyze demand and supply determinants, calculate elasticities, and apply various methods of demand forecasting for both established and new products.	III- Analyze
CO 3	Evaluate cost concepts, cost-output relationships, and production functions including economies of scale, law of variable proportions, and returns to scale to optimize firm performance.	II-Understanding
CO 4	Compare pricing mechanisms and market structures including perfect competition, monopoly, oligopoly, and monopolistic competition, and discuss price discrimination strategies.	IV-Apply
CO 5	Assess macroeconomic factors affecting business such as national income, fiscal and monetary policies, inflation, deflation, employment theories, and business cycles along with policy measures.	V-Evaluating

References:

R1.D.M.Mithani, Managerial Economics, Himalaya Publishing House
R2.Hirschey-Managerial economics,12th ed-cengage
R3. Gupta G.S., Managerial Economics, TMH, 1988.
R4.P.L. Mehta, Managerial Economics, PHI, 2001.

Text Books:

T1. YogeshMaheswari, Managerial Economics, Phi Learning, Newdelhi, 2005 GuptaG.S
T2. Managerial Economics, Tata Mcgraw-Hill, New Delhi Moyer &Harris

Accounting for Managers

Subject Code: PGMB1T0325 **L T P C**
I Year/ I Semester **4 0 0 4**

Course Objective:
The objectives of this course are: Understand the concepts of Accounting and Inventory

SYLLABUS

Unit – I: Fundamentals of Financial Accounting [12 hrs]
Financial Accounting- concept, Importance and scope, accounting principles, accounting cycle, journal ledger, trial balance, Preparation of final accounts with adjustments.

Unit – II: Financial Statement Analysis and Interpretation [12 hrs]
Analysis and interpretation of financial statements – meaning, importance and techniques, ratio analysis, Fund flow analysis, cash flow analysis (AS -3).

Unit – III: Cost Accounting and Inventory Valuation [12 hrs]
Cost accounting–meaning, importance, methods, techniques; classification of costs and cost sheet; Inventory valuation methods- LIFO, FIFO, HIFO and weighted average method

Unit – IV: Management Accounting and Budgetary Control [12 hrs]
Management accounting – concept, need, importance and scope; budgetary control-meaning, need, objectives, essentials of budgeting, different types of budgets and their preparation.

Unit-V: Standard and Marginal Costing [12 hrs]
Standard costing and variance analysis (materials, labour)-Marginal costing and its application in managerial decision making

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Course Outcomes: Upon completion of the course, students will be able to:

COs	Description	Bloom's Level
CO 1	**Explain** the fundamental concepts, principles, and processes of financial accounting including the preparation of final accounts with adjustments.	I - Understand
CO 2	**Analyze** financial statements using tools such as ratio analysis, fund flow, and cash flow statements (AS-3) to assess the financial health of an organization.	III- Analyze

CO 3	**Prepare** cost sheets and **apply** inventory valuation methods like LIFO, FIFO, HIFO, and Weighted Average in cost accounting.	IV- Apply
CO 4	**Demonstrate** the use of management accounting techniques including budget preparation and budgetary control for effective planning and control.	IV- Apply
CO 5	**Evaluate** variances using standard costing and apply marginal costing techniques for informed managerial decision-making.	*V -Evaluate*

Text Books:

1. Vijaya Kumar.P, Ravindra P.S., Kiran Kumar V: "Accounting for Managers", Himalaya Publishing House, New Delhi, 2013
2. Ramachandran N, RamKumar Kakani: Financial Accounting for Management", McGraw Hill – 2013
3 Maheashwari and Maheshwari, "Financial Accounting", Vikas publishing House, New Delhi,2013
4 Paresh Shah: "Financial accounting for management", Oxford University press, New Delhi, 2013.

Quantitative Analysis for Business Decisions

Subject Code: PGBS1T0425 **L T P C**
I Year/ I Semester **4 0 0 4**
Prerequisites:

- Student have some knowledge on basic mathematics

Course Objective

- To develop a deeper understanding of meaning and importance of quantitative technique and its applications in managerial decisions.
- Students have more knowledge about the decision making concept, process of decision making and different environments like risk, uncertainty and certainty.
- To have knowledge about Sampling and Sampling Distributions-Estimation-Point and Interval Estimates, Concepts of Testing Hypothesis.
- Students would able to understand the concept of ANOVA, Chi-square Test of Independence and Goodness of fitness.

SYLLABUS

UNIT-I: Introduction to Quantitative Techniques [12 hrs]
Quantitative Techniques: Introduction - Meaning and Definition – Classification of QT -QT and other disciplines – Application of QT in business 9– Limitations.
UNIT -II: Descriptive Statistics and Probability Distributions [12 hrs]
Measure of Central Tendency and Dispersions- Arithmetic Mean; Geometric Mean; Harmonic Mean; Median:Mode, Standard Deviation. Simple correlation- Karl Pearson's Coefficient of correlation, Rank correlation. Simple Regression Analysis – Concept of Probability-Probability Rules-Joint and Marginal probability-Baye's Theorem-Probability Distributions - Binominal, Poisson, Normal & Exponential Probability Distributions.

UNIT- III: Decision Theory and Decision-Making Models [12 hrs]
Introduction of Decision Theory: Steps involved in decision making, different environments in which decisions are made, Criteria for decision making, Decision making under uncertainty, Decision making under conditions of Risk-Utility as a decision criterion, Decision trees, Graphic displays of the decision-making process, Decision making with an active opponent.
UNIT- IV: Estimation, Sampling, and Hypothesis Testing [12 hrs]
Concept of Estimation and Sampling: Inferential Analysis-Point Estimates and Interval Estimates of Averages and Proportions of small and large

samples. Sampling – Meaning, Steps in Sampling Process-Sample Size-Probability and non- probability sampling techniques, Errors in sampling.Tests of significance- Types- Hypothesis- Types- Hypothesis testing and Confidence Intervals. Parametric Tests for means, Proportions, Variance and Paired Observations.

UNIT- V: Analysis of Variance and Non-Parametric Tests [12 hrs]

Analysis of Variance (ANOVA): One-way and Two Way ANOVA, Non Parametric tests- Chi–Square- Test of Independence, Test of Goodness of Fit.

Relevant cases have to be in each unit and in examination case is compulsory for every unit.

Course Outcomes: Upon completion of the course, students will be able to:

COs	Description	Bloom's Level
CO 1	Explain the basic concepts, classifications, and applications of Quantitative Techniques in business decision-making.	II-Understand
CO 2	Compute and interpret various measures of central tendency, dispersion, correlation, and probability distributions to analyze business data.	III-Apply
CO3	Analyze decision-making situations using decision theory models under different conditions such as certainty, risk, and uncertainty.	IV-Analyze
CO4	Evaluate sampling techniques and apply hypothesis testing procedures for making inferences about population parameters.	V- Evaluate
CO 5	Apply and interpret the results of ANOVA and non-parametric tests (Chi-square) to support business research and decision-making.	III- Apply

References .

R1.N.D. Vohra "Quantitative Techniques in Management", Tata- McGraw Hill PrivateLimited, New Delhi, 2011.
R2.Gupta S.P "Statistical Methods", S. Chand and Sons, New Delhi.
R3.Anand Sharma "Quantitative Techniques for Business decision Making HimalayaPublishers, New Delhi, 2012.
R4.D.P. Apte "Operation Research and Quantitative Techniques", Excel Publications, NewDelhi, 2013.

Entrepreneurship Development

Subject Code: PGMB1T0525 **L T P C**
I Year/ I Semester **4 0 0 4**

Course Objectives

1. To introduce the fundamental concepts and definitions of entrepreneurship, including entrepreneurial motivation, values, and barriers.
2. To explore various types and classifications of entrepreneurs, particularly in the context of developing economies.
3. To analyze the challenges faced by new and existing enterprises, including financial, structural, and managerial problems, and examine institutional support systems.
4. To familiarize students with project formulation, project life cycle, feasibility analysis, and preparation of project reports.
5. To equip students with practical knowledge of enterprise development, including the procedural aspects of starting a business and making strategic decisions during the start-up phase.

UNIT -I Introduction **[11 hrs]**

Definition of Entrepreneur, Entrepreneurial motivation and barriers; Internal and external factorsEconomic Barriers to Entrepreneurship –Non-Economic Barriers to Entrepreneurship- Theories of entrepreneurship; Classification of Entrepreneurship- Entrepreneurship in Developing Economy – Entrepreneurial Values and Attitudes

UNIT- II Problems & Support **[11 hrs]**

Incubation and Take-off, Problems encountered Structural, Financial and Managerial Problems, Types of Uncertainty. -Institutional support for new ventures: Supporting organizations; Incentives and facilities; Financial Institutions and Small-scale Industries, Govt. Policies for SSIs. -Role of SIDBI in Project Management.

UNIT -III Types of Entrepreneurs **[11 hrs]**

Family and non-family entrepreneurs - Role of Professionals, Professionalism vs. family entrepreneurs–-Sick industries, Reasons for Sickness, Remedies for Sickness, Role of BIFR in revival, Bank Syndications.

Unit -IV Project Analysis **[11 hrs]**

Meaning and Definition of Project, Types & Characteristics – Project Phases – Project Life Cycle – Project Family Tree – Feasibility Analysis and Project Report.

Unit -V Development of Enterprise **[11 hrs]**

Concept and development of Enterprise - Procedure of starting Enterprise – Vital Decision to make during start up: Project Report Preparation, Choice of Enterprise, and Market Assessment of Enterprise.

Course Outcomes: Upon completion of the course, students will be able to:

COs	**Description**	**Bloom's Level**
CO 1	Explain the fundamental concepts of entrepreneurship, including types, theories, values, and attitudes, along with the role of entrepreneurs in a developing economy.	II-Understand
CO 2	Identify and analyze barriers to entrepreneurship and evaluate the role of motivation, incubation, and institutional support in overcoming these barriers.	IV-Analyze
CO3	Differentiate between various types of entrepreneurs and examine the challenges faced by sick industries and the role of financial institutions like BIFR and bank syndicates in their revival.	IV-Analyze
CO4	Demonstrate knowledge of project analysis including phases, life cycle, feasibility studies, and preparation of project reports.	III-Apply
CO 5	Formulate a plan for developing an enterprise by applying procedures for starting a business, making vital start-up decisions, and conducting market assessments.	VI- Create

References:

R1. Couger, C-Creativity and Innovation (IPP, 1999)
R2. Nina Jacob, -Creativity in Organisations (Wheeler, 1998)
R3. Jonne&Ceserani-Innovation&Creativity(Crest) 2001.
R4. Holt-Entrepreneurship: New Venture Creation (Prentice-Hall) 1998.
R5.Dollinger M J-Entrepreneurship (Prentice-Hall, 1999).

Business Environment

Subject Code: PGMB1T0625 **L T P C**
I Year/ I Semester **4 0 0 4**

Prerequisites: Students should have prior knowledge of

- Indian economy, banking, Government policies, legislations, e.t.c.

Course Objectives

1. To introduce the concept, nature, and components of the business environment and its influence on strategic decision-making, including environmental scanning and regulatory frameworks.
2. To examine the social, cultural, political, and legal factors affecting business operations, and understand the government-business relationship in the Indian context.
3. To analyze the economic environment of business with a focus on economic policies such as fiscal and monetary policy, Union Budget, NITI Aayog, and balance of payments.
4. To understand the legal environment impacting businesses including debt restructuring mechanisms, insolvency laws, industrial sickness regulations, and key legislative acts.
5. To explore the role of technological advancements and natural environment factors in shaping modern business practices, along with concerns related to environmental pollution.

UNIT – I: Introduction to Business Environment [11 hrs]

The Concept of Business Environment - its Nature and Significance -Components of Business Environment - Impact of environment on business and strategic decisions.

UNIT – II: Social and Cultural Environment [11 hrs]

Social and Cultural Environment: Introduction - Social environment - Cultural environment - Impact of Foreign Culture on Business - Types of Social Organization - Social Responsibilities of Business.

UNIT – III: Economic Environment [11 hrs]

Economic Environment: Introduction - Economic environment of Business - Economic systems - Macroeconomic parameters and their impact of business - Economic policies - Five Year Plans & NITI Aayog in India.

UNIT – IV: Political and Legal Environment [11 hrs]

Political and Legal Environment: Introduction -Political environment - Relationship between Government and Business in India - Role of Government in Business - Constitutional provisions regarding regulation of business in India. Legal Environment - Implementations of Business - Corporate Governance.

UNIT – V: Technological and Natural Environment [11 hrs]

Technological and Natural Environment: Features of Technological Environment -Factors and Impact of Technological Environment - Technological Environment in India - Elements of Natural Environment - Environmental Pollution. Case is compulsory from any unit.

Relevant cases have to be discussed in each unit and in examination

Course Outcomes: Upon completion of the course, students will be able to:

COs	Description	Bloom's Level
CO 1	Describe the concept, nature, components, and significance of the business environment, including the regulatory structure and environmental scanning techniques.	II - Understanding
CO 2	Examine the impact of social, cultural, political, and legal environments on business operations, and *discuss* the government–business relationship in India.	I & II- Remember & Understand
CO 3	Analyze the influence of economic policies such as fiscal and monetary policy, the Union Budget, and balance of payments on business decisions.	IV – Analyze
CO 4	Interpret key legal provisions related to business operations, including insolvency codes, industrial regulations, and environmental protection laws.	III - Apply
CO 5	Evaluate the effects of technological advancements and natural environmental factors on business strategies and sustainability efforts.	V- Evaluate

TEXT BOOKS:

T1: Essentials of Business Environment - K.Aswathappa, Himalaya publishing house (11^{th} Edition)
T2: Business Environment - Francis cherunilam. Himalaya publishing house (11^{th} Edition)
T3: Datt and Sundaram : Indian Economy-66^{th} revised edition, Chand Publications

Suggested Readings:

1.K.V.Sivayya& VBM Das: Indian Industrial Economy, Sultan & Chand Publishers, Delhi.
2. Justin, Paul., 2016. Business Environment: Text and cases. Tata McGraw Hill.

Information Technology for Business

Subject Code: PGMB1T0725 **L T P C**
I Year/ I Semester **3 0 0 3**

Course Objectives:

- To understand business processes and information technology in business.
- To manage and understand IT in business organizations.
- To build and develop technology trends.
- To understand the challenges on using Technology for business
- To learn ethical issues in information technology

UNIT-I Introduction to Business and Information Technology [10 hrs]

Business and Information Technology - Business in the Information Age, Information system, CBIS, Trends in IT Evolution and types of Information Systems, Managing IT in organization.

UNIT-II Information Technology Infrastructure [10 hrs]

Information Technology Infrastructure - Computer Hardware, Software, Managing and Organization of Data and Information - Telecommunication and Networks. The Internet and Intranet (I.O.T).

UNIT-III Information Technology for Competitive Advantage [10 hrs]

Information Technology for Competitive advantage - Inter Organizational Information Systems, Global Information Systems, Electronic Data Interchange (EDI) and Electronic Funds Transfer (EFT). Enterprise Resource Planning, Data Knowledge, and Decision Support.

UNIT-IV Intelligent Systems in Business [10 hrs]

Intelligent Systems in Business - Artificial intelligence and Intelligent Systems - Expert Systems, Intelligent Agents, Virtual Reality, Ethical and global issues of Intelligent systems.

UNIT-V Electronic Commerce and Strategic IT Applications

Electronic Commerce - Foundation, Business to Consumer Applications, Business to Business Applications, Consumer Market Research and other Support, Legal and Ethical issues in E- commerce Strategy, Information Systems, Strategic Advantage, Porter's Competitive Forces model on IT, Business Process Re-engineering, Virtual Corporations, E- Learning, CBI, Information Systems Development Life Cycle (SDLC), Building Internet and Intranet Applications.

Course Outcomes: Upon completion of the course, students will be able to:

COs	Description	Bloom's Level
CO 1	Explain the fundamental concepts of business information systems, including the types and evolution of information technology in organizations.	II - Understanding
CO 2	Describe the components of IT infrastructure such as hardware, software, data management, telecommunications, and emerging technologies like IoT.	I & II- Remember & Understand
CO 3	Analyze how information technology provides competitive advantage through systems like ERP, EDI, EFT, and decision support systems.	IV – Analyze
CO 4	Evaluate the applications and implications of intelligent systems including AI, expert systems, and virtual reality in business contexts.	V- Evaluate
CO 5	Apply knowledge of e-commerce foundations, legal and ethical issues, and IT strategies to develop effective business processes and online applications.	III - Apply

Text Books:

1. Turban Rainer and Potter: Introduction to Information Technology, John & Wiley Sons.
2. James O'Brien: Introduction to Information Systems, McGraw Hill Book Company.

Rural Development

Subject Code: PGMB1T0825 **L T P C**
I Year/ I Semester **3 0 0 3**

Course Objectives

1. To facilitate the students to understand the basic nature of rural society in India
2. To appraise students about the Rural Local Administration
3. To provide insights on rural demography and rural economy in India
4. To provide insights on various processes and challenges of agriculture in India
5. To make students aware of the rural market structure in India

Unit-I Introduction to Rural Development [10 hrs]

Rural Development: Concept, Importance, Nature and scope, Characteristics of rural economy, human capital of development- Distinction between development and growth, Indicators of rural development, problems & issues in rural development.

Unit – II Rural Management and Economic Structure [10 hrs]

Rural Management: Nature, Scope and challenges in marketing operations, human and financial resources in rural areas. Entrepreneurship opportunities in rural areas,
Agricultural production, productivity and backwardness, Social and Economic structure of rural India and its economic developmen.t

Unit – III Rural Community Development and Administration [10 hrs]

Rural Community Development: M.D.G -Concept of community, Function of Community,PURA model, Community profile: Process and tools. Community development: Characteristics, Principles andscope, Panchayat Raj and community development in India.; Zilla Parishad - structure, powers,function, working and problems in Rural Administration.

Unit – IV Sustainable Development and Social Security [10 hrs]

Sustainable Development: Biodiversity and its conservation, Environmental pollution, air, water and soil pollution., Rainwater harvesting Watershed management. Social security schemes in India-DDP-CRSP-NHRDP-DWACRA-DRDA-Health care programmes.

Unit-V Rural Markets and Demography [10 hrs]

Concept and Scope of Rural Market, Characteristics of rural markets, Environmental factors: Micro and Macro marketing environment, Marketing planning process, Introduction to services marketing. Fundamentals of Rural Demography and Economics: Rural population –process of development-GATT-WTO-SEZ-CSR-NAIS.

Course Outcomes: Upon completion of the course, students will be able to:

CO	Description	Bloom's Level
CO 1	Explain the concept, importance, and key characteristics o rural development along with the major issues affecting ru economies.	II - Understanding
CO 2	Analyze the challenges in rural management including marketing operations, resource management, and entrepreneurship opportunities in rural areas.	IV – Analyze
CO 3	Describe the process and tools of community development, and evaluate the role of Panchayat Raj institutions in rural administration.	II & V Understand and Evaluate
CO 4	Assess sustainable development practices such as biodiver conservation, pollution control, and social security scheme relevant to rural areas.	V- Evaluate
CO 5	Apply knowledge of rural market characteristics, marketing environments, and demographic-economic factors to desig rural marketing strategies.	III - Apply

Reference:

1. Satya Sundram, I. "Rural Development" Himalaya Publishing House, New Delhi.
2. K. Venkatareddy-Aricultural and rural Development-Himalaya publishing house

Intellectual Property Rights & Patents

Subject Code: PGMB1T0925	**L**	**T**	**P**	**C**
I Year/ I Semester	**3**	**0**	**0**	**3**

Course Objective:

1. The main objective of the IPR is to make the students aware of their rights for the protection of their invention done in their project work.

2. To get registration in our country and foreign countries of their invention, designs and thesis or theory written by the students during their project work and for this they must have knowledge of patents, copy right, trademarks, designs and information Technology Act.

3. Further the teacher will have to demonstrate with products and ask the student to identify
the different types of IPR's.

Unit-I INTRODUCTION TO IPR [10 hrs]

Meaning of property, Origin, Nature, Meaning of Intellectual Property Rights – Kinds of Intellectual property rights—Copy Right, Patent, Trademark, Trade Secret and trade dress, Design, Layout Design, Geographical Indication, Plant Varieties and Traditional Knowledge.

Unit-II PATENT RIGHTS AND COPY RIGHTS [10 hrs]

Origin, Meanin[1]g[8] of Patent, Types, Inventions which are not patentable, Registration Procedure, Rights and Duties of Patentee, Assignment and license, Restoration of lapsed Patents, Surrender and Revocation of Patents, Infringement, Remedies & Penalties. COPY RIGHT—Origin, Definition &Types of Copy Right, Registration procedure, Assignment & license, Terms of Copy Right, Piracy, Infringement, Remedies, Copy rights with special reference to software.

Unit-III TRADEMARKS [10 hrs]

Origin, Meaning & Nature of Trademarks, Types, Registration of Trade Marks, Infringement & Remedies, Offences relating to Trade Marks, Passing Off, Penalties.

Unit-IV DESIGN [10 hrs]

Meaning, Definition, Object, Registration of Design, Cancellation of Registration, International convention on design, functions of Design. Semiconductor Integrated circuits and layout design Act-2000.

Unit-V BASIC TENENTS OF INFORMATION TECHNOLOGY ACT-2000 [10 hrs]

IT Act – Introduction E-Commerce and legal provisions E- Governance and legal provisions Digital signature and Electronic Signature. Cybercrimes

Course Outcomes: Upon completion of the course, students will be able to:

COs	Description	Bloom's Level
CO 1	Explain the fundamental concepts and types of Intellectual Property Rights including copyright, patents, trademarks, and geographical indications.	II - Understanding
CO 2	Describe the patent and copyright registration procedures, rights and duties of patentees, and legal remedies available in case of infringement.	II - Understanding
CO 3	Analyze the nature and registration process of trademarks and evaluate issues related to infringement, passing off, and penalties.	IV – Analyze
CO 4	Summarize the significance of design registration, cancellation procedures, and international conventions related to design protection.	V- Evaluate
CO 5	Evaluate the provisions of the Information Technology Act 2000, including e-commerce, digital signatures, e-governance, and cybercrimes..	III – Apply

TEXTBOOKS:

1. Intellectual Property Rights and the Law, Gogia Law Agency, by Dr. G.B. Reddy
2. Law relating to Intellectual Property, Universal Law Publishing Co, by Dr.B.L.Wadehra
3. IPR by P. Narayanan
4. Law of Intellectual Property, Asian Law House, Dr.S.R. Myneni

MOOCs : SWAYAM/ NPTEL/ - Related to Management Courses other than listed courses in the syllabus

Subject Code: PGMB1M1025	**L T P C**
I Year/ I Semester	**3 0 0 3**

NOTE: Students opting for SWAYAM/ NPTEL/ NISM should register for 12 weeks course and need to produce the Pass certificate with minimum 40% (Percentage) for receiving the Academic Credits. The actual percentage mentioned on the certificate will be transferred to the marks memo.

PACE UP
(Personality Assessment Centre, Enhancement and Upgradation Processes)

Subject Code: PGMB1P1125	**L T P C**
I Year/ I Semester	**0 0 4 2**

Course Objectives:

Business Etiquettes and Professionalism has been designed to meet the following objectives:

a) To learn the principles of business etiquettes and professional behaviour

b) To understand the etiquettes for making business correspondence effective

c) To be able to present yourself confidently at various business situations

d) Develop awareness of dining and multicultural etiquettes

Unit: I

Business Etiquettes- An Overview: Significance of Business Etiquettes in 21st Century Professional Advantage; Need and Importance of Professionalism

Workplace Etiquette: Etiquette for Personal Contact- Personal Appearance, Gestures, Postures, Facial Expressions, Eye-contact, Space distancing

E-Mail Etiquette: Significance of Netiquette, E-mail: Way of professional communication,

Basic Email Etiquettes: Proper Grammar, Spelling, Punctuation, Styling and Formatting, Body of Email, Response, Privacy

Unit – II

Telephone Etiquettes: Telephone Communication Techniques -Placing Telephone calls, Answering Calls, Transferring Calls, Putting Calls on Hold, Taking Messages, Handling Rude Callers, Tactful Responses, Leaving Professional Messages; Developing Cell Phone Etiquettes; Voicemail Etiquette; Telephonic Courtesies

Dining Etiquette: Basics of Dining Etiquettes; Basic essentials of dining table etiquettes - Napkin Etiquette, Seating arrangements, laying the table, how to use Cutlery, Posture &Behaviour, Do's and Don'ts; International Dining Etiquettes.

Multi-Cultural Challenges: Cultural Differences and their Effects on Business Etiquette

Unit – III

Communication Skills: Understanding Human Communication, Constitutive Processes of Communication, Language as a tool of communication, Barriers to Effective communication, Strategies to Overcome the Barriers.

Emotional intelligence: Importance, concept, theory and measurements. Stress Management: Strategies for preventing and relieving stress.

Time management: Meaning; Techniques and styles.

Unit – IV

Interview Skills: Interview Skills: in-depth perspectives, Interviewer and Interviewee, Before, During and After the Interview, Tips for Success.
Meeting Etiquette: Managing a Meeting-Meeting agenda, Minute taking; Duties of the chairperson and secretary; Effective Meeting Strategies - Preparing for the meeting, Conducting the meeting, Evaluating the meeting
Presentation Etiquettes: Importance of Preparation and Practice; Effective Delivery Techniques, Audience Analysis, Handling Stage Fright.

Unit- V

Teamwork and Leadership Skills: Concept of Teams; Building effective teams; Concept of Leadership and honing Leadership skills.

Personality: Meaning & Definition, Determinants of Personality, Personality Traits, Personality and Organisational Behaviour

Motivation: Nature & Importance, Herzberg's Two Factor theory, Maslow's Need Hierarchy
theory, Alderfer's ERG theory

Decision-Making and Problem-Solving Skills: Meaning, T2 y2 p es and Models, Group and Ethical Decision-Making, Problems and Dilemmas in application of these skills.

Conflict Management: Conflict - Definition, Nature, Types and Causes; Methods of Conflict Resolution.

Human Resource Management: Introduction to HRM, Selection, Orientation, Training& Development, Performance Appraisal, Incentives

Case Study Analysis

Course Outcomes: Upon completion of the course, students will be able to:

COs	Description	Bloom's Level
CO 1	Demonstrate professional behavior and etiquette in various workplace scenarios including email, telephone, and dining contexts, respecting cultural diversity.	III – Apply
CO 2	Explain the fundamentals of effective communication, emotional intelligence, stress and time management, and apply strategies to overcome communication barriers.	II - Understanding
CO 3	Develop interview, meeting, and presentation skills through structured preparation, delivery techniques, and feedback analysis.	III – Apply
CO 4	Analyze the role of teamwork and leadership in	IV – Analyze

	organizational success, and *evaluate* the impact of motivation and personality traits on performance.	
CO 5	Apply decision-making, problem-solving, and conflict resolution techniques in real-life professional and organizational settings, and understand the basics of HRM functions.	III – Apply

Text Books:

• Barbara Pachter, Marjorie Brody. Complete Business Etiquette Handbook. Prentice Hall, 2015.

• Dhanavel, S.P. English and Soft Skills. Hyderabad: Orient BlackSwan, 2021.
• Koneru, Aruna. Professional Communication. Delhi: McGraw, 2008.
• Mahanand, Anand. English for Academic and Professional Skills. Delhi: McGraw, 2013. Print.
• Nancy Mitchell. Etiquette Rules: A Field Guide to Modern Manners. Wellfleet Press, 2015.

Tally Lab

Subject Code: PGMB1P1225 **L T P C**
I Year/ I Semester **0 0 4 2**

Course Objectives

1. To introduce the basic features and functionalities of Tally.ERP9, including company creation, ledger, group setup, and configuration.
2. To familiarize students with the creation and management of inventory records, stock items, vouchers, and invoicing within Tally.ERP9.
3. To develop knowledge of advanced accounting and inventory features such as cost centers, budgets, interest calculations, order processing, and POS management.
4. To explain the process of tax compliance in Tally.ERP9, including TDS, TCS, GST, EPF, ESIC, and Professional Tax, along with online payment and return filing procedures.
5. To enable students to generate, interpret, and analyze various reports in Tally.ERP9 including financial statements, inventory summaries, payroll reports, and statutory reports.

Unit- I

FUNDAMENTALS OF TALLY.ERP: tally origin - Company features - Configuration - Getting functions with Tally.ERP9 - Creation / setting up of Company - Chart of Groups - Groups -Multiple Groups - Ledgers -Multiple Ledgers

Unit -II

INVENTORY MASTERS IN TALLY.ERP9 - Stock Groups - Multiple Stock Groups - Stock Categories - Multiple Stock Categories - Units of Measure- Stock Items- vouchers entries - Types of Vouchers - Chart of Vouchers - Accounting Vouchers - Inventory Vouchers - Invoicing

Unit -III

ADVANCE ACCOUNTING & INVENTORY TALLY.ERP9 - Bill-wise details - Cost centers and Cost Categories - Multiple currencies - Interest calculations - Budget and controls
- Scenario management - Bank Reconciliation - Order Processing - Recorder Levels
- Batch-wise details - Bill of Materials - Price Lists - Zero-Valued Entries - Additional cost details - POS

Unit – IV

TAXES IN TALLY.ERP9 - TDS - TDS Reports - TDS Online Payment - TDS Returns filing - TDS Certificate issuing - 26AS Reconciliation - TCS - TCS Reports - GST - GST Returns EPF - ESIC - Professional Tax

Unit V

GENERATING REPORTS IN TALLY.ERP9 - Financial Statements - Trading Account
- Profit & Loss Account - Balance Sheet - Accounts Books and Reports - Inventory Books and Reports - Exception Reports - Statutory Reports - Payroll Reports - Trail balance - Day Book □ -List of Accounts - Stock Summary - Outstanding Statement

Course Outcomes: Upon completion of the course, students will be able to:

COs	Description	Bloom's Level
CO 1	Describe the basic features and configuration settings of Tally.ERP9, and demonstrate company creation, chart of accounts, and ledger setup.	II - Understanding
CO 2	Create and manage inventory masters including stock groups, categories, units of measure, and *record* various types of vouchers and invoices.	III – Apply
CO 3	Implement advanced accounting and inventory features such as cost centers, budgets, interest calculations, order processing, and POS in Tally.ERP9.	III & IV– Apply & Analyze
CO 4	Explain and process statutory tax components like TDS, TCS, GST, EPF, and ESIC within Tally, including filing returns and reconciling reports.	II & III– Understand & Apply
CO 5	Generate and analyze various financial, inventory, payroll, and statutory reports to support business decision-making and compliance.	IV & V – Analyze & Evaluate

Reference Books:

1. TallyPrime Book (2023) by Sanjay Satpathy SWAYAM EDUCATION MandalBagicha, Hemkapada, Sunhat, Balasore,Odisha-756003 (INDIA)
2. Tally power of simplicity (2011) by Aruna Prakashan Hindvi Computer, Latur
3. Financial Accounting and Analysis - Discovery Publishing House Pvt. Ltd.,New Delhi
4. Management and Cost accounting - - Discovery Publishing House Pvt. Ltd., New Delhi

Entrepreneur Project-1

Subject Code: PGMB1P1235	**L**	**T**	**P**	**C**
I Year/ I Semester	**0**	**0**	**4**	**2**

- Initial Business
  Idea Generation
  Feasibility Study
- Existing / Emerging Idea
- Confirmation of at least Two (2) to Five (5) existing or emerging business firms/industries concerns meeting and interaction.

G.P.S PHOTOGRAPH PROOFS for interaction

▪ Establishment (Since When)
▪ How many employees working? (Total work force)
▪ Initial & source of investment
▪ Machinery / raw material procurement
▪ Finished goods and storage services if any
▪ Cost of production (manufacturing cost)
▪ Logistics cost
▪ Selling cost
▪ Sales & Turnover
▪ Estimation
▪ Target Customers

Interaction Inquiry / Questions

- New Idea/Business/process
    - ➢ Economic feasibility
        - ➢ HR feasibility
        - ➢ Technical feasibility
        - ➢ Marketing feasibility

Model of the business (B-B, B-C, C-C, C-B)

Finally Submitting Seminar or Presentation along with summary of the idea

Financial Management

Subject Code: PGMB2T0125 — **L T P C**

I Year/ II Semester — **4 0 0 4**

Prerequisites: Students should have prior knowledge of basic Finance aspects

Course Objective:

The objectives of this course are: Understand the Concepts of Finance which are held in the organization

SYLLABUS

UNIT –I **[12 Hrs}**

Financial Management: Concept - Nature and Scope - Evolution of financial Management-The new role in the contemporary scenario – Goals and objectives of financial Management-Firm's mission and objectives - Profit Maximization Vs. Wealth maximization –Maximization Vs Satisfying - Major decisions of financial manager.

UNIT –II **[12 Hrs]**

Financing Decision: Sources of finance - Concept and financial effects of leverage – EBIT – EPS analysis. Cost of Capital: Weighted Average Cost of Capital– Theories of Capital Structure.

UNIT-III **[12 Hrs]**

Investment Decision: Concept and Techniques of Time Value of Money – Nature and Significance of Investment Decision – Estimation of Cash flows – Capital Budgeting Process – Techniques of Investment Appraisal – Discounting and Non Discounting Methods.

UNIT-IV **[12 Hrs]**

Dividend Decision: Meaning and Significance – Major forms of dividends – Theories of Dividends – Determinants of Dividend – Dividends Policy and Dividend valuation – Bonus Shares –Stock Splits – Dividend policies of Indian Corporate.

UNIT-V **[12 Hrs]**

Liquidity Decision: Meaning - Classification and Significance of Working Capital – Components of Working Capital – Factors determining the Working Capital – Estimating Working Capital requirement – Cash Management Models – Accounts Receivables –Credit Policies – Inventory Management.

Relevant Case Studies have to be discussed in each unit and in examination case study is compulsory from any unit.

Course Outcomes: Upon completion of the course, students will be able to:

COs	Description	Bloom's Level
CO 1	Understand the concepts, nature, scope, evolution, and objectives of financial management, and the major decisions of a financial manager	II – Understanding
CO 2	Analyze financing decisions including sources of finance, leverage effects, cost of capital, and capital structure theories.	IV – Analyzing
CO 3	Apply investment decision-making techniques using time value of money concepts, cash flow estimation, and capital budgeting methods.	III – Applying
CO 4	Evaluate dividend decisions, policies, theories, and their determinants in corporate finance.	V – Evaluating
CO 5	Analyze liquidity and working capital management, including cash, receivables, credit policies, and inventory management.	IV – Analyzing

References:

1. I.M. Pandey: "**Financial Management",** Vikas Publishers, New Delhi, 2013.
2. Khan and Jain: Financial Management, Tata McGraw Hill, New Delhi,
3. PrasannaChandra: "**Financial ManagementTheory and Practice**",

   Tata McGrawHill 2011.
4. P.Vijaya Kumar, M.Madana Mohan, G. Syamala Rao: "**Financial Management",**

   Himalaya Publishing House, New Delhi, 2013.
5. Brigham,E.F: "**Financial Management Theory and Practice**",

   Cengae Learning, New Delhi, 2013
6. RM Srivastava, Financial Management, Himalaya Publishing house, 4th edition.

Human Resource Management

Subject Code: PGMB2T0225
I Year / II Semester

L	T	P	C
4	0	0	4

Prerequisites: Students should have prior knowledge of employee and organization behaviour concepts.

Course Objectives: To provide knowledge about management issues related to staffing, training, performance, compensation, human factors consideration and compliance with human resource requirements.

UNIT –I **[12 Hrs]**

HRM: Concept, Nature, Scope- and Functions – evolution of HRM-Principles - Ethical Aspects of HRM- HR policies, Strategies to increase firm performance - Role and position of HR department – Strategic HR in changing environment – Emerging trends in HRM.

UNIT -II **[12 Hrs]**

Investment perspectives of HRM: HR Planning – Demand and Supply forecasting – Job Analysis-Job Design-Job Evaluation. Recruitment and Selection- Sources of recruitment – e-recruitment. Steps in Selection Procedures- Tests and Interview Techniques - Induction-Training and Development – Need and Importance-Methods and of Training. Concept of HRD.

UNIT –III **[12 Hrs]**

Performance Appraisal: Importance – Methods – Traditional and Modern methods – Latest trends in performance appraisal - Career Development and Counseling- Compensation - Concepts and Principles- Influencing Factors- Current Trends in Compensation-Methods of Payments in detail - Incentives rewards compensation mechanisms.

UNIT -IV **[12 Hrs]**

Wage and Salary Administration: Concept- Wage Structure- Wage and Salary Policies- Legal Frame Work- Determinants of Payment of Wages-Wage Differentials-Incentive Payment Systems. Welfare management: Nature and concepts – statutory and non-statutory welfare measures.

UNIT-V **[12 Hrs]**

Managing Industrial Relations: Nature- Importance -Trade Unions -Employee Participation Schemes-Collective Bargaining – Grievances and disputes resolution mechanisms – Managing employee safety and health. Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Relevant Case Studies must be discussed in each unit and in examination case study is compulsory from any unit.

Course Outcomes:
Upon completion of this course, the students will be able to:

COs	Description	Bloom's Level
CO 1	Summarize on the various aspects of HRM	II - Understanding
CO 2	Develop the skills needed for the successful HR manager & Human resource professional	VI- Creating
CO 3	Design the process of Recruitment and Selection Techniques	VI- Creating
CO 4	Analyze the issues involved in employee engagement and career development	IV – Analyze
CO 5	Distinguish the various types of performance appraisal techniques and recognize its implications with job changes	IV – Analyze

References:

1. K Aswathappa: "Human Resource and Personnel Management", Tata McGraw Hill, New Delhi, 2013.
2. N. Sambasiva Rao and Dr. Nirmal Kumar: "Human Resource Management and Industrial Relations", Himalaya Publishing House, Mumbai.
3. Mathis, Jackson,Tripathy: "Human Resource Management: A south-Asin Perspective", Cengage Learning, New Delhi, 2013.
4. Subba Rao P: "Personnel and Human Resource Management-Text and Cases", Himalaya Publications, Mumbai, 2013.
5. Madhurima Lall, Sakina Qasim Zasidi: "Human Resource Management", Excel Books, New Delhi,2010.

Operations Management

Subject Code: PGMB2T0325	**L**	**T**	**P**	**C**
I Year/ II Semester	**4**	**0**	**0**	**4**

Prerequisites: Students should have prior knowledge of Indian economy, banking, Government policies, legislations, e.t.c.

Course Objective

The objectives of this course are:

1. To groom the students into responsible managers in coordinating various assets for optimal production and operations.
2. To develop a holistic understanding of business, this includes operations.
3. To broaden the students' understanding towards the contribution of operations management to an organization.
4. Motivating M.B.A graduates towards creating new opportunities for companies & customers

UNIT I: **[12 Hrs]**

Introduction to Operation Management: Nature & Scope of Operation/ Production Management, Relationship with other functional areas, Recent trend in Operation Management, Manufacturing & Theory of Constraint, Types of Production System, Just in Time (JIT) & lean system.

UNIT II: **[12 Hrs]**

Product Design & Process Selection: Stages in Product Design process, Value Analysis, Facility location & Layout: Types, Characteristics, Advantages and Disadvantages, Work measurement, Job design.

UNIT III: **[12 Hrs]**

Forecasting & Capacity Planning: Methods of Forecasting, Overview of Operation Planning, Aggregate Production Planning, Production strategies, Capacity Requirement Planning, MRP, Scheduling, Supply Chain Management, Purchase Management, Inventory Management.

Unit- IV: **[12 Hrs]**

Productivity: Factors, Affecting Productivity – Job Design – Process Flow Charts – Methods Study – Work Measurement – Engineering and Behavioral Approaches.

UNIT V: **[12 Hrs]**

Quality Management: Quality- Definition, Dimension, Cost of Quality, Quality Circles- Continuous improvement (Kaizen), ISO (9000&14000 Series), Statistical Quality Control: Variable & Attribute, Process Control, Control Charts -Ac3c0eptance Sampling Operating Characteristic Curve (AQL , LTPD, Alpha & Beta risk), Total Quality Management (TQM).

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Course Outcomes: Upon completion of the course, students will be able to:

COs	Description	Bloom's Level
CO 1	Gaining Knowledge of basic concept Research Methodology fundamentals of business statistics	II- Understanding
CO2	Gaining Knowledge fo Preparation and Presentation of Research Report.	II- Understanding
CO 3	Understand the various Surveys and different measurement scales.	II- Understanding
CO 4	Apply Hypothesis Testing concepts and able to apply inferential statistics- t, F, Z Test and Chi Square Test	III-Applying
CO 5	Apply the Regression Analysis on business decisions	III-Applying
CO 6	Perform practical application by taking managerial decision and evaluating the Concept of Business Analytics	III-Applying

References:

1. Krajewski & Ritzman (2004). Operation Management -Strategy and Analysis. Prentice Hall of India.
2. Panner Selvem, Production and Operation Management, Prentice Hall of India.
3. Chunnawals, Production & Operation Management Himalaya, Mumbai
4. Charry, S.N (2005). Production and Operation Management- Concepts, Methods Strategy. John Willy & Sons Asia Pvt Limited.
5. K Aswathappa & Sridhar Bhatt, Production & Operations Management, Himalaya, Mumbai.

Marketing Management

Subject Code: PGMB2T0425
I Year/ II Semester

L	T	P	C
4	0	0	4

Prerequisites: Students should have prior knowledge of basic elements of marketing.

Course Objectives:
The objective of this course is to introduce basic concepts and process of Marketing Management with a focused approach on emerging changes in Marketing Management.

SYLLABUS

UNIT –I **[12 Hrs]**

Introduction to Marketing: Needs - Wants – Demands - Products - Exchange - Transactions- Concept of Market and Marketing and Marketing Mix - Production Concept- Product Concept - Sales and Marketing Concept - Societal Marketing Concept - Green Marketing concept - Indian Marketing Environment.

UNIT –II **[12 Hrs]**

Market Segmentation, Targeting and Positioning: Identification of Market Segments - Consumer and Institutional/corporate Clientele - Segmenting Consumer Markets - Segmentation Basis – Evaluation and Selection of Target Markets – Positioning significance - Developing and Communicating a Positioning Strategy.

UNIT –III **[12 Hrs]**

Product and Pricing Aspects: Product – Product Mix - Product Life cycle - Obsolescence- Pricing- Objectives of Pricing - Methods of Pricing - Selecting the Final price - Adopting price- Initiating the price cuts - Imitating price Increases-Responding to Competitor’s price changes.

UNIT –IV **[12 Hrs]**

Marketing Communication: Communication Process – Communication Mix – Integrated Marketing Communication - Managing Advertising Sales promotion - Public relations and Direct Marketing - Sales force – Determining the Sales Force Size - Sales force Compensation.

UNIT V **[12 Hrs]**

Distribution, Marketing Organization and Control: Channels of Distribution-Intensive, Selective and Exclusive Distribution- Organizing the Marketing Department - Marketing Implementation - Control of Marketing Performance - Annual Plan Control - Profitability Control - Efficiency Control - Strategic Control.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Course Outcomes: Upon completion of the course, students will be able to:

COs	Description	Bloom's Level
CO 1	Develop an understanding of various marketing philosophies	II-Understanding
CO 2	Analyzing the marketing mix and marketing environment	IV- Analyzing
CO 3	Develop an understanding of decisions concerning 4 P's	II-Understanding
CO 4	Discuss real life cases on the nature and scope of marketing	IV-Analyze
CO 5	Debate on contemporary issues in marketing	I-Remembering

References

1. Phillip Kotler: "**Marketing Management** ", Pearson Publishers, New Delhi, 2013.
2. Rajan Saxena: "**Marketing Management**", Tata McGraw Hill, New Delhi, 2012.
3. V S Ramaswamy & S Namakumari, Marketing Management Global Perspective Indian Context 4th Edition, Mac Millan Publishers 2009.
4. Tapan K Panda: **"Marketing Management**", Excel Books, New Delhi, 201**2**
5. Paul Baines, Chris Fill, Kelly Page Adapted by Sinha K: "**Marketing**", Oxford University Press, Chennai, 2013

Research Methods and Business Decisions

Subject Code: PGBS2T0525 **L T P C**
I Year/ II Semester **4 0 0 4**

Prerequisites: Students should have prior knowledge of Basic concepts of Mathematics and Probability distributions

Course Objective

- To develop understanding of the basic framework of research process. Developing the students in Research orientation and to acquaint them with fundamental of research methods
- To identify various sources of information for literature review and data collection
- To understand the data analysis and presentation
- To understand various statistical tools and their applicability in research. To enable them to write a research report and thesis

SYLLABUS

UNIT- I **[12 Hrs]**

Introduction: Nature and Importance of Research, the role of Business Research, aims of social research, Types of Research- Pure research vs. Applied research, Qualitative research vs. Quantitative research, Exploratory research, Descriptive research and Experimental research, ethical issues in business Research-Defining Research Problem, Steps in Research process.

UNIT- II **[12 Hrs]**

Data Base: Discussion on primary data and secondary data, tools and techniques of collecting data. Methods of collecting data. Sampling design and sampling procedures. Random vs. Non- random sampling techniques, determination of sample size and an appropriate sampling design. Designing of Questionnaire –Measurement and Scaling – Nominal Scale – Ordinal Scale – Interval Scale – Ratio Scale – Guttmann Scale – Likert Scale – Schematic Differential Scale.

UNIT- III **[12 Hrs]**

Survey Research and data analysis: Selection of an appropriate survey research design, the nature of field work and Field work management. Media used to communicate with Respondents, Personal Interviews, Telephone interviews, Self-administered Questionnaires-
Editing – Coding – Classification of Data – Tables and Graphic Presentation – Preparation and Presentation of Research Report.

UNIT- IV **[12 Hrs]**

Statistical Inference: Formulation of Hypothesis –Tests of Hypothesis - Introduction to Null hypothesis vs. alternative hypothesis, parametric vs. non-parametric tests, procedure for testing of hypothesis, tests of significance for small samples, application, t-test, Chi Square test.

UNIT- V **[12 Hrs]**

Multivariate Analysis: Nature of multivariate analysis, classifying multivariate techniques, analysis of dependence, analysis of interdependence. Bi-Variate analysis-tests of differences-t test for comparing two means and z-test for comparing two proportions and ANOVA for complex experimental designs.

Relevant Case Studies have to be discussed in each unit and in examination case study is compulsory from any unit.

Course Outcomes: Upon completion of the course, students will be able to:

COs	Description	Bloom's Level
CO 1	Understand advanced design, methodologies and analysis in business research methods, including key terms, classifications and systematic applications to the research data and design of a research project	II - Understanding
CO2	Apply knowledge in collecting data from various sources.	II - Understanding
CO 3	Demonstrate knowledge in data analysis and interpretation.	III-Applying
CO 4	Applying appropriate statistical techniques in the analysis of data	III-Applying
CO 5	Demonstrate the abilities in preparing research reports	III-Applying

References

1. C.R. Kothari: Research Methodology, methods and Techniques New Age International Publisher.
2. Navdeep and Guptha : "**Statistical Techniques & Research Methodology**", Kalyani Publishers
3. Willam G.Zikmund, Adhkari: "**Business Research Methods**", Cengage Learning, New Delhi, 2013.
4. A.N. Sadhu, Amarjit singh, Research methodology in social sciences, 7th Edition Himalaya Publications.
5. A Bhujanga rao , Research methodology, Excel Books, 2008

Business Analytics

Subject Code: PGMB2T0625 **L T P C**
I Year/ II Semester **4 0 0 4**

Prerequisites: Students should have prior knowledge of Basic concepts Business Analytics

Course Objectives:

- To understand the importance, difference and practices of analytics in business.
- Understand business communication through data-driven information,
- Apply knowledge and explain natural processes by relating them to a certain distribution of data
- To understand the data visualization tools, application and statistical methods.
- To learn the measure of variability in decision making
- Evaluate and compare descriptive and predictive analytics with use case scenarios.

SYLLABUS

Unit- I **[12 Hrs]**

Introduction to Data Analytics: Introduction to Data analytics - Role of Data in Organization, Data lifecycle. (Data source, data changes, processes, usage) -Various Data Types - Significance of Analytics- Role of Data Analyst - Difference between Data analytics and Business Analytics – real-world data analytics examples.

Unit –II **[12 Hrs]**

Tools & Techniques: Typical Data Analysis Process - Data analytics techniques: Regression analysis, Factor analysis, Cohort analysis, Cluster analysis-Time-series analysis. Data analytics tools -Microsoft Excel, Tableau, SAS, RapidMiner, Power BI.

Unit -III **[12 Hrs]**

Concepts of data cleaning - Data Visualization: Over view of Data visualization – Data Visualization tools, Statistical methods for summarizing data – How to create pivotal tables using excel - Exploring data using pivot table –Cross Tabulation _ Creating Charts: -1. Scatter charts, 2. Line charts, 3. Bar charts and column, 4. Pie Charts and 3-D charts, 4. Bubble charts, -Effective use of Dashboards, Power BI and Tableau.

Unit –IV **[12 Hrs]**

Descriptive Analytics: Concept of Descriptive Analytics –Measures of central Tendency –Measuring and calculation of Arithmetic Mean,Mode, Median -

Calculation of application of Weighted Arithmetic Mean, Geometric and Harmonic mean using MS Excel- Measures of Variability-Range, Variance, Standard Deviation, Coefficient of Variation using MS Excel

Unit -V **[12 Hrs]**

Predictive Analytics: Karl Pearson Correlation Techniques - Spearman's Rank correlation -Simple and Multiple regression -Regression by the method of least squares – Building good regression models – Regression with categorical independent variables.

Relevant Case Studies have to be discussed in each unit and in examination case study is compulsory from any unit

Course Outcomes: Upon completion of the course, students will be able to:

COs	Description	Bloom's Level
CO 1	Understand the fundamental concepts of data analytics, including data lifecycle, types of data, and the role of analytics in organizations	II – Understanding
CO 2	Identify and explain various data analytics techniques and tools such as Excel, Tableau, SAS, RapidMiner, and Power BI.	II – Understanding
CO 3	Apply data cleaning methods and create effective visualizations using charts, dashboards, and visualization tools.	III –Applying
CO 4	Perform descriptive analytics by calculating measures of central tendency and variability using statistical methods and MS Excel.	III – Applying
CO 5	Develop predictive models using correlation and regression techniques, and interpret the results for decision-making.	III – Applying

References:

1. R for Data Science: Import, Tidy, Transform, Visualize, and Model Data,Hadley
   Wickham & Garrett Grolemund.O'REILLY.
2. Mohiuddin Ahmed, Al-Sakib Khan Pathan, Data Analytics: Concepts, Techniques, and Applications, Taylor & Francis Group, 2020
3. James Evans, Business Analytics, 2e, Pearson, 2017.
4. Camm, Cochran, Fry, Ohlmann, Anderson, Sweeney, Williams Essential of Business Analytics, Cengage Learning, 2020.

Cross Cultural Management

Subject Code: PGMB2T0725
I Year/ II Semester

L	T	P	C
3	0	0	3

Prerequisites: Students should have prior knowledge of Basic concepts Busines Culture

Objective:

The objective of this course is to enhance the ability of class members to interact effectively with people from cultures other than their own, specifically in the context of international business. The course is aimed at significantly improving the ability of practicing managers to be effective global managers.

SYLLABUS

Unit – I **[10 Hrs]**

Introduction – Concept of Culture for a Business Context; Brief wrap up of organizational culture & its dimensions; Cultural Background of business stakeholders [managers, employees, shareholders, suppliers, customers and others] – An Analytical framework.

Unit – II **[10 Hrs]**

Culture and Global Management – Global Business Scenario and Role of Culture. Framework for Analysis; Elements & Processes of Communication across Cultures; Communication Strategy for/ of an Indian MNC and Foreign MNC & High-Performance Winning Teams and Cultures; Culture Implications for Team Building.

Unit – III **[10 Hrs]**

Cross Culture – Negotiation & Decision Making – Process of Negotiation and Needed Skills & Knowledge Base – Overview with two illustrations from multicultural contexts [India – Europe/ India – US settings, for instance]; International and Global Business Operations- Strategy Formulation & Implementation; Aligning Strategy, Structure & Culture in an organizational Context.

Unit – IV [**10 Hrs]**

Global Human Resources Management – Staffing and Training for Global Operations – Expatriate – Developing a Global Management Cadre. Motivating and Leading; Developing the values and behaviours necessary to build high-performance organization personnel [individuals and teams included] – Retention strategies.

Unit – V **[10 Hrs]**

Corporate Culture – The Nature of Organizational Cultures Diagnosing the as is Condition; Designing the Strategy for a Culture Change Building; Successful Implementation of Culture Change Phase; Measurement of ongoing Improvement.

Relevant Case Studies have to be discussed in each unit and in examination case study is compulsory from any unit.

Course Outcomes: Upon completion of the course, students will be able to:

COs	Description	Bloom's Level
CO 1	Understand the concept of culture in a business context, its dimensions, and the cultural background of business stakeholders.	II – Understanding
CO 2	Analyze the role of culture in global management, including communication strategies and team building in multicultural contexts	IV – Analyzing
CO 3	Apply negotiation and decision-making skills in cross-cultural business situations, aligning strategy, structure, and culture.	III – Applying
CO 4	Evaluate global human resource management practices such as staffing, expatriate management, motivation, leadership, and retention strategies.	V – Evaluating
CO 5	Design and implement strategies for corporate culture change and measure continuous improvement.	VI – Creating

References:

1. Cashby Franklin, Revitalize your corporate culture: PHI, Delhi

2. Deresky Helen, International Management: Managing Across Borders and Cultures, PHI, Delhi

3. Esenn Drlarry, Rchildress John, The Secret of a Winning Culture: PHI, Delhi

Project Management

Subject Code: PGMB2T0825
I Year/ II Semester

L	T	P	C
3	0	0	3

Prerequisites: Students should have prior knowledge of Basic concepts Business Projects

Objective:

The objective of this course is to enable the students to gain basic knowledge about the concept of project, project management, project life-cycle, project appraisal; to acquaint the students about various issues of project management.

1. To know the concept and element of the project
2. To understand various stages in project life cycles.
3. The objective of this course is to enable the students to gain basic knowledge about the concept of project.
4. Project management, project life-cycle, project appraisal.
5. Acquaint the students about various issues of project management.

SYLLABUS

Unit -I: [10 Hrs]

Basics of Project Management –Concept– Project environment – Types of Projects – Project life cycle – Project proposals – Monitoring project progress – Project appraisal and Project selection – Causes of delay in Project commissioning– Remedies to avoid overruns. Identification of Investment opportunities – Sources of new project ideas, preliminary screening of projects – Components for project feasibility studies.

Unit- II: [10 Hrs]

Market feasibility -Market survey – Categories of Market[38] survey – steps involved in conducting market survey – Demand forecasting techniques, sales projections., business environment for project management.

Unit- III: [10 Hrs]

Technical and Legal feasibility: Production technology, materials and inputs, plant capacity, site selection, plant layout, Managerial Feasibility Project organization and responsibilities. Legalities – Basic legal provisions. Development of Programme Evaluation & Review Technique (PERT) – Construction of PERT (Project duration and valuation, slack and critical activities, critical path interpretation) – Critical Path Method (CPM)

Unit -IV: **[10 Hrs]**

Financial feasibility – Capital Expenditure – Criteria and Investment strategies – Capital Investment Appraisal Techniques (Non DCF and DCF) – Risk analysis – Cost and financial feasibility – Cost of project and means of financing — Estimation of cash flows – Estimation of Capital costs and operating costs; Revenue estimation – Income – Determinants – Forecasting income –Operational feasibility - Breakeven point – Economics of working.

Unit- V: [**10 Hrs]**

Project Implementation and Review: Forms of project organization – project planning – project control – human aspects of project management – prerequisites for successful project implementation – project review – performance evaluation – abandonment analysis.

Relevant Case Studies have to be discussed in each unit and in examination case study is compulsory from any unit.

Course Outcomes: Upon completion of the course, students will be able to:

COs	Description	Bloom's Level
CO 1	Understand the concepts, environment, life cycle, and feasibility components of projects, along with causes and remedies for delays.	II – Understanding
CO 2	Conduct market feasibility studies, including market surveys, demand forecasting, and sales projections for project evaluation.	III – Applying
CO 3	Analyze technical, legal, and managerial feasibility using tools such as PERT and CPM for effective project scheduling and control.	IV – Analyzing
CO 4	Evaluate financial feasibility through capital investment appraisal, risk analysis, cost estimation, and operational break-even analysis.	V – Evaluating
CO 5	Design and implement effective project plans, control mechanisms, and review processes for successful project execution.	VI – Creating

References:

1. Prasanna Chandra, "Projects, Planning, Analysis, Selection, Financing, Implementation
and Review", Tata McGraw Hill Company Pvt. Ltd., New Delhi 1998.
2. Gido: Effective Project Management, 2e, Thomson, 2007.
3. Singh M.K, "Project Evaluation and Management".
4. Vasanth Desai, Project Management, 4th edition, Himalaya Publications 2018.
5. Clifford F. Gray, Erik W. Larson, "Project Management, the Managerial Emphasis",
McGraw Hill, 2000.

Lean Management

Subject Code: PGMB2T0925 — **L T P C**
I Year/ II Semester — **3 0 0 3**

	L	T	P	C
	3	0	0	3

Prerequisites: Students should have prior knowledge of Basic concepts Business LeanProduction

Objective:
To understand issues and challenges in implementing and development in lean manufacturing techniques from TPS and its contribution for improving organizational performance.

SYLLABUS

Unit- I **[10 Hrs]**
Introduction: Mass production system, Craft Production, Origin of Lean production system , Why Lean production , Lean revolution in Toyota , Systems and systems thinking , Basic image of lean production , Customer focus , Waste Management.

UNIT- II **[10 Hrs]**
Just in Time: Why JIT, Basic Principles of JIT, JIT system, Kanban, Six Kanban rules, Expanded role of conveyance, Production levelling, Three types of Pull systems, Value stream mapping. JIDOKA, Development of Jidoka concept, Why Jidoka, Poka, Yoke systems, Inspection systems and zone control – Types and use of Poka-Yoke systems, Implementation of Jidoka

UNIT –III **[10 Hrs]**
Kaizen: Six – Sigma philosophy and Methodologies,QFD, FMEA Robust Design concepts; SPC, QC circles standardized work in lean system, Standards in the lean system, 5S system.

UNIT –IV **[10 Hrs]**
Total Productive Maintenance: Why Standardized work, Elements of standardized work, Charts to define standardized work, Kaizen and Standardized Work Common layouts.

UNIT- V **[10 Hrs]**
Hoshin Planning & Lean Culture: Involvement, Activities supporting involvement, Quality circle activity, Kaizen training, Key factors of PKT success, Hoshin Planning System, Four Phases of Hoshin Planning, Why Lean culture – How lean culture feels

Relevant Case Studies have to be discussed in each unit and in examination case study is compulsory from any unit.

Course Outcomes: Upon completion of the course, students will be able to:

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COs	Description	Bloom's Level
CO 1	Understand the evolution, principles, and customer-focused approach of lean production systems, including waste management concepts.	II – Understanding
CO 2	Apply Just-in-Time (JIT) principles, Kanban systems, and Jidoka techniques for improving production efficiency.	III – Applying
CO 3	Implement Kaizen, Six Sigma, QFD, FMEA, SPC, QC circles, and 5S systems to achieve continuous improvement and quality enhancement.	III – Applying
CO 4	Analyze and standardize work processes using elements of standardized work, charts, and common layouts to support lean operations.	IV – Analyzing
CO 5	Evaluate and develop lean culture through Hoshin Planning, employee involvement activities, and Kaizen training for sustainable improvement.	V – Evaluating

References

1. Jeffrey Liker, The Toyota Way: Fourteen Management Principles from the World's Greatest Manufacturer, McGraw Hill, 2004.
2. Debashish Sarkar, Lessons in Lean Management,
3. Dale H., Besterfield , Carol, Besterfield, etal, Total Quality Management (TQM) 5e by Pearson 2018.

Database Management System

Subject Code: PGMB2T1025
I Year/ II Semester

L	T	P	C
3	0	0	3

Prerequisites: Students should have prior knowledge of Basic concepts Database Applications

Objective:

The course is to present an introduction to database management systems, with an emphasis on how to organize, maintain and retrieve - efficiently, and effectively - information from a DBMS.

SYLLABUS

UNIT- I **[10 Hrs]**

Introduction to Database Systems: Data - Database Applications - Evolution of Database - Need for Database Management – Data models - Database Architecture - Key Issues and Challenges in Database Systems.

UNIT- II **[10 Hrs]**

ER and Relational Models: ER Models – ER to Relational Mapping –Object Relational Mapping - Relational Model Constraints - Keys - Dependencies - Relational Algebra - Normalization - First, Second, Third & Fourth Normal Forms - BCNF – Join Dependencies.

UNIT- III **[10 Hrs]**

Data Definition and Querying: Basic DDL - Introduction to SQL - Data Constraints - Advanced SQL - Views - Triggers - Database Security – Embedded & Dynamic SQL.

UNIT- IV **[10 Hrs]**

Transactions and Concurrency: Introduction to Transactions - Transaction Systems - ACID Properties - System & Media Recovery - Need for Concurrency - Locking Protocols – SQL for Concurrency – Log Based Recovery - Two Phase Commit Protocol - Recovery with SQL- Deadlocks & Managing Deadlocks.

UNIT- V **[10 Hrs]**

Advanced Topics in Databases: Indexing & Hashing Techniques - Query Processing & Optimization - Sorting & Joins – Database Tuning - Introduction to Special Topics - Spatial & Temporal Databases – Data Mining and Warehousing.

Relevant Case Studies have to be discussed in each unit and in examination case study is compulsory from any unit

Course Outcomes: Upon completion of the course, students will be able to:

COs	**Description**	**Bloom's Level**
CO 1	Understand the fundamentals, architectures, data models, and key challenges of database systems.	II – Understanding
CO 2	Design conceptual and relational data models, apply normalization, and map ER models to relational schemas.	III – Applying
CO 3	Write and execute SQL queries, including advanced features, views, triggers, and implement database security measures.	III – Applying
CO 4	Analyze and manage transactions, concurrency control mechanisms, recovery techniques, and deadlock handling.	IV – Analyzing
CO 5	Evaluate and apply advanced database techniques such as indexing, query optimization, and data mining for improved performance.	V – Evaluating

REFERENCES:

1. Abraham Silberschatz, Henry F. Korth, S. Sudharshan, ―Database System Concepts‖,
Sixth Edition, Tata McGraw Hill, 2010.

2. Ramez Elmasri, Shamkant B. Navathe, ―Fundamentals of Database Systems‖, Sixth Edition, Pearson/Addison - Wesley, 2010.

3. C.J. Date, A. Kannan and S. Swamynathan, ―An Introduction to Database Systems‖,
Pearson Education, Eighth Edition, 2006.

4. Raghu Ramakrishnan, ―Database Management Systems‖, Fourth Edition, McGraw H

R-Programming LAB

Subject Code: PGCS2P1125
I Year/ II Semester

L	T	P	C
0	0	4	2

Prerequisites: Students should have prior knowledge of Basic concepts for learning a programming language

Objective:

After taking the course, students will be able to

- Use R for statistical programming, computation, graphics, and modeling,
- Write functions and use R in an efficient way,
- Fit some basic types of statistical models
- Use R in their own research,
- Be able to expand their knowledge of R on their own.

SYLLABUS:

UNIT-I:

All the theory content here below shall be executed with examples.

Introduction, how to run R, R Sessions and Functions, Basic Math, Variables, Data Types, Vectors, Conclusion, Advanced Data Structures, Data Frames, Lists, Matrices, Arrays,

Classes.

UNIT-II:

All the theory content here below shall be executed with examples.

R Programming Structures, Control Statements, Loops, - Looping Over Non vector Sets, - If- Else, Arithmetic and Boolean Operators and values, Default Values for Argument, Return Values, Deciding Whether to explicitly call return- Returning Complex Objects, Functions are Objective, No Pointers in R, Recursion, A Quicksort Implementation-Extended Extended Example: A Binary Search Tree.

UNIT-III:

All the theory content here below shall be executed with examples.

Doing Math and Simulation in R, Math Function, Extended Example Calculating Probability- Cumulative Sums and Products-Minima and Maxima- Calculus, Functions Fir Statistical Distribution, Sorting, Linear Algebra Operation on Vectors and Matrices, Extended Example:

Vector cross Product- Extended Example: Finding Stationary Distribution of Markov Chains, Set Operation, Input /output, Accessing the Keyboard and Monitor, Reading and writer Files,

UNIT-IV:

All the theory content here below shall be executed with examples.

Graphics, Creating Graphs, The Workhorse of R Base Graphics, the plot () Function –Customizing Graphs, Saving Graphs to Files.

UNIT-V:

All the theory content here below shall be executed with examples.

Probability Distributions, Normal Distribution- Binomial Distribution- Poisson Distributions Other Distribution, Basic Statistics, Correlation and Covariance, T-Tests, -ANOVA.

Course Outcomes: Upon completion of the course, students will be able to:

COs	Description	Bloom's Level
CO 1	Understand the fundamentals of R, including basic math, variables, data types, and advanced data structures such as data frames, lists, and matrices.	II – Understanding
CO 2	Apply programming structures, control statements, functions, recursion, and object handling in R for problem-solving.	III – Applying
CO 3	Perform mathematical computations, simulations, and linear algebra operations using R, and handle input/output operations.	III – Applying
CO 4	Create and customize graphical visualizations using R base graphics and save them in various formats.	III – Applying
CO 5	Analyze data using probability distributions, statistical tests, correlation, covariance, and ANOVA in R.	IV – Analyzing

REFERENCE BOOKS:

1) The Art of R Programming, Norman Matloff, Cengage Learning
2) R for Everyone, Lander, Pearson
3) R Cookbook, PaulTeetor, Oreilly
4) R Programming By Dr.T. Murali Mohan, S.Chand Publications.
5) Garrett Grolemund, Hands on Programming with R, Oreilly

IT LAB (Spread sheets and SQL)

Subject Code: PGCS2P1225 **L T P C**
I Year/ II Semester **0 0 4 2**

Prerequisites: Students should have prior knowledge of Basic concepts Information Technology

SYLLABUS:

UNIT- I

Introduction to Information Technology, Classification of Software - Basics of MS Word and Basics of MS PowerPoint.

UNIT –II

The MS Excel interface, Formatting Cells, Data Entry- Inserting, Deleting, Selecting, Copying, Cutting, and Pasting. Methods of applying Formulas. Basic calculations.

UNIT- III

Conditional Formatting, Cell References & addressing, Conditional functions, IF functions, - Look up functions, Sorting & Filtering Data.

UNIT- IV

Demonstrating Statistical Functions and Financial functions in excel, Different types of Charts preparation and representation.

UNIT- V

Introduction to SQL – SQL commands, Data types, Creating Tables. SQL constraints. Functional queries.

Course Outcomes: Upon completion of the course, students will be able to:

COs	Description	Bloom's Level
CO 1	Understand the fundamentals of Information Technology, classification of software, and basic operations in MS Word and MS PowerPoint.	II – Understanding
CO 2	Apply MS Excel interface features for data entry, formatting, and performing basic calculations using formulas.	III – Applying
CO 3	Use conditional formatting, cell references, conditional functions, and data sorting/filtering techniques in Excel.	III – Applying
CO 4	Demonstrate statistical and financial functions in Excel and prepare different types of charts for data representation.	III – Applying
CO 5	Create and manage databases using SQL commands, constraints, and functional queries.	III – Applying

Reference:

1) Excel: Quick Start Guide from Beginner to Expert (Excel, Microsoft Office)- by William Fischer
2) Peeking into computer science- Excel Lab Manual- Jalal Kawash

Entrepreneur Project-II

Subject Code: PGMB2J1325 **L T P C**
I Year/ II Semester **0 0 4 2**

Study on different approaches (G.P.S PROOF REQUIRED)

- Central Govt Agency (1)
- State Govt Agencies (2)
- Banks & Financial Institutions (3)

Outcome Report should be submitted.

Business Development Plan Preparation

- Consulting and preparation of Memorandum of Association, Details of Registration and Source of funding.
- Consulting Concerned Guides/ Mentors/ Faculty for proper drafting the outcomes followed by seminar or presentation.

Strategic Management

Subject Code: PGMB3T0125 — **L T P C**
II Year/ I Semester — **4 0 0 4**

	L	T	P	C
Subject Code: PGMB3T0125				
II Year/ I Semester	4	0	0	4

Course Objectives

1. To explain the fundamental concepts, processes, and significance of strategic management in dynamic business environments.
2. To analyze internal and external factors influencing organizational strategies using strategic tools and techniques.
3. To formulate effective business, corporate, and functional strategies considering industry competition and organizational capabilities.

UNIT-I [**12Hrs]**

Introduction

Concepts in Strategic Management, Strategic Management as a process – Developing a strategic vision, Mission, Objectives, Policies – Factors that shape a company's strategy – Crafting a strategy.

UNIT-II [**12Hrs]**

Environmental Scanning

Industry and Competitive Analysis -Evaluating company resources and competitive capabilities – SWOT Analysis – Strategies and competitive advantages in diversified companies and its evaluation. Tools and techniques- Porter's Five Force Model, BCG Matrix, GE Model

UNIT-III [**12Hrs]**

Strategy Formulation

Strategy Framework For Analysing Competition, Porter 's Value Chain Analysis, Competitive Advantage of a Firm, Exit and Entry Barriers - Formulation of strategy at corporate, business, and functional levels. Types of Strategies

UNIT-IV [**12Hrs]**

Strategy Implementation

Strategy and Structure, Strategy and Leadership, Strategy and culture connection - Operationalising and institutionalizing strategy- Organizational Values and Their Impact on Strategy – Resource Allocation – Planning systems for implementation.

UNIT-V **[12Hrs]**

Strategy Evaluation and control

Establishing strategic controls - Measuring performance – appropriate measures- Role of the strategist – using qualitative and quantitative benchmarking to evaluate performance - strategic information systems – problems in measuring performance – Strategic surveillance -strategic audit

Relevant Case Studies have to be discussed in each unit and in examination case study is compulsory from any unit.

Course Outcomes

Upon completion of the course, students will be able to:

COs	**Description**	**Bloom's Level**
CO 1	Define and describe core concepts, vision, mission, and objectives of strategic management in organizations.	I - Remembering
CO 2	Formulate corporate, business, and functional level strategies suited to industry and organizational context.	III - Applying
CO 3	Define how to use logistics when you're making decisions	I - Remembering
CO 4	Appraise improved data analysis and communication between suppliers, producers, and sellers	V - Evaluating
CO 5	Plans, implements and controls the flow and storage of goods and services in order to meet customer's requirements	III - Applying

References

1. P.Subba Rao: Business Policy and Strategic Management, Himalaya Publishing House, New Delhi, 2010
2. Kazmi: Strategic Management and Business Policy, Tata McGraw Hill, 2009
3. R.Srinivasn: Strategic Management, PHI Learning, New Delhi, 2009
4. Adrian Haberberg & Alison: Strategic Management, Oxford University Press, New Delhi, 2009

Operations Research

Subject Code: PGMB3T0225
II Year/ I Semester

L	T	P	C
4	0	0	4

Course Objectives

1. Understand the importance, history, and scope of Operations Research (OR).
2. Learn and apply Linear Programming (LP) techniques including formulation, graphical method, and simplex method.
3. Comprehend and solve transportation and assignment models, including the traveling salesman problem.

UNIT-I [**12Hrs**]

Importance

The History of OR-Definition-Features-Scope of Operations Research –Linear Programming: Introduction-Advantages of using LP-Application areas of LP-Formation of Mathematical modelling, Graphical method, the Simplex Method; Justification, interpretation of Significance of All Elements in the Simplex Tableau, Artificial variable techniques: Big M Method.

UNIT-II [**12Hrs**]

Transportation, Assignment Models: Definition and application of the transportation model, Methods for finding initial solution-tests for optimality-variations in transportation problem, the Assignment Model, Travelling Salesman Problem.

UNIT-III [**12Hrs**]

Dynamic Programming – Applications of D.P. (Capital Budgeting, Production Planning, Solving Linear Programming Problem) – Integer Programming – Branch and Bound Method.

UNIT-IV [**12Hrs**]

Game Theory: Introduction – Two Person Zero-Sum Games, Pure Strategies,
Games with Saddle Point, Mixed strategies, Rules of Dominance, Solution Methods of Games Without Saddle point – Algebraic, matrix and arithmetic methods.

UNIT-V [**12Hrs**]

CPM & PERT and Replacement Model: Drawing networks – identifying critical path –

probability of completing the project within given time- project crashing – optimum cost and optimum duration. Replacement models comprising single replacement and group replacement.

Relevant cases must be discussed in each unit and in examination case is compulsory from any unit.

Course Outcomes

Upon completion of the course, students will be able to:

COs	Description	Bloom's Level
CO 1	Relate basic concepts of Entrepreneurship	II-Understanding
CO 2	Understand the importance, history, and scope of OR	IV- Analyzing
CO 3	Learn and apply LP techniques (formulation, simplex, graphical)	II-Understanding
CO 4	Solve transportation and assignment problems	V- Evaluating
CO 5	Apply dynamic programming and integer programming methods	V- Evaluating

References:

1. Winston, Operations Research, Cengage, ND
2. Anand Sharma, Operations Research, Himalaya Publishing House,
3. Kalavarthy, S.Operations Research, Vikas Publishers House Pvt Ltd.,
4. Mcleavey & Mojena, Principles of Operations Research for Management, AITBS publishers,

Learning and Development (Elective I)

Subject Code: PGMB3T0325
II Year/ I Semester

L	T	P	C
3	0	0	3

Course Objectives

1. Understand foundations of L&D and its strategic significance.
2. Understand Theories of Learning and Instructional Design.
3. Learn to assess training needs at multiple organizational levels.

UNIT-I **[11Hrs]**

Introduction to Learning and Development

Definition, Scope and Importance of Learning and Development in Organisational growth- Evolution of Training and Development- L&D as a Strategic Business Partner- The Learning Organisation (Peter Senge's Principles)-Learning Styles.

UNIT-II **[11Hrs]**

Theories of Learning and Instructional Design

Adult learning theories(Andragogy)- Principles of Instructional Design (ADDIE Model, SAM)-Learning Objectives (Bloom's Taxonomy)-Designing Training Content- Selecting Delivery Methods (classroom, e-learning, blended)-Role of Learning Management System(LMS).

UNIT-III **[11Hrs]**

Training Needs Assessment (TNA)

Purpose and Importance of TNA-Process of Training Needs Identification-Organizational, Task and Person Analysis- Methods for conducting TNA (Surveys, Interviews, Focus Groups and Job Analysis)- Identifying skill gaps and competency Mapping-Aligning TNA with Business Goals.

UNIT-IV **[11Hrs]**

Designing training and Evaluation of Training Effectiveness

Setting training objectives-Developing training content and Materials-Selecting training methods-Importance of evaluating training programs- Methods of training evaluation-Feedback mechanisms and continuous improvement.

UNIT-V **[11Hrs]**

Career and Leadership Development

Career Planning and development initiatives- Succession Planning and talent management- Leadership development programs-Coaching and mentoring in organizations- Contemporary issues in Learning and Development-Digital transformation, Gamification, Mobile learning, Diversity and inclusion in training programs- Ethical considerations in L&D.

Relevant cases must be discussed in each unit and in examination case is compulsory from any unit.

Course Outcomes

Upon completion of the course, students will be able to:

COs	Description	Bloom's Level
CO 1	Define and explain the fundamental concepts, scope, and evolution of Learning and Development in organizations.	I- Remembering
CO 2	Analyze various adult learning theories, instructional design models, and learning styles to design effective training programs.	IV- Analyzing
CO 3	Apply training needs assessment techniques to identify skill gaps and align training with business objectives.	III-Applying
CO 4	Evaluate training effectiveness using appropriate models and feedback mechanisms for continuous improvement.	V- Evaluating
CO 5	Develop strategies for career and leadership development considering contemporary trends and ethical considerations in L&D.	V- Evaluating

Reference Books:

1.Raymond A. Noe, Employee Training and Development, 2024, 9th Edition, McGraw-Hill Education

2. Rosemary Harrison, Learning and Development, Latest CIPD Edition (2023), Chartered Institute of Personnel and Development (CIPD), UK

3. Kathy Beevers & Andrew Rea, Learning and Development Practice in the Workplace,4th Edition (2022),Kogan Page / CIPD Publishing

4. B. Janakiram & D. Ravindra, Training and Development: Text, Research and Cases, 2nd Edition (2023), Biztantra / Dreamtech Press

Performance and Compensation Management (Elective II)

Subject Code: PGMB3T0425 **L T P C**
II Year/ I Semester **3 0 0 3**

Course Objectives:

1. To provide knowledge on the principles of wages administration,
2. To understand the legal framework of Wages Structure,
3. To know about various performance management
4. To understand various concepts like Balance Score card, Performance appraisal methods and counseling and monitoring.

UNIT-I [**11Hrs]**

Introduction to Performance Management

Definition-Significance-Objectives-Evaluation of Performance Management Systems (PMS)-Distinction between performance appraisal and performance management- Key Performance Areas(KPAs) and Key Result Areas(KRAs)-Performance Standards and goal setting-Competency Mapping and assessment- Strategies for effective performance management.

UNIT-II [**11Hrs]**

Performance Management Cycle

Performance Planning –Performance monitoring and feedback- Performance Appraisal and Evaluation- Performance review and Development- Tools and Techniques of Performance Appraisal. Planning Individual Performance- Strategic Planning – Linkages to strategic planning- Barriers to performance planning.

UNIT-III [**11Hrs]**

Performance Monitoring and Counseling:

Supervision- Objectives and Principles of Monitoring- Monitoring Process- Periodic reviews- Problem solving- engendering trust -Role efficiency- Coaching- Counseling and Monitoring- Concepts and Skills.

UNIT-IV [**11Hrs]**

Compensation Management:

Concept and definition – objectives and dimensions of Compensation Management- Components of Compensation – factors influencing compensation –Role of compensation and Reward in Modern Organizations Compensation as a Retention strategy- aligning compensation strategy with business strategy -Theoretical Foundations of Compensation.

UNIT-V [**11Hrs]**

Compensation Structure:

Developing salary structures and pay grades- Market based pay structures- Internal equity and external competitiveness- Executive Compensation- Components and design of executive pay packages- long – term incentives and executive compensation. Incentive plans and benefits- Employee benefits and services. Linking compensation to employee engagement and retention.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Course Outcomes

Upon completion of the course, students will be able to:

Cos	Description	Bloom's Level
CO 1	Understanding the principles of wages and salary administration.	II-Understanding
CO 2	Have knowledge on the legal frame work of wages legislation.	II-Understanding
CO 3	Evaluate the scope of Performance Management.	V-Evaluate
CO 4	Critically evaluate the effectiveness of performance management	V-Evaluate
CO 5	Demonstrate the team building skills required when managing High performance teams	III-Application

Textbooks:

1. T.V.Rao: "Performance Management Appraisal Systems", Sage Publications, 2008
2. A.M.Sarma, N.Sambasiva Rao: "Compensation and Performance management", Himalaya Publishing House, Mumbai

References

1. Prem Chadha: ―Performance Management‖, Macmillan India, New Delhi, 2008.
2. Michael Armstrong & Angela Baron, ―Performance Management‖: The New Realities, Jaico Publishing House, New Delhi, 2010.
3. T.V.Rao, ―Appraising and Developing Managerial Performance‖, Excel Books, 2003.

STRATEGIC HUMAN RESOURCE MANAGEMENT (HRM ELECTIVE-III)

Subject Code: PGMB3T0525
II Year/ I Semester

L	T	P	C
3	0	0	3

Course Objectives

- Understand the concept and significance of SHRM.
- Apply SHRM principles to align HR strategy with business goals.
- Evaluate the role of HR analytics in strategic decision-making.
- Formulate HR strategies for talent management, performance management, and organizational development.
- Assess the impact of global trends and challenges on SHRM practices.

UNIT-I **[12Hrs]**

Human Resource Strategy: Introduction to Strategic Human Resource Management - Evaluation objectives and Importance of Human Resources Strategy- Strategic fit – A conceptual framework - Human Resources contribution to strategy - Strategy driven role behaviors and practices – Theoretical Perspectives on SHRM approaches.

UNIT-II **[12Hrs]**

Strategic Human Resource Planning: Objectives, benefits, levels of strategic planning -Activities related to strategic HR Planning-Basic overview of various strategic planning models-Strategic HR Planning model-Components of the strategic plan.

UNIT-III **[12Hrs]**

Strategy Implementation: Strategy implementation as a social issue-The role of Human Resource- Work force utilization and employment practices-Resourcing and Retention strategies-Reward and Performance management strategies.

UNIT-IV **[10Hrs]**

Strategic Human Resource Development: Concept of Strategic Planning for HRD Levels in Strategic HRD planning-Training and Development Strategies-HRD effectiveness.

UNIT-V **[8Hrs]**

Human Resource Evaluation: Overview of evaluation - Approaches to evaluation, Evaluation Strategic contributions of Traditional Areas - Evaluating Strategic Contribution of Emerging Areas-HR as a Profit centre and HR outsourcing strategy.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Course Outcomes:

Cos	Description	Bloom's Level
CO 1	Understand the strategic role of HR.	II-Understanding
CO 2	Aligning HR strategy with business strategy.	II-Understanding
CO 3	Develop strategic performance and compensation system.	V-Evaluate
CO 4	To analyze the Training and Development Strategies for the future organizations.	IV-Analyze
CO 5	Critically evaluate the global and ethical challenges in SHRM.	III-Apply

References:

1.Charles R. Greer: "Strategic Human Resource Management" - A General Manager Approach - Pearson Education, Asia.

2.Fombrum Charles & Tichy: "Strategic Human Resource Management" - John Wiley Sons, 1984

3.Dr. Anjali Ghanekar "Strategic Human Resource Management" Everest Publishing House,Pune 2009

4.Tanuja Agarwala "Strategic Human Resource Management" Oxford University Press, New Delhi 2014 www.universityupdates.in

TALENT ACQUISITION AND MANAGEMENT (HRM ELECTIVE-IV)

Subject Code: PGMB3T0625	**L T P C**
II Year/ I Semester	**3 0 0 3**

Course Objectives:

To facilitate students in developing insights and understanding of effective management and development of talent in teams and organizations.

Unit I: **[12Hrs]**

Introduction to Talent Acquisition: Definition and Scope of Talent and Talent Management, Importance of Talent Management, historical context of talent management, Challenges and Dilemmas, Workforce Planning and forecasting. Talent acquisition in the context of globalization and gig economy.

Unit II: **[12Hrs]**

Job Analysis and Employer Branding: Job Analysis-Process-Methods. Job description and Job Specification. Competency based job profiling- Employer Branding-Concepts, strategies, and best practices. Employee Value Proposition (EVP).

Unit III: **[12Hrs]**

Sourcing and Recruitment Strategies: Internal Vs External Sourcing-Recruitment Methods- Social media recruitment –Use of AI and HR analytics in sourcing- Talent pools and Pipelines- Recruitment Process Outsourcing (RPO).

Unit IV: **[9Hrs]**

Selection and Onboarding: Selection tools-Resumes, Application forms, Interviews (Types), Psychometric Tests-Assessment Centers, Group Discussions, Case Interviews-Reference & background checks-Legal and ethical issues in selection-Effective onboarding practices – strategic importance and design. Diversity and Talent. Talent management and future directions

Unit V: **[10Hrs]**

Metrics and Evaluation in Talent Acquisition: Key Recruitment Metrics-Cost per hire, Time to fill, Quality of hire, Offer acceptance rate. Recruitment Analytics and Dashboards. Retention vs Acquisition. Future of Talent Acquisition – AI, Automation, Remote hiring, DEI in hiring

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Course Outcomes:

Upon completion of the course, students will be able to:

Cos	Description	Bloom's Level
CO 1	Understand and explain talent Management practices in India and Global level.	II-Understanding
CO 2	Understand and appreciate the role manager to manage talent	II-Understanding
CO 3	Differentiate between the various challenges and issues to manage young talented employees.	IV-Analyze
CO 4	Analyse and appreciate the role of HR Manager for managing the star performers.	IV-Analyze
CO 5	Appreciate the organizational context and apply relevant contemporary organizational practices to connect the talent.	V-Evaluate

Text books:

1. Collings, D.G., Mellahi, K. &Cascio, W.F. (2017). The Oxford Handbook of Talent Management: Oxford University Press.
2. Wilcox, M. (2016). Effective Talent Management: Aligning Strategy, People and Performance. Routledge.
3. Sparrow, P., Scullion, H. &Tarique, I. (eds) (2014) Strategic Talent Management: Contemporary Issues in Global Context. Cambridge: Cambridge University Press.
4. Sparrow, P., Hird, M., and Cooper, C.L. (2015).

TAXATION MANAGEMENT (FINANCE ELECTIVE-I)

Subject Code: PGMB3T0725 **L T P C**
II Year/ I Semester **3 0 0 3**

Course Objective:

1) This course aims at teaching Indian tax system, various heads of income and tax planning with reference to salaried persons.
2) Students will also get an overview of income tax department's website and how to file a return.
3) Students will learn legal ways of minimizing tax liability by making use of various tax exemptions and deductions.

UNIT-I [**11Hrs]**

General Principles of Tax – Direct and Indirect Taxes – State Power to Levy Tax – Tax System – Provisions of Income Tax Act 1961 – Finance Act – Basic Concepts.

UNIT-II [**11Hrs]**

Direct tax system:-Income Tax – Deductions, Computation, Payment and Accounting- deductions from Gross Total Income, Rebates and Reliefs and Computation of Taxable Income and Tax Payable, Filing of Income Tax Returns – Provisions, Forms and Due Dates, Notices and Assessments.

UNIT-III [**11Hrs]**

Tax Planning for Firms, HUFs and AOPs- partnership firm under Income Tax Law, tax deductions available to firms, Provisions relating to interest and remuneration paid to partner, Computation of partnership firms 'book profit, Set-off and carry-forward of losses of Firms and taxation of HUFs and Associations of Persons (AOPs).

UNIT-IV [**11Hrs]**

Corporate Taxation- Computation of taxable income, Carry-forward and set-off of losses for companies, Minimum Alternative Tax (MAT), Set-off and Carry-forward of Amalgamation Losses, Tax Planning for Amalgamation, Merger and Demerger of Companies, Tax Provisions for Venture Capital Funds

UNIT-V [**11Hrs]**

Tax Audit and Accounting for Income Tax - Tax Audit, Qualities and Qualifications Required in Tax Auditors, Forms, Reports and Returns and Tax Reporting and Disclosure in Financial Statements

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.
Course Outcomes:

Upon completion of the course, students will be able to:

Cos	Description	Bloom's Level
CO 1	Explain the general principles of taxation and provisions of the Income Tax Act 1961 and Finance Act.	II-Understanding
CO 2	Apply provisions for computation of income, deductions, rebates, and filing of returns.	III-Applying
CO 3	Analyze tax planning strategies for firms, HUFs, and AOPs under relevant provisions of Income Tax Law.	III-Applying
CO 4	Evaluate corporate taxation issues including MAT, amalgamation, merger, and demerger tax implications.	IV-Analyze
CO5	Prepare tax audit reports and disclosures in compliance with statutory requirements	V-Evaluate

Text books:

1. Dr. V.K. Singhania & Dr. Kapil Singhania, Direct Taxes Law and Practice, Taxman Publications Pvt. Ltd., New Delhi.

2. Bhagavati Prasad, Direct Taxes Law and Practice, Wishwa Prakashan, New Delhi.

3. Dinkar Pagare, Income Tax and Practice, Sultan Chand and Sons, New Delhi.

Banking Institutions and Financial Reforms (FINANCE ELECTIVE-II)

Subject Code: PGMB3T0825 **L T P C**
II Year/ I Semester **3 0 0 3**

Course Objectives:

1) To introduce students to the Indian financial system & Banking system
2) To enrich student's understanding of the fundamental concepts and banking reforms
3) To equip students with the knowledge and skills necessary to become employable in the Banking sector.

UNIT-I [**11Hrs]**
Financial System in India

Introduction - Evolution of Banking - Phases of development - RBI and the Financial System - Committees on Banking Sector Reforms - Prudential Banking -- RBI Guidelines and directions- financial sector reforms.

UNIT-II [**11Hrs]**
Banking system

Organization, Structure and Functions of RBI and Commercial Banks: Introduction - Origination, Structure and Functions of RBI and Commercial Banks - Role of RBI and Commercial Banks - Lending and Operation policies - Banks as Intermediaries - NBFCs - Growth of NBFCs - FDI in Banking Sector - Banking Regulations - Law and Practice.

UNIT-III [**11Hrs]**
Financial Institutions and Development Banking

Introduction - Origin, Growth and Lending Policies of Terms lending Institutions - Working of IDBI - IFCI - STCs - SIDBI - LIC - GIC - UTI - Role of Financial Institutions in Capital Market.

UNIT-IV [**11Hrs]**
New Financial Instruments and Institutions

Private Banks - Old generation and New generation private banks - Foreign Banks - NSE - Depositories - DFHI - New Equity and Debt Instruments - SEBI and RBI guidelines.

UNIT-V **[11Hrs]**

Financial sector reforms Reforms in banking sectors – Reforms in Debt market – reforms in foreign exchange market –Monetary reform- currency reforms – crypto currency regulations

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Course Outcomes:

Upon completion of the course, students will be able to:

Cos	Description	Bloom's Level
CO 1	Subjects give overview of financial system to students such as flow of funds in financial system, financial system and economic development.	II-Understanding
CO 2	Students learn different financial system and their framework and reforms	III-Applying
CO 3	Students studies non-banking financial institutions, their role in financial system, sources of finance and RBI guidelines.	III-Applying
CO 4	Students learn the concept of financial reforms and its importance in rural economy.	IV-Analyze

Text books:

1. Koch W Timothy and Scott S Macdonald, "Bank Management" Thomson (South-Western), Bangalore 2005 (Text Book)
2. Khan M Y., "Indian Financial System", Tata Mc Graw Hill, New Delhi, 2004
3. Srivastava, RM ., "Management of Indian Financial Institutions", Himalaya Publishing House, Mumbai, 2005
4. Avadhani V A., "Investments and Securities Markets in India", Himalaya Publishing House, Mumbai, 2004
5. Srinivasan NP and Saravanavel, P., "Development Banking in India and Abroad", Kalyani Publications, Ludhiyana, 2001

INVESTMENT AND PORTFOLIO MANAGEMENT (FINANCE ELECTIVE-III)

Subject Code: PGMB3T0925	**L T P C**
II Year/ I Semester	**3 0 0 3**

Course Objective:

1) To provide a broad overview of investment management, focusing on the application of Finance theory to the issue faced by portfolio managers and investors in general
2) To provide conceptual foundation for the purpose of undertaking Investment analysis for securities as well as portfolios.

UNIT-I [**11Hrs]**

Concept of Investment: Investment Vs Speculation, and Security Investment Vs Non- Security Forms of Investment-Investment Environment in India. Investment Process - Sources of Investment Information, Security Markets – Primary and Secondary – Types of securities in Indian Capital Market, Market Indices. Calculation of SENSEX and NIFTY.

UNIT-II [**11Hrs]**

Return and Risk: Meaning and Measurement of Security Returns. Meaning and Types of Security Risks: Systematic Vs Non-systematic Risk. Measurement of Total Risk - Intrinsic Value Approach to Valuation of Bonds - Preference Shares and Equity Shares.

UNIT-III [**11Hrs]**

Fundamental Analysis: – Economy, Industry and Company Analysis, Technical Analysis – Concept and Tools and Techniques Analysis – Technical Analysis Vs Fundamental Analysis - Efficient Market Hypothesis; Concept and Forms of Market Efficiency.

UNIT-IV [**11Hrs]**

Elements of Portfolio Management:- Portfolio Models – Markowitz Model, Efficient Frontier and Selection of Optimal Portfolio. Sharpe Single Index Model and Capital Asset Pricing Model, Arbitrage Pricing Theory.

UNIT-V [**11Hrs]**

Performance Evaluation of Portfolios: - Sharpe Model –Treynor -Jensen‘s Model- Fama Decomposition - Evaluation of Mutual Fund.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Course Outcomes

Upon completion of the course, students will be able to:

Cos	**Description**	**Bloom's Level**
CO 1	To provide a theoretical and practical background in the field of investments.	II-Understanding
CO 2	Designing and managing the bond as well as equity portfolios in the real word.	III-Applying
CO 3	Valuing equity and debt instruments.	IV-Analyze
CO 4	Measuring the portfolio performances	IV-Analyze

Text Books:

1. Fisher DE and Jordon RJ, Security Analysis and Portfolio Management, PHI, New Delhi
2. Ambika Prsasad Dash, Security Analysis and Portfolio Management, IK Int Pub House, New Delhi
3. Satyanarayana, Security Analysis and Portfolio Management, Discovery Publishing House, New Delhi
4. Hirt and Block, Fundamentals of Investment Management, Tata Mc Graw Hill, New Delhi
5. Reily Frank K, Investment Analysis and Portfolio Management, Cengage, New Delhi

FINANCIAL MARKETS AND SERVICES (FINANCE ELECTIVE-IV)

Subject Code: PGMB3T1025	**L**	**T**	**P**	**C**
II Year/ I Semester	**3**	**0**	**0**	**3**

Course Objectives

1) Evaluate empirical evidence of market performance, and contrast it with theories of market performance.
2) Research and analyze specific problems or issues related to financial markets and institutions.
3) Exploring the international integration of international financial markets and analyzes the implications for financial managers.

UNIT-I **[11Hrs]**

Structure of Financial System: Role of Financial System in Economic Development – Financial Markets and Financial Instruments – Capital Markets – Money Markets – Primary Market Operations – Role of SEBI – Secondary Market Operations – Regulation – Functions of Stock Exchanges – Listing – Formalities – Financial Services Sector Problems and Reforms.

UNIT-II **[11Hrs]**

Financial Services: Concept, Nature and Scope of Financial Services – Regulatory Framework of Financial Services – Growth of Financial Services in India – Merchant Banking – Meaning- Types – Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management – Regulation of Merchant Banking in India.

UNIT-III **[11Hrs]**

Venture Capital: Growth of Venture Capital in India – Financing Pattern under Venture Capital – Legal Aspects and Guidelines for Venture Capital, Leasing – types of Leases – Microfinance models: Generic models viz. SHG, Grameen, and Co-operative, variants SHG NABARD model, SIDBI model, SGSY model, Grameen Bangladesh model, credit unions.

UNIT-IV **[11Hrs]**

Credit Rating: Meaning, Functions – Debt Rating System of CRISIL, ICRA and CARE. Factoring, Forfeiting and Bill Discounting – Types of Factoring Arrangements – Factoring in the Indian Context;

UNIT-V [**11Hrs]**

Mutual Funds: Concept and Objectives, Functions and Portfolio Classification, Organization and Management, Guidelines for Mutual Funds, Working of Public and Private Mutual Funds in India. Debt Securitization – Concept and Application – De-mat Services-need and Operations- role of NSDL and CSDL.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Course Outcomes:

Upon completion of the course, students will be able to:

Cos	**Description**	**Bloom's Level**
CO 1	To familiarize with the Indian financial system through knowing the types of various financial institutions, instruments and financial markets.	II-Understanding
CO 2	To understand the various constituents of capital markets, functioning of capital markets and regulatory mechanisms associated with capital markets.	II-Understanding
CO 3	To understand the various types of Financial Services and to appreciate the role of financial services in economic development.	III-Applying
CO 4	To understand the various types of Non-Banking Financial Companies (NBFCs) and to appreciate the role of financial services in economic development.	IV-Analyze
CO5	To know various legislations relating with financial sector and the recommendations of various committees suggesting finical reforms.	IV-Analyze

Text books:

1) Bhole & Mahakud, Financial Institutions and Market, TMH, New Delhi
2) Satyanarayana, Financial Markets and Services Discovery Publishing House, New Delhi
3) V.A.Avadhani, Marketing of Financial Services, Himalayas Publishers, Mumbai
4) DK Murthy, and Venugopal, Indian Financial System, IK Int Pub House
5) Anthony Saunders and MM Cornett, Fin Markets & Institutions,TMH,
6) Edminister R.D., Financial Institution, Markets and Management.
7) Punithavathy Pandian, Financial Markets and Services, Vikas, New Delhi
8) Vasanth Desai, Financial Markets & Financial Services, Himalaya, Mumbai

CONSUMER BEHAVIOUR (MARKETING ELECTIVE-I)

Subject Code: PGMB3T1125	**L**	**T**	**P**	**C**
II Year/ I Semester	**3**	**0**	**0**	**3**

Course Objective:

1) To understanding the consumer behavior under different circumstances and its implications on marketers to achieve organizational success.
2) To provide knowledge about how consumers make decisions, the psychological and social factors influencing their behavior, and consumerism issues
3) To help formulate effective marketing strategies that lead to organizational success.

UNIT I

Introduction to Consumer Behavior:

Understanding consumers and market segments, Evolution of consumer behavior, Models of Buyer Behavior, Consumer Black box model – Howard Model, Howard-Sheth Model, Webster, and Wind Model.

UNIT II

Consumer as an individual

Psychological Foundations of Consumer Behavior: Consumer Motivation, Perception, Personality and Behavior, Learning and Behavior Modification, Information Processing, Memory Organization and Function, Attitude Formation and Attitude Change.

UNIT III

Consumer in social context

Social and Cultural Environment, Economic, Demographic, Cross Cultural and Socio–Cultural Influences, Social Stratification, Reference Groups and Family influences.

UNIT IV

Consumer as decision maker:

Consumer decision making process - High and Low Involvement - Pre-purchase Processes, Post Purchase processes, Consumption and evaluation, Brand Loyalty and Repeat Purchase Behavior - Diffusion of innovation - Communication and Consumer Behavior –Designing persuasive communication.

UNIT V

Consumerism

The roots of consumerism – Consumer safety – consumer privacy –- consumer information, legislative responses to consumerism and marketer responses to consumer issues – consumer protection act, 1986 – Central consumer protection council – state consumer protection councils, consumer disputes redressal agencies, consumer disputes redressal forum, National Consumer Disputes Redressal Commission.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Course Outcomes:

Upon completion of the course, students will be able to:

Cos	**Description**	**Bloom's Level**
CO 1	Define key concepts and terminology related to consumer behavior. Recall major models of buyer behavior including the Howard, Howard-Sheth, and Webster and Wind models.	I-Remembering
CO 2	Explain psychological foundations of consumer behavior such as motivation, perception, learning, and attitude formation.	II-Understanding
CO 3	Apply consumer behavior concepts to individual and social contexts to predict consumer responses under various marketing scenarios.	III-Applying
CO 4	Analyze consumer motivation and behavior modification techniques to design effective marketing communication.	IV-Analyze

References:

1. Leon G. Schiffman, Joseph Wisenblit, S. Ramesh Kumar, Pearson India, 2016
2. Ramneek Kapoor, Nnamdi O Madichie: "Consumer Behavior" Text and Cases", TMH, NewDelhi, 2012.
3. Ramanuj Majumdar: "Consumer Behavior insight from Indian Market", PHI Learning, New Delhi, 2011

RETAIL MARKETING (MARKETING ELECTIVE-II)

Subject Code: PGMB3T1225	**L T P C**
II Year/ I Semester	**3 0 0 3**

Course Objectives:

1) To understand the concept, process and management of retail business
2) To develop an understanding of the retail strategy and planning process, and
3) To have an understanding of merchandise process

UNIT – I

An overview of Retailing - Types of stores - Product Retailing vs. Service Retailing - Non store Retailing - Retail strategy - Achieving competitive advantage and positioning Retailing environment - Legal, Social, Economic, Technological, issues - Trends in the Indian Retailing Industry.

UNIT-II

Retail store location and layout - Country/Region analysis - Trade area analysis - Site evaluation and selection - Store design and layout - Comprehensive store planning - Exterior design and layout - Interior store design and layout – visual merchandising – elements of visual merchandising.

UNIT-III

Planning merchandise needs and merchandise budgets - Methods for determining inventory evaluation - Assortment planning, buying and vendor relations - Merchandise pricing - Price strategies - Psychological pricing - Mark-up and markdown strategies.

UNIT-IV

Communicating with the retail customer - Retail promotion mix-Advertising - Sales promotion - Publicity – Push and Pull strategies in retailing - Retail selling process - Retail database- In-store customer service.

UNIT - V

Globalization and changing retail formats – Online retailing - International Retailing – Opportunities and Challenges - Market entry formulas - New customized formats (customized stores, portable stores, merchandise depots, retail theatre, service malls, customer-made stores, interactive kiosk 'shopping arcades')

Course Outcomes:

Upon completion of the course, students will be able to:

Cos	Description	Bloom's Level
CO 1	Explain the concepts, benefits, barriers, and policies of international trade and analyze India's EXIM policy	II-Understanding
CO 2	Apply export and import financing methods, INCO terms, and payment terms to evaluate trade transactions and institutional support.	III-Applying
CO 3	Prepare and differentiate various export trade documents including financial, commercial, transport, risk-covering, and official forms.	IV-Analyze
CO 4	Evaluate government export promotion schemes and recommend suitable incentives for different categories of exporters.	V-Evaluate
CO5	Analyze factors affecting foreign exchange markets and demonstrate hedging strategies for managing exchange rate risks.	III-Applying

References

1. Chetan Bajaj, Tuli & Srivastava, RETAIL MANAGEMENT, Oxford University Press, New Delhi.2010
2. Giridhar Joshi, INFORMATION TECHNOLOGY FOR RETAIL, Oxford University Press, New Delhi.2009 Swapna Pradhan, RETAIL MANAGEMENT, TEXT & CASES, Tata McGraw-Hill Publshing company, New Delhi, 2008

CUSTOMER RELATIONSHIP MANAGEMENT (MARKETING ELECTIVE-III)

Subject Code: PGMB3T1325	**L**	**T**	**P**	**C**
II Year/ I Semester	**3**	**0**	**0**	**3**

Course Objective:

1) To provide students with a comprehensive understanding of Customer Relationship Management (CRM) as a strategic tool
2) To enhance customer satisfaction, loyalty, and long-term profitability.
3) To equip learners with knowledge of CRM principles, technologies, and practices that help businesses acquire, retain, and grow their customer base.

Unit I

Customer Relationship Management Fundamentals:

Definition and Significance of CRM – Critical success factors for a winning CRM program – Emergence of CRM practice – CRM Strategy, Stages of relationship – Issues of relationship – CRM cycle – Customer Lifetime Value – 7 Cs of CRM - Application areas.

Unit II

Building Customer Relationship Management and CRM Implementation:

Requisites for Effective Customer acquisition – Customer Knowledge Management for Effective CRM – Customer Retention Process – Strategies to Prevent Defection and Recover Lapsed Customers – CRM framework for Implementation – Implementing CRM process – The dynamics of Relationships, The relationship-oriented organization - Integration of CRM with ERP System – Barriers to effective CRM – Gartner's Competency model of CRM.

Unit III

Functional Components of CRM:

Database Management in CRM – Relationship data management-Database Construction – Data Warehousing – architecture of Data Warehousing - Data Mining Characteristics – Data Mining tools and techniques – Meaning of Call Centre –

Significance and Advantages of Call Centre – Multimedia Contact Centre - Important CRM software for Multimedia Contact Centre

Unit IV

Sales Force Automations (SFA):

Definition and need of Sales Force Automation – Barriers to successful Sales Force Automation – functionality and technological aspect of Sales Force Automation – data synchronization – flexibility and performance – Impact of CRM on Marketing Channels – Meaning – How does the traditional distribution channel structure support customer relationship – Influence of the channels on pricing and the formation of relationships – The relationship policy to improve size, quality and relationship with the customer base - emerging channel trends that impact CRM

Unit V

Trends and Issues in CRM

CRM in e- business (B2B & B2C) – Measuring the Effectiveness of CRM – Factors Influencing the future of CRM – E-CRM in Business –Features of e-CRM – Advantages of e-CRM. The best CRM implementation strategies –Privacy and ethics Consideration in CRM implementation.

Course Outcomes:

Upon completion of the course, students will be able to:

Cos	**Description**	**Bloom's Level**
CO 1	Define the fundamental concepts, stages, and significance of Customer Relationship Management including CRM cycle.	I-Remembering
CO 2	Explain critical success factors, relationship issues, and strategies for CRM implementation.	II-Understanding
CO 3	Demonstrate the use of CRM functional components such as database management, data mining.	III-Applying
CO 4	Examine sales force automation, marketing channels, and the impact of CRM on distribution and relationship-building.	IV-Analysing
CO5	Assess emerging trends and issues in CRM including e-CRM, CRM effectiveness measurement.	V-Evaluating

REFERENCES:

1. V. Kumar Werner Reinartz – Customer Relationship Management - Concept, Strategy, and Tools Third Edition – springer
2. Ed Peelen: “Customer Relationship Management” Pearson, Education
3. Roger J Baran, Robert J Galka and Daniel P Strunk: “Customer Relationship Management” Cengage learning
4. S.Shanmuga sundaram: “Customer Relationship Management” Prentice Hall of India.
5. Alok Kumar, Chabbi Sinha & Rakesh Kumar – Customer Relationship Management: Concepts and application – Biztantra, Delhi,2007
6. H. Peeru Mohammad, A/ Sagadevan – Customer Relationship Management – A step by step approach, Vikas publishing house Pvt. Ltd, Delhi, 2008

ADEVERTISEMENT AND BRAND MANAGEMENT (MARKETING ELECTIVE-IV)

Subject Code: PGMB3T1425	**L**	**T**	**P**	**C**
II Year/ I Semester	**3**	**0**	**0**	**3**

Course Objectives:

1) To expose the students to the dynamism of advertising and brand management.
2) To equip them to be able to manage the advertising and branding activities in the business scenario.

Unit I

Basics of Advertising

definition importance and nature; Communication model; Persuasion Process – perception, learning and attitude change and their impact on advertisements; Major advertising decisions and influencing factors; Determining advertising Objectives and budget.

Unit II

Developing Advertising Campaign

Determining advertising message and copy - Headline, body copy, logo, illustration and layout; Creative styles and advertising appeals; Media planning – media selection and scheduling.

Unit III

Organization and Evaluation of Advertising Efforts

In-house arrangements; Using advertising agencies – selection, compensation and appraisal of advertising agency; Evaluating Advertising Effectiveness. Branding concepts - definition of brand, Importance of branding Brand personality, brand image, brand identify, brand equity and brand loyalty; Product vs. Corporate branding: Major branding decisions.

Unit IV

Brand Positioning and Brand Building

Identifying and selecting brand name Building brand personality, image, and identity; Brand positioning and re-launch; Brand extension; Brand portfolio; communication for branding Enhancing brand image through sponsorship and even management.

Unit V

Managing Brand Equity and Loyalty

Brand Building in Different Sectors - Customers, industrial, retail and service brands. Building brands through Internet. Developing International

Brands: Pre-requisites and process; Country-of-origin effects and global branding; Building Indian brands for global markets.

Course Outcomes:

Upon completion of the course, students will be able to:

Cos	**Description**	**Bloom's Level**
CO 1	To understand the concepts, importance, and nature of advertising, along with the communication and persuasion processes.	I-Understanding
CO 2	Apply principles of message design, creative styles, and media planning to develop an effective advertising campaign.	III-Applying
CO 3	Analyse organizational structures for advertising, evaluate the effectiveness of advertising efforts, and assess branding elements.	IV-Analysing
CO 4	Design brand strategies, and portfolio management while integrating communication tools for brand enhancement.	V-Evaluating
CO5	Evaluate strategies for building brand equity and loyalty across different sectors and global markets.	V-Evaluating

REFERENCES:

1. S.H.H Kazmi and SatishK.Batra : Advertising and sales promotion, Excel books

Cowley. D: Understanding Brands, ,Kogan Page Ltd

2. George E.Belch& Michael A. Balch : Advertising and Promotion, TMH

3. Aaker, Myers &Batra : Advertising Management , Prentice Hall.

4. Wells,Moriarity&Burnett : Advertising Principles & practices , Prentice Hall.

Entrepreneur Project-III

Subject Code: PGMB3J1525
II Year/ I Semester

L	T	P	C
0	0	4	2

- Prepare a Project Proposal for submission.
- Applying for permissions or patents etc. for innovative or creative ideas.
- Submit the Project Proposal to the various
  Govt.bodies and Agencies. (PM VISHWAKARMA,
  START-UPs/MSME /NABARD/IDBI/SISI)
- Submission the Acknowledgment to the University. Documentation & Seminar Submission

CORPORATE LEGAL FRAMEWORK

Subject Code: PGMB4T0125	**L T P C**
II Year/ II Semester	**4 0 0 4**

Prerequisites: Student should have some knowledge in Legal Related aspects

Course Objective:

The objectives of this course are:

1. Providing knowledge on the various concepts like Indian contracts and their classifications
2. Understanding the legal framework of Sales and performance of contract,
3. Knowledge on Grievances redressal form in Consumer protection act,
4. Various New acts like IPR, Bankruptcy act relating to business world came into existence in the present day

UNIT- I **[11Hrs]**

Significance of Business Laws—Indian Contract Act, 1872: Meaning and classification of contracts—Essentials elements of a valid contract— performance of a contract—Discharge of a contract—Void agreements- Breach and remedies of a contract.

UNIT-II **[12Hrs]**

The Sale of Goods Act, 1930: Meaning and Essentials of contract of sale— Sale and Agreement to sell—Conditions and Warranties—Transfer of property Performance of a contract of sale—Unpaid seller- Negotiable instrument act 1881 – Foreign exchange management Act 1999 – Environment Protection Act 1986

UNIT-III **[12Hrs]**

The Indian Partnership Act, 1932: Meaning and Essentials of partnership-- Registration of partnership—Kinds of partners—Rights and Liabilities of Partners—Relations of parties to third parties—Dissolution- Elements of Partnership - Types of Partner - Position of Minor as a -Partner - Types of Partnerships - Formation and Registration of Partnership - Relation of Partners to One another - Duties of Partners - Dissolution - Limited Liability Partnership Act, 2008

Unit-IV **[10Hrs]**

The Consumer Protection Act, 1986: Meaning of Consumer, Service, Goods, Deficiency, Defect, Unfair Trade Practices—Rights of Consumers—Machinery For redressal of Grievances— Remedies available to injured consumers – Information Technology Act, 2000 – Essential commodities Act, 1995 -

UNIT-V **[12Hrs]**

The Companies Act, 1956: Nature and Registration—Kinds of Companies—Mode of Incorporation - Memorandum of Association—Article of Association—Kinds of Shares— Powers and duties of Directors—winding up- - Types of Companies in Company Law -Rules of Allotment -Transfer and Transmission of Shares -Statutory Meeting - Annual General Meeting - winding up Transfer and Transmission of Shares.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Course Outcomes: Upon completion of the course, students will be able to:

COs	Description	Bloom's Level
CO 1	Demonstrate an understanding of the Legal Environment of Business.	II-Understanding
CO 2	Apply basic legal knowledge to business transactions.	II-Understanding
CO 3	Relate the usage of business standards and legal terminology.	III-Application
CO 4	Understand the importance of Law in the corporate world.	II-Understanding
CO 5	Demonstrate the company formation skills in setting up of partnerships.	VI-Create

Text Books:

- N.D.Kapoor , Business Law, Sultan Chand Publications
- Ravindra Kumar: "Legal Aspects of Business", Cengage Learning, New Delhi, 2011
- S.N.Maheshwari, S.K.Maheshwari: "A Manual of Business Laws", Himalaya Publishing House, 2013.
- P.K.Padhi: "Legal Aspects of Business", PHI Learning's, New Delhi, 2013

REFERENCE BOOKS:

- S N Maheswaru & Suneed Maheswari—Commercial Laws—Mayoor Paper Backs— NOIDA
- Satyanarayana – Corporate Company Law Discovery Publishing House, New Delhi
- Tulisian P.C.—Business Laws—Tata Mc Graswhill Publishing house-New Delhi
- Kucchal—Business Law—Vikas Publishing House, New Delhi.

SUPPLY CHAIN MANAGEMENT

Subject Code: PGMB4T0225	**L T P C**
II Year/ II Semester	**4 0 0 4**

Course Objectives:

- To understand the fundamentals and strategic importance of supply chains.
- To analyse key drivers and performance metrics in SCM.
- To gain practical knowledge in areas like logistics, inventory, sourcing, and technology integration and apply concepts of sustainability and risk mitigation in global supply chains.

Unit I **[12Hrs]**

Basics of Supply Chain Management: Meaning and definition of SCM - Evolution of SCM - Different views of Supply Chain – Supply Chain vs Logistics – importance of SCM in global competitiveness - Key drivers of SCM: Facilities, Inventory, Transportation, Information, Sourcing, Pricing – Developing Supply Chain Strategy- Strategic fit in Supply Chain.

Unit II **[12Hrs]**

Supply Chain Analysis: Types of Supply Chains - Advanced Planning - Structure of Advanced Planning Systems-Strategic Network Planning - Demand Planning - Master Planning – Demand Fulfillment and ATP - Production Planning and Scheduling Purchasing and Material Requirements Planning Distribution and Transport Planning - Coordination and Integration – Collaborative Planning. - Designing the supply chain network

Unit III **[12Hrs]**

Demand Forecasting and Inventory Management: Role of forecasting in SCM - Types of forecasting methods: Qualitative and Quantitative - Aggregate planning - Inventory management: EOQ, Safety Stock, ABC analysis - Bullwhip effect and its impact - Supply chain responsiveness and efficiency - Competitive and supply chain strategies

Unit IV **[12Hrs]**

Distribution, Sourcing, Procurement and Vendor Management: Logistics management and third-party logistics (3PL) - Network design in distribution - - Last mile delivery challenges - Strategic sourcing and procurement processes - Supplier selection and evaluation - E- procurement and global sourcing - Vendor relationship management

Unit V **[12Hrs]**

Supply Chain Technology and Sustainability: Role of IT in SCM: (ERP, Block Chain and IoT) - Green supply chains and sustainable practices, Supply chain risk management Resilient and agile supply chains - Ethics in SCM

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Course Outcomes (CO): After completion of this course, the student will be able to:

COs	Description	Bloom's Level
CO 1	Demonstrate a smoother & swift flow of information across the supply chain.	III - Applying
CO 2	Interpret how hybrid warehouse teams of people and 'Autonomous Mobile Robots' complement each other.	III - Applying
CO 3	Define how to use logistics while making decisions.	I - Remembering
CO 4	Appraise improved data analysis and communication between suppliers, producers, and sellers.	V - Evaluating
CO 5	Plan, implement and control the flow and storage of goods and services in order to meet customer's requirements	III - Applying

Text Books:

1. Logistics and supply chain management by K ShridharaBhat.Himalaya Publications.
2. Logistics management by Reji Ismail Excel books.
3. Text book on logistics and supply chain management by D.K.Agrawal, Macmillan Publishers.
4. Logistics and Supply Chain Management - Cases and Concepts by G.Raghuram&N.Rangaraj

Reference Books:

- Donald . J. Bowersox and David J.Closs: "Logistical Management" The Integrated Supply Chain Process, TMH, 2011.
- K. Shridhara Bhat: "Logistics and sup chainManagement" Himalaya Publishing House 2012.
- Mohanty R.P, S.G Deshmuki —Supply Chain Management‖ Biztantra, New Delhi
- Janat Shah – Supply Chain Management: Text and Cases (Pearson Education) (Indian context with good case studies)
- David Simchi-Levi, Philip Kaminsky & Edith Simchi-Levi – Designing and Managing the Supply Chain (McGraw Hill)

LABOR WELFARE AND EMPLOYMENT LAWS (HRM ELECTIVE-I)

Subject Code: PGMB4T0325 **L T P C**

II Year/ II Semester **3 0 0 3**

Course Objectives:

- To understand the fundamentals and strategic importance of supply chains.
- To analyze key drivers and performance metrics in SCM.
- To gain practical knowledge in areas like logistics, inventory, sourcing, and technology integration and apply concepts of sustainability and risk mitigation in global supply chains.

UNIT I **[12Hrs]**

Labour Welfare: Introduction to Labour Welfare: Concept, scope and philosophy, principles and approaches of labour welfare, Classification-Evolution of labour welfare in India- Impact of ILO on labour welfare in India. Welfare Officers 'Role, Status and Function, Signs of poor welfare.

UNIT II **[12Hrs]**

Labour Legislation: Objectives-Principles-Classification-Evaluation of Labour legislation in India-Factories Act 1948, Definitions - Objectives of Act - Factory Inspectorate – Measures to be taken by Factories for Health, Safety and Welfare of Workers - Working Hours - Provisions Relating to Hazardous Processes - Annual Leave with Wages - Special Provisions - Obligations by Employer and Employee - Offences and Penalties.

UNIT III **[12Hrs]**

Wage and Social Security Legislations: Payment of wages Act 1936 - Minimum wages Act 1948 - Payment of Bonus Act 1966 - Employees' State Insurance Act, 1948, Employees' Provident Funds and Miscellaneous Provisions Act, 1952, Payment of Gratuity Act, 1972, Workmen's Compensation Act 1923 - Maternity Benefit Act 1961.

UNIT IV **[12Hrs]**

Industrial Relations Legislation: Industrial Disputes Act 1947Concept, objectives, Types of Strikes and their Legality – Authorities under the Act and their Duties – Voluntary Reference of Disputes to Arbitration – Types of Strikes and Lock-outs Wages for Strike and Lock- out Period– Change in Conditions of Service.

UNIT V **[12Hrs]**

Industrial Employment (standing orders) Act 1946: Certification of Draft Standing Orders – Appeals – Date of Operation of Standing Orders – Posting of Standing

Orders – Payment of Subsistence Allowance. Trade Unions Act 1926.The New Labor Codes: Code on Wages 2019, industrial relations code 2020, code on social security 2020, occupational safety, health and working conditions code 2020.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Course Outcomes (CO): After completion of this course, the student will be able to:

COs	Description	Bloom's Level
CO1	Understand the provisions of the Trade Union Act.	I - Remembering
CO 2	Comprehend the standards and techniques of Collective Bargaining	III - Applying
CO 3	Understand the technicalities and concepts of industrial dispute and apply the relevant provisions of law.	II - Understand
CO 4	Know the legal provisions and concepts of Lay-Off and Lock-Out, Retrenchment, Strike, Wages and Workman	V - Evaluating
CO 5	Know the Powers and Duties of Authorities under the various Acts.	II - Understand

References:

1. Govt. of India (Ministry of Labour, 1969). Report of the Commission on Labour Welfare, New Delhi: Author.
2. Govt. of India (Ministry of Labour, 1983). Report on Royal Commission on Labour in India, New Delhi: Author.
3. Malik, P.L: ―Industrial Law‖, Eastern Book Company. Laknow
4. Moorthy, M.V: ―Principles of Labour Welfare‖, Oxford University Press, New Delhi.
5. Pant, S.C: ―Indian Labour Problems‖, Chaitanya Pub. House. Allahabad.

INTERNATIONAL HUMAN RESOURCE MANAGEMENT (HRM ELECTIVE-II)

Subject Code: PGMB4T0425	**L**	**T**	**P**	**C**
II Year/ II Semester	**3**	**0**	**0**	**3**

Course Objectives:

- To understand the fundamentals and strategic importance of supply chains.
- To analyze key drivers and performance metrics in SCM.
- To gain practical knowledge in areas like logistics, inventory, sourcing, and technology integration and apply concepts of sustainability and risk mitigation in global supply chains.

UNIT I **[12Hrs]**

Introduction: A Global HR Perspective in New Economy-Challenges of Globalization - Implications of Managing People and Leveraging Human Resource - Strategic Role of International HRM – Distinction between Domestic and International HRM – HR Challenges at International Level.

UNIT II **[12Hrs]**

Managing International Assignments: Significance -Global HR Planning – Staffing policy – Training and development – performance appraisal –International Labour relations – Industrial democracy - Positioning Expatriate – Repatriate – factors of consideration - Strategies - Legal content of Global HRM- International assignments for Women - Problems.

UNIT III **[12Hrs]**

Cross Culture Management: Importance – Concepts and issues – Understanding Diversity – Managing Diversity Cross- Cultural Theories – Hofstede‘s Model – Kluchkohn - Strodthbeck Model – Andre- Laurent‘ Theory – Cultural Issues. Considerations - Problems – Skill building methods – Cross Culture Communication and Negotiation – Cross Culture Teams. Talent crunch – Indian MNCs and Challenges.

UNIT IV **[12Hrs]**

Compensation Management: Objectives -Importance – Concepts- Trends - Issues – Methods – Factors of Consideration – Models – incentive methods – Approaches of Compensation in Global Assignments - global compensation implications on Indian systems - Performance Management.

UNIT V **[12Hrs]**

Global Strategic Advantages through HRD: Measures for creating global HRD Climate – Strategic Frame Work of HRD and Challenges - Globalization and Quality of Working Life and Productivity – Challenges in Creation of New Jobs through Globalization- New Corporate Culture.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Course Outcomes (CO): After completion of this course, the student will be able to:

COs	Description	Bloom's Level
CO 1	Integrate the perspective on role of HRM in modern business.	III - Applying
CO 2	Develop ability to plan human resources & implement techniques of job design	IV-Analyze
CO 3	Competency to recruit, train, and appraise the performance of employees	III - Applying
CO 4	Rational design of compensation and salary administration	IV-Analyze
CO 5	Ability to handle employee issues and evaluate the new trends in HRM	IV-Analyze

References:

1. Subba Rao P: ―International Human Resource Management‖, Himalaya Publishing House, Hyderabad, 2011

2. NilanjanSen Gupta: ―International Human Resource Management Text and cases‖ Excel Books, New Delhi.

3. Tony Edwards :―International Human Resource Management‖, Pearson Education, New

Delhi, 2012

4. Aswathappa K, Sadhana Dash: ―International Human Resource Management, TMH, New Delhi,

5. Monir H Tayeb: ―International Human Resource Management‖, Oxford Universities Press, Hyderabad, 2012.

EMPLOYEE RELATIONS AND WORKPLACE CULTURE (HRM ELECTIVE-III)

Subject Code: PGMB4T0525	**L**	**T**	**P**	**C**
II Year/ II Semester	**3**	**0**	**0**	**3**

UNIT I **[12Hrs]**

Industrial Relations Management: Concept-meaning and scope of IR-system frame work- Theoretical perspective- Evaluation –Background of industrial Relations in India- Influencing factors of IR in enterprise and the consequences. Globalization and IR- Recent Trends in Industrial Relations.

UNIT II **[12Hrs]**

Trade Unions: Introduction-Definition and objectives-growth of Trade Unions in India -Union Recognition-Union Problems-Employees Association- Collective Bargaining –Characteristics- Importance-Principles-The process of CB-Participation in the bargaining Process-Essential conditions for the success of collective bargaining –Negotiating techniques and skills.

UNIT III **[12Hrs]**

Employee Grievances: Causes of Grievances – Grievances Redressal Machinery – Discipline in Industry - Measures for dealing with Indiscipline–Standing Orders-Code of Discipline.

UNIT IV **[12Hrs]**

Industrial Disputes: Meaning, nature and scope of industrial disputes - Cases and Consequences of Industrial Disputes –Prevention and Settlement of industrial disputes in India.

UNIT V **[12Hrs]**

Ethics, Diversity and Inclusion in Workplace Culture: Ethical issues in ER, Corporate culture and ethical leadership, Workplace diversity and inclusion, DEI strategies, Role of HR in ethical and inclusive culture building.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Course Outcomes (CO): After completion of this course, the student will be able to:

COs	Description	Bloom's Level
CO 1	To enable the students to align organizational and employee objectives for improved organizational effectiveness.	III - Applying
CO 2	To identify the rules, regulations, policies, and guidelines applied in performing employee relations program functions	
CO 3	To help the students recognize the growing interest in the use of employee relations to improve quality of work life	III - Applying
CO 4	understanding the impact of culture on organizational performance, learning to identify and address cultural challenges,	IV-Analyze
CO 5	Developing strategies for fostering a healthy and inclusive workplace.	IV-Analyze

References

1.C.S Venkataratnam: ―Industrial Relations‖, Oxford University Press, New Delhi, 2011

1. Sinha: ―Industrial Relations, Trade Unions and Labour Legislation‖, Pearson Education, New

Delhi, 2013

2. Mamoria: ―Dynamics of Industrial Relations‖, Himalaya Publishing House, New Delhi, 2010
3. B.D.Singh: ―Industrial Relations‖ Excel Books, New Delhi, 2010
4. Arun Monappa: ―Industrial Relations‖, TMH, New Delhi. 2012
5. Prof. N.Sambasiva Rao and Dr. Nirmal Kumar: ―Human Resource Management and Industrial Relations‖, Himalaya Publishing House, Mumbai
6. Ratna Sen: ―Industrial Relations‖, MacMillon Publishers, New Delhi, 2011.

HUMAN CAPITAL MANAGEMENT (HRM ELECTIVE-IV)

Subject Code: PGMB4T0625	**L**	**T**	**P**	**C**
II Year/ II Semester	**3**	**0**	**0**	**3**

Unit I **[12Hrs]**

Economic theories of Human Capital: Nature and Role of Human Capital; The Human Capital Model; Predictions of Human Capital Approach; Socio-economic relevance of labor problems in changing scenario; Evolution of organized labor; Industrialization and Development of Labor Economy; Growth of Labor Market in India in the globalized stetting.

Unit II **[12Hrs]**

Accounting Aspects of Human Capital – Cost Based Models: Meaning, Basic Premises, Need and Significance of HRA, Advantages and Limitation of HRA; Monetary and Non-Monetary Models; Cost Based Models- Acquisition Cost Method, Replacement Cost Model, Opportunity Cost Method, standard cost method, Current Purchasing Power Method (C.P.P.M.); Comparison of Cost incurred on Human capital and the contributions made by them in the light of productivity and other aspects.

Unit III **[12Hrs]**

Accounting Aspects of Human Capital – Value Based Models: Value Based Models - Hermanson's Unpurchased Goodwill Method, Hermanson's Adjusted Discount Future Wages Model, Lev and Schwartz Present Value of Future Earnings Model, Flamholtz's Stochastic Rewards Valuation Model, Jaggi and Lau's Human Resource Valuation Model, Robbinson's Human Asset Multiplier Method, Watson's Return on Effort Employed Method, Brummet, Flamholtz and Pyle's Economic Value Method of Group Valuation, Morse's Net Benefit Method; Recent developments in the field of Human Asset/Capital Accounting.

Unit IV **[12Hrs]**

Quality of Work Life: Workers' Participation in Management - Worker's Participation in India, shop floor, Plant Level, Board Level- Quality Circles. Workers' education objectives -Rewarding. Employees Engagement and Empowerment-nature-types-drivers-benefits-measurement of Engagement-Empowerment.

Unit V **[12Hrs]**

Industrial Accidents and safety: meaning and definition of accident-types of industrial accidents- cost and consequences-causes and prevention of accidents-Industrial safety –statutory machineries for industrial safety-safety audit. Social Security: Introduction and types –Social Security in India, Health and Occupational safety programs- work place discipline –work place counseling-meaning –definition –types-advantages-characteristics of an effective counselor.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Course Outcomes (CO): After completion of this course, the student will be able to:

Suggested Readings:

COs	Description	Bloom's Level
CO 1	Know how human Capital Management aims to connect people and workflows to support daily operations and strategic goals.	II - Understand
CO 2	Develop their ability to understand, analyze, and apply HR principles within an organizational context.	III - Applying
CO 3	Understand organizational behavior, and contribute to a positive and productive work environment.	III - Applying
CO 4	Students will learn to manage the employee lifecycle from recruitment to retirement.	IV-Analyze
CO 5	To connect people and workflows to support daily operations and strategic goals.	IV-Analyze

1. I.L.O., Social & Labour aspects of Economic Development, Geneva
2. Report of the National Commission on Labour
3. Patterson & Schol., Economic Problems of Modern Life. Mc-Graw Hill Book Company.
4. Walter Hageabuch, Social Economics, Cambridge University Press.
5. S. Howard Patterson, Social Aspects of Industry.
6. Hermanson, Roger H. Accounting for Human Assets, Occasionals Paper No.14, Graduate School of Business Administration, Michigan State University
7. Flamholtz, Eric G., Human Resource Accounting: Advances in Concepts, Methods and Applications, Jossey Eass Publishers, San Francisco, London.
8. Likert, Rensis, The Human Organisation: Its Management and Value, McGraw Hill Book Co., New York, N.Y.
9. Ganguli, Prabuddha, Intellectual Property Rights: Unleashing the Knowledge Economy, Tata McGraw-Hill Publishing Co. Ltd., New Delhi.
10. Chakraborty, S.K., Human Asset Accounting: The Indian Context in Topics in Accounting and Finance, Oxford University Press. Note: Latest edition of the readings may be used.

CORPORATE STRATEGIC FINANCE (Finance ELECTIVE-I)

Subject Code:PGMB4T0725	**L T P C**
II Year/ II Semester	**3 0 0 3**

Course Objective:

1) To orient on various aspects in corporate financial management.
2) To elaborate on the role of finance manager for making better investment decisions.
3) To impart knowledge of various aspects in corporate Strategic Investment Decisions.
4) To discuss in detail the aspects pertaining to corporate Strategic Financing Decisions.
5) To elucidate the practical aspects of Mergers, Acquisitions and Value Based Management.

Unit-1: **[12Hrs]**

Introduction of corporate finance – Shareholder Value Creation (SCV): Market Value Added (MVA) – Market-to-Book Value (M/BV) – Economic Value Added (EVA) – Managerial Implications of Shareholder Value Creation.

Unit-II: **[12Hrs]**

Sources of corporate funding: Governing Regulatory Framework for share capital Debt securities – Capital Structure Planning and Policy – Financial Options and Value of the Firm – Dividend Policy and Value of the Firm.

Unit-III: **[12Hrs]**

Corporate Investment Strategy – Techniques of Investment Appraisal Under Risk and Uncertainty – Risk Adjusted Net Present Value – Risk Adjusted Internal Rate of Return – Capital Rationing – Decision Tree Approach for Investment Decisions – Evaluation of Lease Vs Borrowing Decision.

Unit-IV: **[12Hrs]**

Corporate Merger Strategy – Theories of Mergers – Horizontal and Conglomerate Mergers – Merger Procedure – Valuation of Firm – Financial Impact of Merger – Merge and Dilution Effect on Earnings Per Share – Merger and Dilution Effect on Business Control.

Unit-V: **[12Hrs]**

Corporate Takeover Strategy – Types of Takeovers – Negotiated and Hostile Bids – Takeover Procedure – Takeover Defenses – Takeover Regulations of SEBI – Distress Restructuring Strategy – Sell offs – Spin Offs – Leveraged Buyouts.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Course Outcomes (CO): After completion of this course, the student will be able to:

COs	Description	Bloom's Level
CO 1	Understand financial strategy and control of a company.	II- Understand
CO 2	Learn the relevance of risk and uncertainty in making corporate strategic decisions.	I - Remember
CO 3	Learn various aspects of corporate capital budgeting.	I - Remember
CO 4	Understand the corporate capital structure, dividend policy, financial distress, restructuring.	II- Understand
CO 5	Identify the different diversification strategies and mergers and acquisitions	III - Analyze

Suggested Readings:

1. Van Horn, JC, Financial Management and Policy, Prentice Hall,New Delhi

2. PG Godbole, Mergers, Acquisitions and Corporate Restructuring, Vikas, New Delhi 3.Weaver, Strategic Corporate Finance, Cengage, ND

4. Weston JF, Chung KS & Heag SE., Mergers, Restructuring & Corporate Control, Prentice Hall. 5.Satyanarayana, Strategic Financial Management Discovery Publishing House, New Delhi

6.GP Jakarthiya, Strategic Financial Management, Vikas, New Delhi

7.Coopers & Lybrand, Strategic Financial: Risk Management, Universities Press (India) Ltd. 8.Robicheck, A, and Myers, S., Optimal Financing Decisions, Prentice Hall Inc.

9.Bhalla, V.K., Managing International Investment and Finance, New Delhi, Anmol, 1997.

INTERNATIONAL TRADE AND FINANCE (Finance ELECTIVE-II)

Subject Code: PGMB4T0825	**L**	**T**	**P**	**C**
II Year/ II Semester	**3**	**0**	**0**	**3**

Objectives

➢ To make the students well aware about the formalities associated with International trade

➢ To make the students aware of the documentation of International Trade and

➢ To make the students aware of the FOREX Management and Export Promotion Schemes.

UNIT-I **[12Hrs]**

International Trade –Benefits – Basis of International Trade – Foreign Trade and Economic Growth – Balance of Trade – Balance of Payment – Current Trends in India – Barriers to International Trade – Indian EXIM Policy.

UNIT-II **[12Hrs]**

Export and Import Finance: Special need for Finance in International Trade – INCO Terms (FOB, CIF, etc.,) – Payment Terms – Letters of Credit – Pre Shipment and Post Shipment Finance – Forfaiting – Deferred Payment Terms – EXIM Bank – ECGC and its schemes – Import Licensing – Financing methods for import of Capital goods.

UNIT-III **[12Hrs]**

Foreign Exchange Markets – Spot Prices and Forward Prices – Factors influencing Exchange rates – The effects of Exchange rates in Foreign Trade – Tools for hedging against Exchange rate variations – Forward, Futures and Currency options – FEMA – Determination of Foreign Exchange rate and Forecasting – Law of one price – PPP theory – Interest Rate Parity – Exchange rate Forecasting.

UNIT-IV **[12Hrs]**

Export Trade Documents: Financial Documents – Bill of Exchange – Type – Commercial Documents – Proforma, Commercial, Consular, Customs, Legalized Invoice, Certificate of Origin Certificate Value, Packing List, Weight Certificate, Certificate of Analysis and Quality, Certificate of Inspection, Health certificate. Transport Documents - Bill of Lading, Airway Bill, Postal Receipt, Multimodal Transport Document. Risk Covering Document: Insurance Policy, Insurance Cover Note. Official Document: Export Declaration Forms, GR Form, PP From, COD

Form, Softer Forms, Export Certification, GSPS – UPCDC Norms.

UNIT-V **[12Hrs]**

Export Promotion Schemes – Government Organizations Promoting Exports – Export Incentives: Duty Exemption – IT Concession – Marketing Assistance – EPCG, DEPB – Advance License – Other efforts I Export Promotion – EPZ – EQU – SEZ and Export House.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Course Outcomes (CO): After completion of this course, the student will be able to:

COs	Description	Bloom's Level
CO 1	Understand the concepts, benefits, barriers, and policies of international trade and analyze India's EXIM policy.	II - Understand IV - Analyze
CO 2	Apply export and import financing methods, INCO terms, and payment terms to evaluate trade transactions and institutional support	III - Apply IV - Evaluate
CO 3	Analyze factors affecting foreign exchange markets and demonstrate hedging strategies for managing exchange rate risks.	IV - Analyze III - Apply
CO 4	Prepare and differentiate various export trade documents including financial, commercial, transport, risk-covering, and official forms.	III - Apply IV - Analyze
CO 5	Evaluate government export promotion schemes and recommend suitable incentives for different categories of exporters.	V – Evaluate VI - Create

REFERENCES

1. Jeevanandam .C, INTERNATIONAL BUSINESS, M/s Sultan & Chand, Delhi, 2008

2. Sumathi Varma, INTERNATIONAL BUSINESS, Ane, Delhi, 2010.

3. International Trade And Finance - Dr Priya Soni, Dr. Satish M Dhoke, Kishor Kumar Dash, Ms. Jyoti Saini, Rajat Bhattacharjee, Redshine Publications.

4. International Trade Finance: A Pragmatic Approach (Finance and Capital Markets Series) by T. Bhogal, A. Trivedi, Macmillan Publications.

5. International Trade Finance for MSMEs Paperback – 20 April 2021

by Kishor Bhatt, Published by JBS Academy.

GLOBAL FINANCIAL MANAGEMENT (Finance ELECTIVE-III)

Subject Code: PGMB4T0925	**L**	**T**	**P**	**C**
II Year/ II Semester	**3**	**0**	**0**	**3**

Courses Objectives

1) To study the role that international trade and investment, currency movements, Derivative instruments, hedging strategies, international financial markets, and International agreements and institutions play in the management of multinational Corporations.

2) To provide an understanding of both the key features of foreign exchange markets and the actual problems of multinational corporations.

3) To understand the importance of balance of trade and balance of payments to the development of macroeconomic policy.

4) To distinguish among alternative derivative instruments and different types of exposures multinational corporations face while using derivative instruments.

Unit I : [12Hrs]

International Monetary and Financial System: Evolution; Breton Woods Conference and Other Exchange Rate Regimes; European Monetary System, South East Asia Crisis and Current Trends.

Unit II : [12Hrs]

Foreign Exchange Risk: Transaction Exposure; Accounting Exposure and Operating Exposure – Management of Exposures – Internal Techniques, Management of Risk in Foreign Exchange Markets: Forex Derivatives – Swaps, futures and Options and Forward Contracts.

Unit III : [12Hrs]

Features of Different International Markets: Euro Loans, CPs, Floating Rate Instruments, Loan Syndication, Euro Deposits, International Bonds, Euro Bonds and Process of Issue of GDRs and ADRs.

Unit IV : [12Hrs]

Foreign Investment Decisions : Corporate Strategy and Foreign Direct Investment; Multinational Capital Budgeting; International Acquisition and Valuation, Adjusting for Risk in Foreign Investment.

Unit V: [12Hrs]

International Accounting and Reporting; Foreign Currency Transactions, Multinational Transfer Pricing and Performance Measurement; Consolidated Financial Reporting.

Relevant cases have to be discussed in each unit and in examination case is

compulsory from any unit.

Course Outcomes (CO): After completion of this course, the student will be able to:

COs	Description	Bloom's Level
CO 1	Outline the concepts of applied international financial management and its scope.	I - Remember
CO 2	Analyze the evolution of the global monetary system and related world bodies.	IV - analyze
CO 3	Examine the relationships that exist between national stock markets, currency markets and interest rate markets.	IV - analyze
CO 4	Develop critical, analytical problem-based learning skills and transferable skills to prepare for postgraduate employment in international financial management.	IV - analyze
CO 5	Demonstrate the techniques of International capital budgeting, International capital structure and cost of capital and International financing.	V – Evaluate

Suggested Readings:

1. Buckley Adrin, Multinational Finance, 3rd Edition, Engle Wood Cliffs, Prentice Hall of India.
2. S.P.Srinivasan, B.Janakiram, International Financial Management, Wiley India, New Delhi.
3. Clark, International Financial Management, Cengage, ND
4. V.Sharan, International Financial Management, 3rd Edition, Prentice Hall of India.
5. A.K.Seth, International Financial Management, Galgothia Publishing Company.
6. Satyanarayana, Global Financial Management, Discovery Publishing House, New Delhi
7. P.G.Apte, International Financial Management, Tata McGrw Hill, 3rd Edition.
8. Bhalla, V.K., International Financial Management, 2nd Edition, New Delhi, Anmol, 2001.
9. V.A.Avadhani, International Financial Management, Himalaya Publishing House.

FINANCIAL DERIVATIVES (Finance ELECTIVE-IV)

Subject Code: PGMB4T1025 **L T P C**

II Year/ II Semester **3 0 0 3**

Unit - I: **[12Hrs]**

Introduction to Financial Derivatives – Meaning and Need – Growth of Financial Derivatives in India – Derivative Markets – Participants- Functions – Types of Derivatives – Forwards – Futures – Options-Swaps – The Regulatory Framework of Derivatives Trading in India.

Unit –II: **[12Hrs]**

Forward Market: Concept- features of forward contract – classification of forward contracts- forward trading mechanism – determination of forward prices – valuing forward contracts – forward prices vs futures prices- payoff from the forward contracts – foreign currency forwards – pricing currency forward contracts.

Unit - III: **[12Hrs]**

Futures Market: Features of Futures –Differences Between Forwards and Futures – Financial Futures – Trading – Currency Futures – Interest Rate Futures – Pricing of Future Contracts- Value at Risk (VaR)-Hedging Strategies – Hedging with Stock Index Futures – Types of Members and Margining System in India – Futures Trading on BSE & NSE.

Unit - IV: **[12Hrs]**

Options Market: – Meaning & Need – Options Vs Futures -Types of Options Contracts – Call Options – Put Options Factors Affecting Options pricing- Put-Call Parity Pricing Relationship - Pricing Models - Introduction to Binominal Option Pricing Model – Black Scholes Option Pricing Model.

Unit – V: **[12Hrs]**

Swaps Markets: – Meaning – Overview – The Structure of Swaps – Interest Rate Swaps – Currency Swaps – Commodity Swaps – Swap Variant – Swap Dealer Role –Equity Swaps – Economic Functions of Swap Transactions - FRAs and Swaps.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Course Outcomes (CO): After completion of this course, the student will be able to:

COs	Description	Bloom's Level
CO 1	To analyze the risks in different financial markets.	IV - analyze
CO 2	Acquire ability to selection of various options and then can apply them to specific markets.	II - Understand

CO 3	To strategically manage the financial derivatives.	IV - analyze
CO 4	Differentiate between various trading strategies using options and futures	V – Evaluate
CO 5	Demonstrate the use of swaps in risk management	V – Evaluate

Suggested Readings:

1. Hull C. John, ―Options, Futures and Other Derivatives‖, Pearson Educations Publishers,
2. David Thomas. W & Dubofsky Miller. Jr., Derivatives valuation and Risk Management, Oxford University, Indian Edition.
3. ND Vohra & BR Baghi, Futures and Options, Tata McGraw-Hill Publishing Company Ltd.
4. Red Head: Financial Derivatives: An Introduction to Futures, Forward, Options‖ Prentice Hall of India.
5. David A. Dubofsky, Thomas W. Miller, Jr.: Derivatives: Valuation and Risk Management, Oxford University Press.
6. Sunil K.Parameswaran, ―Futures Markets: Theory and Practice‖ Tata-McGraw-Hill Publishing Company Ltd.
7. D.C. Patwari, Financial Futures and Options, Jaico Publishing House.
8. T.V. Somanathan, Derivatives, Tata McGraw-Hill Publishing Company Ltd.
9. NSE Manual of Indian Futures & Options & www. Sebi.com
10. S.C. Gupta, Financial Derivatives: Theory, Concepts and Problems, Prentice Hall of India.

GREEN MARKETING (MARKETING ELECTIVE-I)

Subject Code: PGMB4T1125	**L**	**T**	**P**	**C**
II Year/ II Semester	**3**	**0**	**0**	**3**

Course Objectives: To make the student understand the concept of Green Marketing and Green Products

Unit I – [12Hrs]

Green Marketing and Green Product: Introduction to green marketing-strategic green planning- environment and consumption- Green Product- Green Behavior- Five shades of green consumers. Segmenting consumers- Green consumer‘s motives-Buying strategies -Green Business Opportunities- Designing green products-eco-design to eco- innovation-Fundamentals of green marketing- Establishing Credibility-Green distribution and Packaging Contemporary Government policies and subsidies that aids green product development

Unit II – [12Hrs]

Green Marketing Concepts: Green Spinning – Green Selling – Green Harvesting – Enviropreneur Marketing - Compliance Marketing – Green Washing – Climate Performance Leadership Index

Unit III – [12Hrs]

Purchase Decision: Meaning of Purchase decision – Factors affecting Purchase decision – Steps in the decision making process - Five stages of consumer buying decision process - Models of buyer decision-making

Unit IV – [12Hrs]

Environmental consciousness: Introduction of Environment - Importance of environmentalism - Environmental movement - Benefits of green environment to the society - E- waste exchange - Extended Producer Responsibility Plan - Guidelines for Collection and Storage of E-Waste - Guidelines for Transportation of E-Waste - Guidelines for Environmentally Sound Recycling of E-Waste

Unit V – [12Hrs]

Green Marketing Initiatives: Green Firms – HCL‘s Green Management Policy – IBM‘s Green Solutions – IndusInd Bank‘s Solar Powered ATMs – ITCs Paperkraft – Maruti‘s Green Supply Chain – ONCGs Mokshada Green Crematorium – Reva‘s Electric Car – Samsung‘s Eco- friendly handsets- Wipro Infotech‘s Eco-friendly computer peripherals

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Course Outcomes (CO): After completion of this course, the student will be able to:

COs	Description	Bloom's Level
CO 1	To define and differentiate between traditional marketing and green marketing, understanding its core principles and objectives.	I - Remember
CO 2	Explain green marketing and its importance to the environment from the perspective of consumers and businesses.	II - Understand
CO 3	Describe the current state of the environment resulting from the past and present practices of the human consumption.	II - Understand
CO 4	Understand the opportunities, challenges, and issues in designing and implementing green marketing strategies.	III – Apply
CO 5	Demonstrate evidence of emerging green consumer segments and how marketers are addressing those needs.	V – Evaluate

References:

1. Green Marketing and Environmental Responsibility in Modern Corporations, Esakki and Thangasamy, IGI Global, 2017

2. Green Marketing Management, Robert Dahlstrom, Cengage Learning, 2010.

Essential Reading / Recommended Reading

1. Green Marketing: Challenges and Opportunities for the New Marketing Age, Jacquelyn

A. Ottman, NTC Business Books, 1993

2. The New Rules of Green Marketing, Jacquelyn A. Ottman,Berrett-Koehler Publishers, 2011.

MARKETING RESEARCH (MARKETING ELECTIVE-II)

Subject Code: PGMB4T1225	**L**	**T**	**P**	**C**
II Year/ II Semester	**3**	**0**	**0**	**3**

Course Objectives: By the end of the course, students should be able to Understand the role and importance of marketing research, Design a marketing research study, Collect and analyze primary and secondary data and Use statistical tools to interpret data.

UNIT 1 – [12Hrs]

Introduction to Marketing Research: Definition and Scope of Marketing Research, Importance of marketing research in, Business Decision-Making, Marketing Research vs. Market Research, Ethical Issues in Marketing Research

UNIT 2 – [12Hrs]

Research Design and data collection methods: Steps in the Marketing research Process, Types of Research: Exploratory, Descriptive, and Causal, Primary vs. Secondary Data, Qualitative Research Methods (Focus Groups, In-depth Interviews, Ethnography), Quantitative Research Methods (Surveys, Experiments, Observations) application and sample size determination.

UNIT 3 – [12Hrs]

Measurement Analysis and interpretation: Types of Scales (Nominal, Ordinal, Interval, Ratio), Reliability and Validity in Measurement, Descriptive and Inferential Statistics, Factor and Cluster Analysis

Unit 4 – [12Hrs]

Marketing Research Tools and application: SPSS, Excel, and Other Analytical Tools, Data Visualization and Dash boarding, AI and Big Data in Marketing Research

Applications of Marketing Research - Consumer Behavior Analysis, Brand Research, Advertising Research, Market Segmentation and Positioning Studies, Product and Pricing Research

Unit 5 – [12Hrs]

Reporting and Presentation of Research Findings: Structuring a Research Report, Effective Data Presentation Techniques, Storytelling with Data

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Course Outcomes (CO): After completion of this course, the student will be able to:

COs	Description	Bloom's Level
CO 1	Understand the concept of problem formulation and decision making in marketing research.	II - Understand
CO 2	Know the right tools to implement marketing research in the marketplace.	I – Remember
CO 3	Gain the knowledge and skills to identify, analyze, and solve marketing problems using research methods.	IV - Analyze
CO 4	Implement the concepts of research design through collection of data from various primary & secondary sources.	III – Apply
CO 5	Demonstrate their ability to evaluate and utilize appropriate marketing research methods.	V – Evaluate

REFERENCES:

1. "Marketing Research: An Applied Orientation" – Naresh K. Malhotra - Prentice Hall, 7th Edition
2. "Essentials of Marketing Research" – William G. Zikmund, Barry J. Babin, Cengage Learning, 6th Edition
3. "Marketing Research" – G.C. Beri - McGraw-Hill Education, 5th Edition, 2013
4. "Marketing Research: Text and Cases" – Rajendra Nargundkar - McGraw-Hill Education, 4th Edition, 2015
5. "Marketing Research" – Naresh Malhotra & Satyabhushan Dash - Pearson Education, 7th Edition (Revised), 2019
6. "Marketing Research" – R. Panneerselvam - PHI Learning,1st Edition, 2004

SERVICES MARKETING (MARKETING ELECTIVE-II)

Subject Code: PGMB4T1325	**L T P C**
II Year/ II Semester	**3 0 0 3**

Course Objectives: By the end of the course, students should be able to Understand the role and importance of marketing research, Design a marketing research study, Collect and analyze primary and secondary data and Use statistical tools to interpret data.

Unit – I **[12Hrs]**

Introduction to Services Marketing: Understanding Services, Differences in Goods versus Services, Emerging Service Environment, Classification of Services. Service Market Segmentation, Targeting & Positioning: Process of market segmentation, customer loyalty Segmentation, Targeting and Positioning service value addition to the service product, planning and branding service products, new service development.

Unit – II **[12Hrs]**

Pricing strategies for services: Service pricing, establishing monetary pricing objectives foundations of pricing objectives, pricing and demand, putting service pricing strategies into practice. Service promotion: The role of marketing communication. Implication for communication strategies, setting communication objectives, marketing communication mix.

Unit – III **[12Hrs]**

Implementing Services Marketing: Improving Service Quality and Productivity, SERVQUAL, Service Failures and Recovery Strategies. Customer Relationship Marketing: Relationship Marketing, the nature of service consumption understanding customer needs and expectations, Strategic responses to the intangibility of service performances.

Unit – IV **[12Hrs]**

Managing Service Delivery Process: Managing Physical Evidence of Services, Designing and Managing Service Processes, Managing People for Service Advantage.

Unit – V **[12Hrs]**

Marketing of Services in Sectors: Financial Services, Health Service, Hospitality Services including travel, hotels and tourism, Professional Service, Public Utility Services, Educational Services.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Course Outcomes (CO): After completion of this course, the student will be able to:

COs	**Description**	**Bloom's Level**
CO 1	To examine the nature of services, and distinguish between products and services.	I – Remember
CO 2	Identify the major elements needed to improve the marketing of services.	II - Understand
CO 3	Understand the relationship marketing and customer service in adding value to the customer's perception of a service.	IV - Analyze
CO 4	Appraise the nature and development of a services marketing	III – Apply
CO 5	Recognize how services marketing principles can be applied to identify and solve marketing problems.	V – Evaluate

REFERENCES:

1. Valarie A. Zeithaml & Mary Jo Bitner - Services Marketing: Integrating Customer Focus Across The Firm, Third Edition, 2004; Tata McGraw-Hill Publishing Company Ltd, 2008.

2. Christopher H. Lovelock, Jochen Wirtz, Jayanta Chatterjee, Services Marketing: People, Technology, Strategy (A South Asian Perspective) Fifth Edition 2011; Pearson Education Suggested Readings:

1. Cengiz Haksever, Barry Render, Roberta S. Russel, and Robert G. Murdic: Service Management and Operations (Second Edition); Pearson Education (Singapore) Pte., Ltd., 2003.

2. Kenneth E. Clow & David L. Kurtz: Services Marketing, Biztantra Publication, 2003.

3. Nimit Chowdhary & Monika Chowdhary, Textbook of Marketing of ServicesThe Indian Experience, Macmillan India Ltd., 2005

SALES AND DISTRIBUTION MANAGEMENT (MARKETING ELECTIVE-II)

Subject Code: PGMB4T1425	**L**	**T**	**P**	**C**
II Year/ II Semester	**3**	**0**	**0**	**3**

UNIT 1 – [12Hrs]

Introduction to Sales Management: Meaning of sales - Evolution of Sales Concept – Nature and Role of Selling – Objectives of Sales Management - Integrating Sales and Marketing Management - Environmental Changes Affecting Sales Management – The Sales Organization – Role of a Sales Organization – Basis for Designing a Sales Organization –Types of Sales Force Structure -Sales Culture – Sales Functions & Policies – Role of a sales manager – responsibilities of sales manager

UNIT 2 – [12Hrs]

Personal selling: Buyer Seller Dyads – Types of Selling Jobs - Sales Force Objectives and strategies – Theories of Personal Selling – Personal Selling Process - The sales planning process and its importance - Types of Budgets - Methods of Budgeting for Sales Force

UNIT 3 – [12Hrs]

Assessing Market Potential: Importance of Assessing Market Potential - Analyzing Market Potential – Sales Forecasting Methods – Selecting a Forecasting Methods – definition of sales quota – types of sales quotas – methods of setting sales quotas – sales analysis and audit – compensating sales force – types of compensation plans – designing compensation plans - Determinants of sales force performance - Methods of sales force evaluation

UNIT 4 – [12Hrs]

Marketing Channels, integration and management: Channel members and their functions - Designing marketing channels - Channel flows and costs –Importance of channel integration – Vertical marketing systems – Types of vertical marketing systems – Horizontal marketing systems - Hybrid channel systems – criteria for selecting channel members – evaluation of channel members – modifying channel arrangements – managing channel relationships - Managing Channel Conflicts

UNIT 5 – [12Hrs]

Wholesaling & Retailing: Wholesaling and its importance – Types of wholesalers – Strategic issues in wholesaling - Trends shaping wholesale distribution - Challenges in wholesaling - Wholesaling in India –Retailing and its Importance – Evolution of retailing – Classification of retailers - Strategic issues in retailing - Trends in retailing – channel Information system - Ethical and Social Issues in Sales and Distribution Management

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Course Outcomes (CO): After completion of this course, the student will be able to:

COs	**Description**	**Bloom's Level**
CO 1	Understand the responsibilities of a Sales and Marketing Managers.	II - Understand
CO 2	Understand the sales process, sales force management, and the impact of technology on sales.	II - Understand
CO 3	To identify issues related to design and implementation of Sales Strategy.	IV - Analyze
CO 4	Apply concepts related to improving performance of Sales Teams	III – Apply
CO 5	Analyze distribution needs, create territory plans, and understand the ethical dilemmas involved in sales and distribution.	V – Evaluate

Reference books

1. Sales and distribution management – Richard R. still, Edward W. Cundiff, Norman A.P Govoni and Sandeep Puri – Pearson publications.

2. Sales and distribution management – Krishna K Havaldar and Vasant Calvale – Mc Graw hill –

3rd edition

3. Sales and distribution management – Tapan K. Panda, Sunil Sahadev – Oxford Higher Education

4. Sales and distribution management – K. Shridhara Bhat – Himalaya Publishing House

Main project

Subject Code: PGMB4J1525

II Year/ II Semester

L	T	P	C
0	0	8	4

The student shall need to do the summer internship in fourth semester for a duration of 8 weeks. The summer internship shall commence every year from 1st April to 31st of May. The main project shall be submitted at the end of the 4th Semester for evaluation.

The final project shall be based on the summer internship on his/her Major Elective.

i) The final project work shall be carried out during the 4th semester and will be evaluated for 100 marks.
ii) Out of 100 marks, 50 marks shall be for dissertation and 50 marks for the project Viva-Voce. Both are evaluated by the External Examiner.

Each student shall give one internal seminar (pre talk) on the topic of her project as a prerequisite for submission of the final project report. The pre-talk must be evaluated by the **BOE (Board of Evaluators)** which comprises Head of the Department, Senior Professor of the MBA department and Internal project guide. She needs to submit plagiarism report (not exceeding 30% similarity) along with the guide certificate in the

iii) final project report.