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**MARIAN INSTITUTE OF MANAGEMENT**

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**Regulations for Master of Business Administration**

**(MBA) Programme**

**Credit and Semester System (CSS) – 2022**

#### Short Title

* 1. These Regulations shall be called Marian College Kuttikkanam (Autonomous) Regulations governingMaster of Business Administration (MBA) programme under the Credit and Semester System (CSS)2022.

#### Scope

* 1. The regulations provided herein shall apply to Master of Business Administration (MBA), conducted by Marian College Kuttikkanam (Autonomous) with effectfrom 2021admission.

#### Title of the Programme

* 1. The title of the programme is Master of Business Administration (MBA).

#### Definitions

* 1. **Academic Bank Account** means an individual account with the Academic Bank of Credits opened and operated by a student, to which all academic credits earned by the student from course(s) of study are deposited, recognized, maintained, accumulated, transferred, validated or redeemed for the purposes of the award of degree/diploma/certificates etc. by an awarding institution.
  2. **Academic Bank of Credits** means an academic service mechanism as a digital or virtual or online entity established by UGC with the approval of the Central Government, to facilitate students to become its academic account holders, thereby paving the way for seamless student mobility between or within degree-granting Higher Educational Institutions through a formal system of credit recognition, credit accumulation, credit transfers and credit redemption to promote distributed and flexible teaching-learning.
  3. **Assessment** is the process of collecting, recording, scoring, describing and interpreting information about the outcome of the learning which is an ongoing process. (*Ref. UGC Report in November 2019 on* ‘*Evaluation Reforms in Higher Educational Institutions’, P.8*).
  4. **Audit Course** is a course which carries no credit and its assessment is not counted towardsthe calculation of grade point average. However, successful completion of the audit courseis essential for passing in the programme. The Audit Course shall be audited by theDepartment.
  5. **CADL** is an acronym for ‘Continuous Assessment for Deepening Learning’. This is a mandatory component for all taught courses and optional for othercourses.
  6. **CARS is** an acronym for ‘Continuous Assessment for Research Skills’. This is a mandatory component for all taught courses and optional for othercourses.
  7. **College** means Marian College Kuttikkanam (Autonomous), Kerala.
  8. **College Continuous Assessment Coordinator (CAC)** is a faculty member nominated by the Principal to coordinate the continuous assessment undertaken by various departments within the college. They shall be ex-officio member of the college level Examination Committee.
  9. **Continuous Assessment (CA)** is a continuous feedback to the scholar through examinations, assignments, etc., which assess the academic progress of the scholar during thesemester.
  10. **Continuous Assessment Co-Ordinator (CAC)** is a faculty member nominated by the Department Council to coordinate the continuous assessment activities undertaken in theDepartment.
  11. **Course** A basic unit of education and/or training. A course or collection of courses forms a program of study. (Ref. UGC Report in November 2019 on ‘Evaluation Reforms in Higher Educational Institutions’p.8).

**a. Core Course:** A course, which should compulsorily be studied by a candidate as a core requirement is termed as a core course.

**b. Core Elective:** courses offered by the main discipline/subject of study which are Discipline Specific Electives.

**c. Open Elective Course:** is an elective course chosen generally from an unrelated discipline/subject, with an intention to seek exposure. A core course offered in a discipline/subject may be treated as an elective by other discipline/subject and vice versa and such electives may also be referred to as open elective courses.

**d. Skill Enhancement Electives Courses** are those courses chosen from a pool of courses designed to provide value-based and/or skill-based knowledge.

**e. Ability Enhancement Electives Courses** are the courses based upon the content that leads to Knowledge enhancement; I. Environmental Science and ii. English etc. These are mandatory for all disciplines.

* 1. **Course Code** means a unique alpha numeric code assigned to each course of a programme.
  2. **CourseOutcome** (CO):CourseOutcomesarestatementsthatdescribewhatstudents should be able to do at the end of acourse.
  3. **Credit:** means the standard methodology of calculating one hour of theory or one hour of tutorial or two hours of laboratory work, per week for a duration of a semester (13-15 weeks) resulting in the award of one credit; which is awarded by a higher educational institution on which these regulations apply; and, Credits’ for internship shall be a minimum of two.
  4. **Credit-accumulation** means the facility created by Academic Bank of Credits in the Academic Bank Account opened by students in order to transfer and consolidate the credits earned by them by undergoing Courses.
  5. **Credit point (CP)** of a course is the value obtained by multiplying the grade point (GP) by the credit (C) of the course (CP=GP x C).
  6. **Credits-recognition** means the credits earned through a registered Higher Educational Institution and transferred directly to the Academic Bank of Credits by such Higher Educational Institution.
  7. **Credit-redemption** means the process of commuting the accrued credits in the Academic Bank Account of the students maintained in ABC for the purpose of fulfilling the credits requirements for the award of Degrees or Diplomas or Certificates or Course work for Ph.D. programme etc., by the registered degree-awarding Higher Educational Institutions.
  8. **Credit-transfer** means the mechanism by which the Registered Higher Educational Institutions are able to receive or provide prescribed credits to individual Academic Bank Accounts in adherence to the University Grants Commission credit norms for the ‘course/s’ undertaken by students enrolled in any Registered Higher Education Institution within India.
  9. **Degree**: A title/ qualification awarded after satisfactory completion of and achievement in a programme. (Ref. UGC Report in November 2019 on ‘Evaluation Reforms in Higher Educational Institutions’p.8).
  10. **Department**meansthePostGraduatedepartmentofMBAofferingaprogrammeof study approved by the College as per therules.
  11. **Department Council** means the body of all regular faculty members of MBA DepartmentintheCollege. Regularfacultymembersfromanotherdepartmenttaking a course in the department can be specialinvitees.
  12. **Duration of the Programme** means the period of time required for the conduct of the programme. The duration of the MBA programme shall be 4 semesters spread over two academic years.
  13. **Elective/optionalCourse**isacoursethatleadstospecializationinagivendiscipline.
  14. **Evaluation** is the process of making judgments based on evidences and interpretations gathered through examination and assessment and on the basis of agreed upon criteria. (*Ref. UGC Report in November 2019 on ‘Evaluation Reforms in Higher EducationalInstitutions’P.8*).
  15. **Examination** is a quantitative measure of learner’s performance and is held at the end of the academic session or semester. (*Ref. UGC Report in November 2019 on ‘Evaluation Reforms in Higher EducationalInstitutions’P.8*).
  16. **Extra Credits** are additional credits awarded to a student over and above the minimum credits required for aprogramme.
  17. **Grace Grade Points** means grade points awarded to course(s), as per the ordersissued from time to time, in recognition of meritorious achievements of a student in NCC/NSS/Sports/Arts/cultural activities or such other similar areas and for startups. It is also awarded to students with learning disabilities as per Governmentnorms.
  18. **Grade Point (GP):** Numeric weightage attached to each letter grade (Ref. UGC Report in November 2019 on ‘Evaluation Reforms in Higher Educational Institutions’p.8).
  19. **Internship** is a period of time during which a student works for a company or organization in order to get experience of a particular type of work orresearch.
  20. **Letter Grade** or ‘**Grade’** for a course is a letter symbol which indicates the broad level of performance of a student in acourse.
  21. **Non Credit Course** is a course for which no credits are awarded. The result of non-credit course shall be either “Pass” or “Fail”.
  22. **Parent Department** means the Department in which a student has joined for a degree/diploma/certificate programme.
  23. **Plagiarism** is the unreferenced use of other authors’ material in project/dissertations/ assignments etc. and is considered as a serious academicoffence.
  24. **Programme**: “A collection of courses in which a student enrolls and which contributestomeetingtherequirementsfortheawardingofoneormoreCertificates/ Diplomas/ Degrees.” (Ref. UGC Report in November2019 on ‘Evaluation Reforms in Higher Educational Institutions’ p.9).
  25. **ProgrammeCoreCourse**meansacoursehavingcreditandthatthestudentadmitted to a particular programme must successfully complete to receive the Degree and which cannot be substituted by any othercourse.
  26. **Programme Credit** means the total credit of the MBA Programme, i.e., 106credits.
  27. **Programme Educational Objective(PEO):** Programme Educational Objective are the broad statements that describe the career and professional accomplishment that the programme is preparing graduates to achieve.
  28. **Programme Outcome (PO)**: Programme outcomes are what knowledge, skillsand attitudes a graduate should have at the time ofgraduation.
  29. **Programme Specific Outcome (PSO)**: Program Specific Outcomes are statements that describe what the graduates of a specific programme should be able todo.
  30. **Project** means aregular study undertaken in the College or any appropriate institution/organization under the supervision of a faculty member in the parent department.
  31. **RepeatCourse**isacoursethatisrepeatedbyastudentforhavingfailedinthatcourse in an earlierregistration.
  32. **Semester** means a term consisting of 90 working days, inclusive of tutorials, examinations and other academicactivities.
  33. **Semester End Assessment (SEA)** is the assessment conducted at the end of the semester for acourse.
  34. **SGPA**refers to Semester Grade Point Average. It indicates the performance of a student in a given Semester. SGPA is based on the total credit points earned by a student in all the courses divided by the total number of credits assigned to the courses required in a Semester.
  35. **CGPA** refers to the Cumulative Grade Point Average weighted across all the semesters (4 Semesters). CGPA is obtained by dividing the total number of credit points earned by the student in all the semesters by the total number of required credits of all the Semesters as per curriculum.
  36. **Seminar**meansadiscoursebyastudentexpectedtotrain His/her self-study, through original contributions and discussions by availing materials includingE-resources.
  37. **SWAYAM** (Study Webs of Active learning for Young Aspiring Minds) is a programme initiatedby the GovernmentofIndiaanddesignedtoprovidebestteachinglearningresources toall.
  38. **Taught Course**: Taught course is a course supported by classroom seminars and lectures.
  39. **Tutorial**means a class to provide an opportunity to interact with students at their individual level to improve theirperformance.
  40. **Workshop**meansasmallersessionofdedicatedlearning,conductedwithorwithout the help of an external resource person(s), intended to impart specific skills to participants.
  41. Words and expressions used and not defined in these regulations shall have the meaning assigned to them in the examination manual of the College or other competent statutory bodies.

#### Programme Structure

* 1. Students shall be admitted to MBA Programme under the Faculty ofManagement.
  2. Thedurationoftheprogrammeisfoursemestersoveraperiodoftwoacademicyears.
  3. The medium of instruction and examination shall beEnglish.
  4. The MBA Programme is offered in Dual specialization scheme (two functional areas are to be selected by a student). The program elective courses shall be offered in the third and fourth semester. There shall be five elective courses for the choice of students. Three courses from the opted functional areas are to be selected during the third semester and two courses from the opted functional areas are to be selected during thefourth semester.
  5. Total credits required for the successful completion of the programme shall be106.
  6. Total number of working days per semester shall be 90 days.

|  |  |
| --- | --- |
| Programme Structure - Summary Table | |
| Name | Master of Business Administration (MBA) |
| Faculty | Faculty of Management |
| The medium of instruction and  Examination | English |
| Programme Duration | Four semesters over a period of two  academic years. |
| Total credits required | 106 |
| Elective courses | 5(Finance, Marketing, HR, Operations, IT) |
| Minimum attendance required | 75% |
| Working days / Semester | 1. Days |

#### . Internship and Problem Centered Research

* + 1. Projectworkshallbecarriedoutunderthesupervisionofafacultymemberof the MBA department.
    2. At the end of the second semester the students will have to undertake 2 months’ internship and research project. After the one-month internship, the students will have to undertake one-month problem centered research work either through primary data or secondary data. Plagiarism check is compulsory as per norms of the college.
    3. At the end of the fourth semester students will have to undertake one-month internship in an organization as an Audit Course.
    4. There will be continuous assessment of the progress of the Internship and Problem Centered Research work.
  1. **. Viva-Voce** shall be conducted at the end of second and fourth semester which covers questions from all courses in thatrespective year.
  2. **. Internship and Problem Centered Research Work**Viva Voce examination shall be conducted attheendofthe third semester.It shall be conducted by a board comprising of the supervising guide and another faculty.

1. **Attendance**
   1. The minimum requirement of aggregate attendance during a semester for appearing the Semester End Assessment (SEA) shall be 75%. Condonation of shortage of attendance to a maximum of 10% in a semester can be given - only once during the whole period of MBA programme - subject to the fulfillment of procedure by the applicant.
   2. If a student represents the College, University, State or Nation in Sports, NCC, NSS or Cultural or any other officially sponsored activities such as College Council / University Union activities, the student shall be eligible to claim the attendance for theactualnumberof days participatedsubjecttoamaximumof10daysinaSemester based on the specific recommendations of the Director.
   3. A student who does not satisfy the requirements of attendance shall not be permitted to appear for the Semester EndExaminations.
   4. Thosestudentswhoarenoteligibleevenwithcondonationofshortageofattendance shall repeat the semester along with the junior batches, ifpermitted and as per the examination manual of the college.
   5. Under any circumstances, the Principal shall be the final authority to decide upon the requests made by the candidate to condone the absence due to genuine reasons including medical cases.

#### Board of Studies and Courses

* 1. TheBoardofStudiesforMBAshalldesignallthecoursesofferedintheprogramme. The Board shall design and introduce new courses, modify or re-design existing courses and replace any existing courses with new/modified courses to facilitate better exposure and training for thestudents.
  2. The syllabus of a course shall include the title of the course, course outcomes, instructional hours, the number of credits and referencematerials.
  3. Each course shall have a unique alpha numeric code to represent thecourse.
  4. Every Programme conducted under Credit and Semester System (CSS) shall be monitored by the Academic Council of theCollege.

#### Registration

* 1. A student shall be permitted to register for the programme at the time ofadmission.
  2. Astudentwhohasregisteredfortheprogrammeshallcompletetheprogrammewithin amaximumperiodoff eight continuoussemestersfromthedateofcommencementof the programme.

#### Admission

* 1. The admission to the MBA programme shall be as per the rules and regulations of the College.
  2. The eligibility criteria for admission shall be as announced by the College from time to time and published in the prospectus/website of theCollege.
  3. CandidateseekingadmissiontotheMBAprogrammethroughCSSshallberequired to have a minimum 50% marks or equivalent grade in any undergraduate programme of Mahatma Gandhi University, Kottayam or of any recognized University or authority accepted by the Mahatma Gandhi University, Kottayam as equivalent theretoor a Master’s Degree examination with 50% marks in aggregate. Under grading system, C Grade of Mahatma Gandhi University or equivalent thereto from other recognized Universities with not less than 50% marks in aggregate is required to become eligible for admission. A pass in any Bachelor’s Degree examination is needed for SC/ST candidates.
  4. Separate rank lists shall be drawn up for reserved seats as per the existing rules of reservation by the state and shall bepublished.
  5. The College shall make available a list of all programmes offered by the college in the prospectus/website.

#### SelectionCriteria

Selection of the students should be based on the norms stipulated by Admission Supervisory Committee (ASC) and approved by Mahatma Gandhi University. The admissions to the MBA full time programme shall be strictly on the basis of merit as determined by the entrance examinations (KMAT Kerala / CMAT / CAT), Group Discussion and Personal Interview conducted at the institution level. Rank list will be prepared on the basis of GD and personal interview.

#### Promotion

Promotion of a student is governed by the examination manual of theCollege.A student who is having 75% attendance and fails to register for examination of a particular semester will be allowed to register notionally and is promoted to the next semester, provided application for notional registration shall be submitted within 15 days from the commencement of the nextsemester.

#### Examination and Assessment

* 1. The Department shall ensure that the College examination calendar isstrictly followed.
  2. There shall be provision for credit transfer subject to the conditions specified inthe examination manual of the College
  3. Evaluation: The evaluation scheme for all taught courses shall contain two parts; (a) Continuous Assessment (CA) and (b) Semester End Assessment (SEA). The ratio between CA and SEA is 2:3 in all taughtcourses.
  4. CA and SEA shall be in direct grading for MBA programme as per Mahatma Gandhi University, Kottayam regulations inforce.
  5. **GradingaSystem**  
     The performance of a student in each course is evaluated in terms of marks with a provision for conversion to grade points. The grading system followed is that of relative grading on a ten-point scale. The following table indicates the performance range and the relative value of the grades (grade points) on the scale.

**SGPA /CGPA**

|  |  |  |  |
| --- | --- | --- | --- |
| **Grade Range** | **Grade Point** | **Letter Grade** | **Performance Level** |
| 9.5- < = 10 | 10 | O | Outstanding |
| 9- < 9.5 | 9 | A+ | Excellent |
| 8 - < 9 | 8 | A | Very Good |
| 7 - < 8 | 7 | B+ | Good |
| 6 - < 7 | 6 | B | Above Average |
| 5 - < 6 | 5 | C+ | Average |
| < 5 | 0 | F | Fail |

Performance indicators of the grade are given below.

|  |  |  |
| --- | --- | --- |
| **Grade Range** | **Grade Point** | **Letter Grade** |
| 95- < = 100 | 10 | O |
| 90- < 95 | 9 | A+ |
| 80 - < 90 | 8 | A |
| 70 - < 80 | 7 | B+ |
| 60 - <70 | 6 | B |
| 50 - <60 | 5 | C+ |
| <50 | - | F |

* 1. **Minimum grade for passing in a course or programme**: The minimum for a pass in a course is ‘C+’ grade. The minimum credit point requirement (CGPA) for the programme is five or letter grade C+. 50% of mark is required for passing individual course and 50% is required for a semester pass.
  2. **The evaluation of a candidate shall be based on two indices:**
* SemesterGrade Point Average (SGPA)
* Cumulative Grade Point Average (CGPA)

12.8. **Calculation of Semester Grade Point Average (SGPA)**

Credit Points for a Course = No. of Credits assigned for the course x Grade Point secured for that course. SGPA indicates the performance of a student in a given Semester.

SGPA is based on the total credit points earned by a student in all the courses divided by the total number of credits assigned to the courses requiredin a Semester.   
Note: SGPA is computed only if the candidate passes in all the required courses (gets a minimum required grade for a pass in all the required courses as per the specific curriculum). Securing of SGPA in all semesters may not enable students to have minimum required CGPA for a pass in the programme.

* 1. **Calculation of Cumulative Grade Point Average (CGPA)**

CGPA refers to the Cumulative Grade Point Average weighted across all the semesters (4 Semesters). CGPA is obtained by dividing the total number of credit points earned by the student in all the semesters by the total number of required credits of all the Semesters as per curriculum.

**CGPA** = Total Credit Points of Semester- S1 + 2 + 3 + 4 ...   
Total Credits of Semester- S1 + 2 + 3 + 4..

OR

[SGPA of I Semester x Total Credits of I Sem] + [SGPA of II Semester x Total Credits of II Sem] + [SGPA of III Semester x Total Credits of III Sem] + [SGPA of IV Semester x Total Credits of IV Sem]   
\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  
[Total Credits of I Semester + Total credits of II Semester + Total credits of III Semester + Total credits of IV Semester]

This formula shall be printed on the Grade Card issued to the student with a note that it could be used to convert the grades into mark-percentages. (The details of the grading system as indicated above shall also be printed on the Grade Card).

* 1. **Conversion of CGPA to percentage**

Equivalent Percentage = (CGPA obtained) X 10

Maximum CGPA (=10)

* 1. **Continuous Assessment**

The CA shall be based on predetermined transparent system involving periodic tests, (CARS & CADL) in respect of taught courses. The course coordinator shall communicate the details of the continuous assessment plans and regarding the assessment tools within the first week of the semester after obtaining consent from the Director after presenting the details in the department council. The marks assigned to various components for CA is asfollows.

* + 1. **. Components of ContinuousAssessment**

All the four components of the Continuous Assessment are mandatory for taught courses.

12.11.1.2. **For Taught Courses**

|  |  |  |  |
| --- | --- | --- | --- |
| Component | Assessment Criteria | | Marks |
| 1 | Continuous Assessment (CA) | CA1 | 5 |
| CA2 | 7.5 |
| CA3 | 7.5 |
| 2 | CARS (Assignment, Case Studies/ Project work/Article Analysis etc.) | | 10 |
| 3 | CADL (Quizzes/Minor Project, Seminars/Viva etc.) | | 10 |
| **Total** | | | **40** |

1. **Semester End Assessment (SEA)**
   1. There shall be Semester End Assessment of 3 hours’ duration for all taught courses.
   2. To ensure transparency of the assessment process, the CA marks awarded to the studentsineachcourseinasemestershallbepublishedbeforethecommencement of SEA.
   3. **Minimum Grade in CA Evaluation**: A student shall secure minimum 20 marks for CA of a course to appear for the SEA of that particular course.
   4. Those who failed to achieve minimum in CA and consequently lost the chance to appear for the SEA, shall be given an opportunity to improve their CA before the conduct of the Save a Semester Examination. For the CA improvement at this stage a student cannot repeat all the CA components, but could appear only for the CA Tests (CA1, CA2 and CA3 only). In case of failure to obtain the required pass grade in the CA retest as explained above, the student can appear for supplementary CA Tests along with the juniorbatch.
   5. The grading system will change in accordance with the amendments made in Mahatma Gandhi University regulations for MBA programme in force.
   6. If a student opts for the betterment of a course(s) in SEA, student has to appear for the Save-a-Semester (SaS) examination for the respective course(s) conducted for that semester. The higher of the two grades will be accepted for final grading.
   7. **Pattern of Questions**:

Pattern of questions for SEA shall be asfollows

|  |  |  |  |
| --- | --- | --- | --- |
| Nature of questions | Number of questions to  be answered | Marks for each  Question | Total Marks |
| Five questions with ***either or*** options  e.g. 1(A) ***Or*** I (B) | 5 | 12 | 60 |

* + - Each question may or may not contain subdivisions.
    - If a question contains sub divisions, the total marks for all the sub divisions together shall be 12.
    - The ***either or***questions within a question shall measure the sameoutcomes.
    - The question paper of a course shall be set in such a way that all the fivequestions together shall cover all the modules and assess all outcomes defined for thecourse.
    - A question may measure multipleoutcomes.

1. **Award ofDegree**

The degree will be awarded by Mahatma Gandhi University, Kottayam, Kerala for all successful and otherwise eligible candidates who has minimum ‘P’ grade for all courses and minimum CGPA of five for the programme

1. **One Time Betterment Option**

A candidate will be permitted to improve the CGPA of the programme within a continuous period of four semesters immediately following the completion of the programme allowing only once for a particular semester. The CGPA forthebettermentappearancewillbecomputedbased on the SGPAsecuredintheoriginal or betterment appearance of that semester whichever is higher. If a candidate opts for thebetterment of CGPA of a programme, they have to appear for the Semester End Examination (SEA) of the entire semester(s) excluding practical/ project/comprehensive viva voce. One-time betterment option is restricted to students who have passed in all courses of the programme at the regular (first) appearance.

#### SWAYAM Course Guidelines

* 1. All students are encouraged to pursue SWAYAM coursefrom https://swayam.gov.in/and obtain extracredits.
  2. After successful registration of SWAYAM courses, students shall inform inwriting to the Faculty Advisor concerned. The Faculty Advisors shall furnish the consolidated details to the Director and the Director shall forward the details to the Controller ofExaminations.
  3. The extra credits obtained from SWAYAM course will be shown in the consolidated grade sheet provided the proof of successful completion is submitted to the Controller of Examinations before the commencement of final semester end examination

#### TransitoryProvision

Notwithstanding anythingcontainedintheseregulations,thePrincipaloftheCollege shall,foraperiodoftwoyearsfromthedateofcomingintoforceoftheseregulations, have the power to provide by order that these regulations shall be applied to any programme with such modifications as may benecessary.

# INTRODUCTION TO MBA PROGRAMME

The growing demand for competent management professionals and business management experts has made quality industry-relevant management education an inevitable part of any professional academic curriculum. A rapidly changing business environment would require young leaders who not only understand the regional economies but also possess a global perspective. Marian Institute of Management (MIM) is committed to developing business leaders through its innovative programs, outstanding faculty and thought leadership.

The teaching-learning process is an ever-evolving process at MIM. Wefocus on a student-centered approach where the teachers use case studies, role plays, group assignments, computer-based activities, simulations etc. to facilitate learning. Interactions with the industry experts, workshops, internships, project work etc. provide rich practical knowledge which makes the program industry-relevant. The institute has created many curricular innovations, by involving industry representatives, academic experts and alumni representatives as its partners and collaborators. The MBA programme also gives high emphasis on developing entrepreneurship, social impact management, business ethics and corporate governance and holistic development of its students.

**Key highlights of MIM’s MBA programme:**

The two-year Business Management program prepares a student for a career in industry and services. The programme facilitates learning in theory and practice of different functional areas of Management and equips students with an integrated approach to management function and managerial skills.

**Student-Centered Teaching-Learning Process:** Our pedagogy focuses on student-centered teaching methodology instead of teacher-centered methodologies, which encourages intense participation, and involvement of the students in the application of the acquired learning.

**Outcome-based teaching and learning:** The entire course structure has been designed in an application-oriented manner which measures the learning outcome rather than the conceptual knowledge of the students.

**Continuous Industry Interaction** A high level of corporate input is an integral part of the curriculum. We invite business leaders, cream of academia and entrepreneurs throughout the academic year for guest lectures, seminars and workshops. It helps our students to keep updated about the industry trends and practices.

**Experiential Learning** Students are given the opportunity to do internships in companies, do part-time jobs, take consultancy assignments that ensure experiential learning and enhances the contextual knowledge of the students.

**Holistic Development:** MIM focuses on the holistic development of the students which includes inculcating good managerial skills, problem-solving capacity, teamwork and creative thinking. It also focuses on the personal wellbeing of the individuals along with professional development. Nurturing one’s physical, psychological, emotional, spiritual ecosystem high moral and ethical qualities also find equal importance in the curriculum. Also, industry-relevant certification programs and other add-on courses effectively place our students better qualified to seek higher placement avenues.

**PROGRAMME OUTCOME (PO)**

1. Domain Knowledge

2. Communicative Competence

3. Proficiency in Using Modern Technologies

4. Reflective Response to Ethical and Social Issues

5. Sustainability Values

6. Critical Thinking and Problem Solving

7. Entrepreneurship and Leadership

8. Team Work

9. Self-directed and Lifelong Learning

**PROGRAMMESPECIFIC OUTCOME (PSO)**

**PSO 1.** Apply knowledge of management theories and practices to solve business problems.

**PSO 2.** Foster Analytical and critical thinking abilities for data-based decision making.

**PSO 3.** Ability to develop Value based Leadership ability.

**PSO 4.** Ability to understand, analyse and communicate global, economic, legal, and ethicalaspects of business.

**PSO 5.** Ability to lead themselves and others in the achievement of organizational goals,

**PSO6.** Apply contemporary management techniques in changing business scenario

**PSO7.** Enabling students for industrial readiness employability

**PROGRAMME EDUCATIONAL OBJECTIVES(PEO)**

**Our Graduates shall**

**PEO1.** Excel as management professionals, entrepreneurs or pursue higher studies in management, keeping professional ethics and social responsibility in all their endeavours.

**PEO2.** Exhibit multi-disciplinary skills like team work, leadership and professional competence in all their activities.

**PEO 3.** Pursue an innovative approach to face current managerial and social   challenges faced by the society.

**PEO 4.** Demonstrate ability to adapt to a rapidly changing environment by applying new skills and competencies.

**COURSE OUTCOME AND MAPPING**

All the individual courses in the programme have specific Course Outcomes which are mapped to the Programme Specific Outcomes (PSO) and the Programme Outcomes (PO). The programme has been designed such that the POs and PSOs are envisioned as the over-all aim of the programme. The achievement of the PSOs and POs are measured through the cumulative assessment of the course outcomes.

# INSTRUCTIONAL METHODS

The MBA at Marian Institute of Management focuses “Learning Management by Doing”. As we embark on the journey of excellence in management education, our commitment at MIM is to provide an intellectually challenging environment that will empower students to become innovative thinkers, creative problem solvers and inspired learners to thrive in the modern world. The programme envisages a student centered learning and teaching approach, where the core focus is on the holistic development of students. The programme is designed and delivered to sharpen managerial skills, deepen industry insights, and develop richer perspectives towards career. The program follows a pedagogy that blends experiential and participative learning.

Teaching activities are also blended with industrial visits, Out Bound Trainings & other industry related activities which focus the application of management theories in the practical scenario. The outcome focused pedagogy adopted for the curriculum transaction consists of:

* + Case studies
  + Learning from Peers in Groups
  + Learning from Real Life Applications
  + Buzz Session
  + Think Pair Share
  + Jig Saw method
  + Brainstorming
  + Role plays
  + Presentations
  + Expert Lectures
  + Industrial visits
  + Simulation
  + Lectures /Seminars
  + Expert training /Workshops
  + Internships&
  + Research Projects
  + Online Courses(MOOC)
  + Collaborative Tasks
  + Game learning

**MARIAN INSTITUTE OF MANAGEMENT**

**MARIAN COLLEGE KUTTIKKANAM (AUTONOMOUS)**

**SCHEME AND SYLLABUS OF THE PROGRAMME**

**BATCH 2022-24**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Semester** | **Code** | **Course Title** | **Nature of the Course** | **No. of Credits** | **CA Marks** | **SEA Marks** |
| **Semester I** | PBA2101 | Principles of Management | Core | 4 | 40 | 60 |
| PBA2102 | Business Communication | Core | 4 | 40 | 60 |
| PBA2103 | Economics for Managers | Core | 4 | 40 | 60 |
| PBA2104 | Accounting for Managers | Core | 4 | 40 | 60 |
| PBA2105 | Quantitative Techniques for Decision Making | Core | 4 | 40 | 60 |
| PBA2106 | Legal Environment of Business | Core | 4 | 40 | 60 |
| PBA2107 | Environmental Business Management | Core | 4 | 40 | 60 |
| PBA2108 | Organizational Behaviour | Core | 4 | 40 | 60 |
|  |  | **Total** |  | **32** | **320** | **480** |
| **Semester II** | PBA2109 | Financial Management | Core | 3 | 40 | 60 |
| PBA2110 | Marketing Management | Core | 3 | 40 | 60 |
| PBA2111 | Human Resource Management | Core | 3 | 40 | 60 |
| PBA2112 | Operations Management | Core | 3 | 40 | 60 |
| PBA2113 | Operations Research | Core | 3 | 40 | 60 |
| PBA2114 | Management Information System | Core | 3 | 40 | 60 |
| PBA2115 | Business Research Methods | Core | 3 | 40 | 60 |
| PBA2116 | Entrepreneurship Development | Core | 3 | 40 | 60 |
| PBA2117 | Viva Voce I | Core | 2 |  | 100 |
|  |  | **Total** |  | **26** | **320** | **580** |
| **Semester III** | PBA2118 | Business Analytics | Core | 4 | 40 | 60 |
| PBA2119 | Business Ethics and Corporate Governance | Core | 4 | 40 | 60 |
| PBA2120A | Security Analysis and Portfolio Management | Finance Elective | 3 | 40 | 60 |
| PBA2120B | Financial Derivatives | Finance Elective | 3 | 40 | 60 |
| PBA2120C | Income Tax | Finance Elective | 3 | 40 | 60 |
| PBA2120D | Cost & Management Accounting | Finance Elective | 3 | 40 | 60 |
| PBA2120E | Insurance Service and Risk Management | Finance Elective | 3 | 40 | 60 |
| PBA2120F | International Financial Management | Finance Elective | 3 | 40 | 60 |
| **Semester III** | PBA2121A | Training and Development | HR  Elective | 3 | 40 | 60 |
| PBA2121B | Performance and Talent Management | HR  Elective | 3 | 40 | 60 |
| PBA2121C | Organisational Change and Transformation | HR  Elective | 3 | 40 | 60 |
| PBA2121D | Compensation Management | HR  Elective | 3 | 40 | 60 |
| PBA2121E | Global Human Resources Management | HR  Elective | 3 | 40 | 60 |
| PBA2121F | Industrial Relations and Labour Laws | HR  Elective | 3 | 40 | 60 |
| PBA2122A | Sales Management | Marketing  Elective | 3 | 40 | 60 |
| PBA2122B | Retail Business Management | Marketing  Elective | 3 | 40 | 60 |
| PBA2122C | Digital Marketing | Marketing  Elective-Practical | 3 | 40 | 60 |
| PBA2122D | Integrated Marketing Communication | Marketing  Elective | 3 | 40 | 60 |
| PBA2122E | Consumer Behaviour | Marketing  Elective | 3 | 40 | 60 |
| PBA2122F | Services Marketing | Marketing  Elective | 3 | 40 | 60 |
| PBA2123A | Supply Chain Management | Operations  Elective | 3 | 40 | 60 |
| PBA2123B | Total Quality Management | Operations  Elective | 3 | 40 | 60 |
| PBA2123C | Project Management | Operations  Elective | 3 | 40 | 60 |
| PBA2123D | World Class Manufacturing | Operations  Elective | 3 | 40 | 60 |
| PBA2123E | Materials and Purchase Management | Operations  Elective | 3 | 40 | 60 |
| PBA2123F | Industrial Safety and Occupational Health | Operations  Elective | 3 | 40 | 60 |
| PBA2124A | Decision Support System | IT  Elective | 3 | 40 | 60 |
| PBA2124B | E-business Management | IT  Elective | 3 | 40 | 60 |
| PBA2124C | Enterprise Resource Planning | IT  Elective | 3 | 40 | 60 |
| PBA2124D | IOT and Block Chain | IT  Elective | 3 | 40 | 60 |
| PBA2124E | Cloud Computing | IT  Elective | 3 | 40 | 60 |
| PBA2124F | Database Management System | IT  Elective | 3 | 40 | 60 |
| PBA2125 | Internship and Research Project | Core | 4 |  | 200 |
|  | **Total** |  | **30** | **320** | **680** |
| **Semester IV** | PBA2126 | Strategic Management | Core | 4 | 40 | 60 |
| PBA2127A | Project Management and Control | Finance Elective | 3 | 40 | 60 |
| PBA2127B | Indian Rural Economy and Microfinance | Finance Elective | 3 | 40 | 60 |
| PBA2127C | Management of Financial Services | Finance Elective | 3 | 40 | 60 |
| PBA2127D | Working Capital Management | Finance Elective | 3 | 40 | 60 |
| PBA2128A | Mentoring Coaching and Management Consulting | HR  Elective | 3 | 40 | 60 |
| PBA2128B | Counselling Skills for Managers | HR  Elective | 3 | 40 | 60 |
| PBA2128C | HR Analytics | HR  Elective | 3 | 40 | 60 |
| PBA2128D | Leadership for Managerial Performance | HR  Elective | 3 | 40 | 6  0 |
| PBA2129A | Brand Management | Marketing  Elective | 3 | 40 | 60 |
| PBA2129B | Customer Relationship Management | Marketing  Elective | 3 | 40 | 60 |
| PBA2129C | Agri Business and Rural Marketing | Marketing  Elective | 3 | 40 | 60 |
| PBA2129D | Marketing Analytics | Marketing  Elective | 3 | 40 | 60 |
| PBA2130A | Global Logistics Management | Operations  Elective | 3 | 40 | 60 |
| PBA2130B | Maintenance Management | Operations  Elective | 3 | 40 | 60 |
| PBA2130C | Service Operations Management | Operations  Elective | 3 | 40 | 60 |
| PBA2130D | Warehouse Management | Operations  Elective | 3 | 40 | 60 |
| PBA2131A | AI for Business | IT  Elective | 3 | 40 | 60 |
| PBA2131B | Cyber Security | IT  Elective | 3 | 40 | 60 |
| PBA2131C | Software Project Management | IT  Elective | 3 | 40 | 60 |
| PBA2131D | Data Mining | IT  Elective | 3 | 40 | 60 |
| PBA2132 | Viva Voce II | Core | 2 |  | 100 |
| PBA2133 | Internship | Audit Course |  |  |  |
|  | **Total** |  | **18** | **200** | **400** |

**COURSE SUMMARY**

|  |  |  |  |
| --- | --- | --- | --- |
| **Semester** | **Total Marks for Continuous Evaluation** | **Total Marks for Semester End Assessment** | **No. of credits** |
| I | 320 | 480 | 32 |
| II | 320 | 580 | 26 |
| III | 320 | 680 | 30 |
| IV | 200 | 400 | 18 |
| Total Marks and credits | 1160 | 2140 | 106 |
| Grand total Marks | 3300 | | |
| Total Credits | 106 | | |

**SEMESTER 1**

**PRINCIPLES OF MANAGEMENT**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **I** | **PBA2101** | **4** | **40** | **60** | **40** | **CORE** |

**Course Outcome**

After completing the course, the students shall be able to:

**CO 01:** Apply appropriate managerial approaches in different business situations to improve efficiency.

**CO 02:** Draft a professional plan using rational decision-making approach.

**CO 03**: Design relevant organizational structure for the optimum utilization of resources.

**CO 04:** Lead and motivate a team effectively

**CO 05:** Use various control tools in different functional areas of management.

**SYLLABUS**

**Module1 Introduction to Management :( 8 Hours)**

Management - Meaning, Definition and Nature; Evolution of Management – Management Thoughts - Early - Modern - Postmodern approaches to management; Levels of Management, Skills required for a manager, Managerial roles, Managerial Outcomes -Effectiveness, Efficiency and Teamwork. Challenges faced by managers in modern context.

**Module 2 Planning :(6 Hours)**

Planning: Meaning – nature – importance -Levels of planning. Goals and Objectives – setting objectives – Policies – Planning premises, Types of plans - Process of planning - Principles of Planning –Traditional and modern approaches to planning -MBO, Recent trends in planning. Effective Decision Making.

**Module 3Organizing :( 8 Hours)**

Nature-Purpose-Principles- - Principles in Organizing -Departmentation - Centralization vs. Decentralization - Span of control- Delegation of Authority –– Line Vs. Staff Authority – Organizational Structure and types -Emerging trends in organizing.

**Module 4 Directing :( 8 Hours)**

Managing People-Principles in Directing- Communication- Hurdles to effective Communication-Staffing: - Meaning, Principles in Staffing, Staffing Functions.: - Leadership – Leadership Traits – Leadership Styles.

**Module 5 Controlling :( 10 Hours)**

System and process of Controlling - Requirements for effective control - Information Technology in Controlling – Control Techniques- Budgetary and non-budgetary control techniques - Managing productivity- Cost control- Purchase control- Maintenance control- Quality control

**References:**

1. Harold Koontz and Heinz Weihrich, Essentials of management: An International & Leadership Perspective, 9th edition, Tata McGraw-Hill Education, 2012
2. Chhabra,.T.N. Principles and Practice of Management. 8th ed, DhanpatRai& Sons, 2015
3. Stephen P. Robbins, David A.DeCenzo and Mary Coulter, Fundamentals of Management, Prentice Hall of India, 2012.
4. JAF Stomer, Freeman R. E and Daniel R Gilbert, “Management”, Pearson Education, Sixth Edition, 2004.
5. Samuel C. Certo and TervisCerto, Modern management: concepts and skills, Pearson education, 12th edition, 2012
6. Tripathy PC and Reddy PN, “Principles of Management", Tata McGraw-Hill, 1999.
7. Y.K. Bhusan, “Fundamentals of Business Organisation& Management”; Sultan Chand & Co., New Delhi.

**BUSINESS COMMUNICATION**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| I | **PBA2102** | **4** | **40** | **60** | **40** | **CORE** |

**Course Outcome**

After completing the course, the students shall be able to:

**CO 1**: Understand the basic communication skills in managerial context.

**CO 2**: Design and deliver oral skills relevant to business contexts.

**CO 3**: Develop writing competency in students to communicate professionally.

**CO 4**: Develop report writing skills among students.

**CO 5**: Enhance Job-oriented skills and job searching.

**SYLLABUS**

**Module 1 Introduction to Communication :(7 Hours)**

Need for communication skills for Managers-Communication process. Communication - Types: Internal and External - Formal and Informal-horizontal, vertical and diagonal. Barriers to effective communication. Principles of communication. Cross cultural communication. Crisis communication

**Module 2 Oral Communication Skills:(8 Hours)**

Characteristics of effective speech, voice quality, rate of speaking, clear articulation, eye contact, use of expressions, and gestures and posture; Types of managerial speeches: speech of introduction, speech of vote of thanks, occasional speech, theme speech, formal speeches during meetings. Kinesics – Proxemics - Chronemics– Vocalic– Haptics. Telephone etiquettes

**Module3 WrittenSkills:(10 Hours)**

Letters–Form (layout of letters), Different types of letters including application letter, curriculum vitae, offer of employment, letter of acceptance, resignation letter, letterofrecommendation(testimonial), salesletters,invitationletters,acceptanceandrefusalletters.Email Writing and etiquettes. Notices, Circulars, Memos Agenda and Minutes. Newsletters – Publicity material – Press Releases. Legal aspects in communication

**Module 4 Report Writing :(8 Hours)**

What is a report, Objectives of report, types of report, Report Planning, Types of Reports, Process, Structure and Layout, planning, Nature of Headings, Ordering of Points, Logical Sequencing, Graphs, Charts, writing an Executive Summary, List of Illustration, Technique of writing a report, Characteristics of business reports, Plagiarism –concept and avoidance techniques.

**Module 5 Communication in Employability Enhancement:(7 Hours)**

Job search- registering in portals/placement unit, exploring other resources for job search, CV preparation, group discussion, interviews, feedback and confidence building exercises to face interviews, individual strength/weakness analysis, planning and executing activities for strengthening one’s own resume. Cover letter. LinkedIn profile optimization

**References:**

1. ShirleyTaylor, V. Chandra Business Communication: APractical ApproachPearson
2. RaymondVLesikaret. al. ConnectinginaDigitalWorld,13e–TataMcGrawHill
3. Courtland L. Bovee, John V Thill – Business Communication Today - Prentice HallInternational
4. P.D. Chaturvedi and MukeshChaturvedi – The Art and Science of Business Communication4thEdition Pearson
5. R.C.Bhatia–Business Communication–Ane’sStudentEdition
6. RajendraPal,J.S.Korlahalli–EssentialsofBusiness Communication –SultanChand&Sons
7. M Ashraf Rizvi, “Effective Technical Communication”, McGraw Hill Education
8. Peter W Cardon, Business Communication, McGraw Hill Education
9. Raman/Upadhyay, “Soft Skills – Key to Success in Workplace and Life”, Cengage Learning
10. Suzanne C. Janasz, Karen O. Dowd, Beth Z. Schneider, “Interpersonal Skills in Organization”, Tata McGraw Hill Education

**ECONOMICS FOR MANAGERS**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| I | **PBA2103** | **4** | **40** | **60** | **40** | **CORE** |

**Course Outcome**

After the completion of the programme, the students shall be able to:

**CO 1:** Identify the importance of economic in Management.

**CO 2:** Demonstrate the economic concepts that affect the business decisions.

**CO 3:** Interpret the economic theories in consumers and producer’s decision making.

**CO 4:** Analyse the real-world market structure and firm’s decisions making.

**CO 5:** Demonstrate the current issues in the economy and business.

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**SYLLABUS**

**Module 1 Introduction to Economics for Managers:(7 Hours)**

Introduction to Economics for Managers, Decision making Problems affecting business firms, Definition of managerial economics, Fundamental principles of Managerial Economics- opportunity cost principle, marginal principle, the incremental concept, equi-marginal concept, the time perspective, discounting principle, Scope of Managerial Economics

**Module 2 Basics of Market System and Market Equilibrium :(8 Hours)**

Concept of Market, Types of Goods, Demand, Law of Demand,Factors affecting Market Demand, Supply, Law of Supply, Market Equilibrium, Market Mechanism- Surplus and shortage, Demand Elasticities- Price elasticity, Income elasticity, Cross elasticity and Advertisement elasticity.

**Module 3 Analysis of Consumer and Producers Behaviour:(10 Hours)**

Utility Concept, Cardinal Vs Ordinal, Cardinal Utility approach, Law of Diminishing Marginal Utility, Ordinal Utility approach, Indifference Curves, Budget line, Consumer Equilibrium

Theory of Production, Production Function, Short run and long run Production, Isoquants/ Isocost Lines, Producer’s Equilibrium, Labour and Capital intensive. Cost Concepts, Cost-output relations, Short-run & Long-run Cost Functions, Economies and Diseconomies of scale.

**Module 4 Market Structure and Price-output Decisions:(8 Hours)**

Market Structure, Price-output decisions; Degrees of Competition, Perfect Competition- Shut down point, Monopoly – Price Discrimination in Monopoly, Monopolistic Competition, Oligopoly: Kinked Demand Curve.

**Module 5 Macro Economic aspect of Managerial Economics:(7 Hours)**

Circular Flow of Economic Activity, 4 sector model of circular flow, National Income Concepts, Measurement of National Income, Business Cycles, Inflation, Fiscal and Monetary policies.

**References:**

1. Dominic Salvatore &Sidhartha K Rustogi, 2020, Managerial Economics: Principles and Worldwide Applications, 9th, Oxford University Press
2. R.L. Varshney& K.L Maheswary, 2014, Managerial Economics, 22th, 2008 9th Edition, Sultan Chand & Sons
3. Robert S. Pindyck, Daniel L.Rubinfeld, Prem L. Mehta, 2017 Microeconomics, 8th Edition, Pearson Education
4. P. A. Samuelson, William D Nordhaus, 2010, Economics, 19th Edition, McGraw Hill Education
5. D.N. Dwivedi, 2016, Microeconomics: Theory and Application, 3rd Edition, Pearson Education
6. VeenaKeshavPalivar, 2018, Economic Environment of Business, PHI Learning Pvt. Ltd.
7. S.K. Misra& V. K. Puri, 2016, Economic Environment of Business, Himalaya Publishing House, 2010 & 9th Edition.
8. Paul G, Keat, Philip K Y, Young &Sreejata Banerjee, 2011, Managerial Economics, Economic Tool for Today’s Decision Makers, Pearson Publication
9. D N Dwivedi, 2010, Managerial Economics. Seventh Edition, Vikas Publishers

**ACCOUNTING FOR MANAGERS**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **I** | **PBA2104** | **4** | **40** | **60** | **40** | **Core** |

**Course Outcome**

After completing the course, the students shall be able to:

**CO 1:** Prepare ledger accounts and financial statements

**CO 2:** Evaluate the financial performance of business concerns

**CO 3:** Analyze the profitability, solvency and liquidity of a company

**CO 4:** Apply cost and management techniques to make sound managerial decisions

**CO 5:**Prepare various budgets and budgetary control practice in a context of a small business concern.

**SYLLABUS**

**Module 1 Introduction to Accounting :(10 Hours)**

Introduction to Financial, Cost and Management Accounting- Generally accepted accounting principles, Conventions and Concepts-Trial Balance - Profit and Loss account and related concepts - Balance sheet and related concepts – Preparation of Final accounts of sole proprietorship – Introduction to IFRS

**Module 2 Analysis of Financial Statements :(8 Hours)**

Overview about Company Final Accounts – Income statement & Balance sheet – Comparative financial statement analysis – Common size financial statement analysis – Preparation of Fund flow statement – Preparation of Cash flow statements

**Module 3 Ratio Analysis:(8 Hours)**

Meaning & Significance of ratio – Classification of ratio – Liquidity ratio – Turnover ratio – Profitability ratio - Leverage ratio - Income statement & Inter statement ratio – DuPont Analysis – Trend Analysis

**Module 4 Basics of Cost & Management Accounting :( 6 Hours)**

###### Cost – Costing & Cost Accounting Concepts – Marginal Costing & Break-even Analysis – Cost Volume Profit Analysis – Contribution – P/V ratio – Standard Costing & Variance analysis – Material Variance – Labour Variance – Overhead Variance – Application of Marginal costing

**Module 5 Budgetary Control & Innovations in Accounting :( 8 Hours)**

Meaning of budget & Budgeting – Significance of budgetary control – Types of budgets – Preparation of fixed & Flexible Budget – Preparation of cash budget – Innovations & latest trend in accounting

**References:**

1. M.Y.Khan&P.K.Jain, Management Accounting, Tata McGraw Hill, 2011.
2. R.Narayanaswamy, Financial Accounting – A managerial perspective, PHI Learning, New Delhi, 2011.
3. Jan Williams, Financial and Managerial Accounting – The basis for business Decisions, 15thedition, Tata McGraw Hill Publishers, 2010.
4. Horngren, Surdem, Stratton, Burgstahler, Schatzberg, Introduction to Management Accounting, PHI Learning, 2011.
5. Stice&Stice, Financial Accounting Reporting and Analysis, 8th edition, Cengage, 2010.
6. SinghviBodhanwala, Management Accounting -Text and cases, PHI Learning, 2009.
7. Ashish K. Battacharya, Introduction to Financial Statement Analysis, Elsevier, 2009.
8. Sawyers, Jackson, Jenkins, Arora, Managerial Accounting, 2nd edition, Cengage, 2011
9. Godwin, Alderman, Sanyal , Financial Accounting, 2nd edition, Cengage, 2011

**QUANTITATIVE TECHNIQUES FOR DECISION MAKING**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **I** | **PBA2105** | **4** | **40** | **60** | **40** | **Core** |

**Course Outcomes**

**CO 1:** Apply descriptive statistics for decision making

**CO 2**: Apply probability theory for measuring uncertainty

**CO 3:** Apply concepts of random variables and distributions for decision making

**CO 4**: Apply testing methods for managerial decision making.

**CO 5**: Analyze the relation between independent and dependent variables; create trend equation using Time series

**SYLLABUS**

**Module 1 Descriptive Statistics: (7 Hours)**

Introduction to Statistics: Meaning and Definition, functions, scope andlimitations. Descriptive Statistics: Collection and presentation of data: Methodsof data collection, Data presentation using tables & charts, Frequencydistribution.

Measures of central tendency - Mean, Median, Mode. Measures of dispersion -Range, Quartile Deviation, Mean Deviation, Standard Deviation. Absolute &relative measures, Measures of Variation:Range, Inter-quartile range, MeanDeviation, Standard deviation and variance.

**Module 2Concept of probability and its uses in business decision-making: (8 Hours)**

Set theory, Venn diagrams, Union and Intersection of sets. Random experiment, sample space and events - definitions of probability (classical, relative frequency, subjective, and axiomatic) - Addition Theorem - conditional probability - Multiplication theorem – Bayes’ theorem.

**Module 3 Theoretical distributions and sampling distributions: (8 Hours)**

Random Variable, Mean and Expectation of a random Variable, Distributions, Discrete and continuous distributions, Binomial, Poisson and Normal distributions and its applications. Introduction to sampling distributions – Chi square distribution, t-distributions and F-distributions.

**Module 4 Estimation of Parameters and Testing of Hypothesis: (10 Hours)**

Estimation of Parameters and Testing of Hypothesis: Point Estimation; Simple and Composite Hypotheses; Construction of Confidence Intervals. Parametric Tests: Normal tests for proportion and mean based on single sample and difference of two samples; t-test for single mean; t-test for difference of means; paired t-test, Chi- square test for independence and Homogeneity. One way & two-way ANOVA for testing the difference of means of more than two samples.

**Module 5Correlation, Regression and Time series analysis: (7 Hours)**

Bivariate distributions, Concept of Correlation, Methods of Studying Correlation: Karl Pearson’s correlation coefficient - Spearman’s Rank correlation coefficient – Concurrent deviation method and Coefficient of Determination. Regression analysis: Regression lines, Regression equations, Relation between Correlation coefficient and regression coefficient

Time series, Components of Time Series, Techniques of measuring seasonal variations – Simple Average Method, Moving Averages Method. Least Square Method of Trend Analysis, Applications of Time Series in Business Forecasting.

**References**

1. Richard I. Levin, David S. Rubin, Statistics for Management, Pearson Education, New Delhi 7th Edition, 2011

2. Aczel A.D. and Sounderpandian J., Complete Business Statistics, 6th edition, Tata McGraw – Hill Publishing Company Ltd., New Delhi, 2012

3. K.B. Akhilesh & S. Balasubramanyam – Mathematics and Statistics for Management – Vikas Publishing House

4. S.P. Gupta – Statistical Methods – Sultan Chand & Sons, New Delhi 4. Anderson – Quantitative Methods for Business – South Western Educational Publishing

5. Donald R. Cooper and Pamela S. Schindler, Business Research Methods, Tata McGraw Hill, India

6. Gupta S.C., - Fundamentals of Statistics – Himalaya Publishing House Learning Outcomes

7. Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for Business and Economics, 11th edition, Thomson (South – Western) Asia, Singapore, 2012

8. J.K. Sharma, Business Statistics, Vikas Publishing House Pvt Ltd, Noida, 2019

9. C.R. Kothari, Quantitative Techniques, Vikas Publishing House Pvt. Ltd, 2013

8. P.N. Arora, Sumeet Arora, S.Arora- Comprehensive Statistical methods, S. Chand and Company limited

**LEGAL ENVIRONMENT OF BUSINESS**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **I** | **PBA2106** | **4** | **40** | **60** | **40** | **Core** |

**Course Outcome**

After the completion of the course students will be able to:

**CO 1**: Investigate the fundamental legal principles behind contractual agreements.

**CO 2**: Apply contractual obligations in different situations of sale of goods.

**CO 3**: Identify the fundamental laws related to legal money transaction in business.

**CO 4:** Develop fiscal structure of different forms of companies.

**CO 5:** Analyze IPR issues and its implications.

**SYLLABUS**

**Module 1 Introduction to Law and Contracts:( 7 Hours)**

Introduction to Law- Sources of Law – Classification of Law–Natural Justice-Indian Judicial system-The Indian Contract Act 1872 - Classification of contracts -Essential elements of a valid contract - Offer and Acceptance -Consideration - Performance of contact - Discharge of Contracts – Breach of Contract and its Remedies.

**Module 2 Sale of Goods:(8 Hours)**

Sale of Goods Act Sale of goods Act,1930 –Contract of sale of goods- Essentials of a contract of sale- Classification of goods- Documents of title - Conditions and Warranties –Sale and Agreement to sell - Hire sale and credit purchase -Rights of unpaid Seller - Rules as to delivery of Goods- Rights and duties of buyer and seller.

**Module 3Negotiable Instrument & Partnership Acts:( 10 Hours)**

The Negotiable Instruments act, 1881-Negotiable Instruments- Meaning, Characteristics of Negotiable Instruments, parties, characteristics, cheques – Bills of Exchange – Promissory Notes - Dishonor of negotiable instruments- liability of Parties on negotiable instrument. Latest laws relating to Negotiable Instruments.

**Module 4 Companies Act:(8 Hours)**

The Companies Act 2013 –Meaning, features and types of Companies -Incorporation of a Company - Memorandum of Association, Articles of Association and Prospectus -Winding up of companies. Indian Partnership act, 1932 - Important features - Formation of partnership firms, Kinds of partners - Rights and duties of partners - Dissolution of partnership.

**Module 5 Laws Related to Business:(7 Hours)**

Consumer Protection Act 1986 - Consumer rights, Procedures for Consumer grievances-consumer redressal – Foreign Exchange act 1999- IT Act 2000-Objectives and Features-Introduction of Intellectual Property Rights-Basic concepts and need for Intellectual Property- Copy rights, Trademark-– Implications on Business.

**References:**

1. ND Kapoor – Elements of Mercantile Law – Sultan Chand & Sons
2. Tejpal Seth - Business Law – Pearson Publication
3. AkhileshwarPathak – Legal Aspects of Business – Tata McGraw Hill
4. Kuchchal M.C. – Business Law – Vikas Publishing House, New Delhi
5. Gulshan S.S. &Kapoor G.K. – Business Law Including Company Law – New Age International (P) Ltd.
6. B, S, Moshal – Mercantile Law – Ane Books, India
7. P. K. Goel, Business Law for Managers, Bizentra Publishers, India
8. P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, Fourth Edition.
9. Dr. Vinod, K. Singhania, Direct Taxes Planning and Management.
10. Richard Stim, Intellectual Property- Copy Rights, Trade Marks, and Patents, Cengage Learning, 2008.

**ENVIRONMENTAL BUSINESS MANAGEMENT**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **I** | **PBA2107** | **4** | **40** | **60** | **40** | **Core** |

**Course Outcome**

After the completion of the course students will be able to:

CO 1: Identifythe environmental problems and suggest solutions

CO 2: Apply environmental management systems for waste minimization

CO 3: Apply sustainability principles in daily life

CO 4: Apply green business initiativesto managemodern business

CO 5: Explain how organizations can contribute for a sustainable future

**SYLLABUS**

**Module 1**

Introduction to environment - Components of Environment, Eco System – Biotic &

Abiotic Components, Bio Diversity in India. Energy and the environment, Agriculture and the environment, Water and its management, Oceans and fisheries, Managing natural hazards, The atmosphere and human activities, Human population, Natural ecosystems and human activities.

**Module 2**

Environmental management - systems approach, preventive environmental management, Pollution control Vs Pollution Prevention - Opportunities and Barriers – Environmental management system audits as per ISO 19011- compliance audits – waste audits and waste minimization planning. Four Stages and nine approaches of Pollution Prevention, evaluation of pollution prevention options in selected industries, continual improvement and pollution prevention.

**Module 3**

Models of Sustainable Development, Agenda 2015 - UN Sustainable Development Goals(SDGs). The Earth Charter; Pillars of Sustainable development, business Sustainability

-Dow Jones Sustainability Index, Environment, Society, Governance (ESG), Environment

Impact Assessment (EIA) Triple Bottom line - 3P (Planet People and Profit –PPP Approach).

**Module 4**

Sustainable Production and Consumption, Corporate Green Initiatives - Green Business-

Green Marketing-Eco-Labelling, Eco-Mark, Packaging, Green Finance- Green Taxes, Green

Subsidies, Green Banking, Eco Friendly Manufacturing- Environment friendly products, GRI, CSR & Sustainability, Carbon credit and Climate change, Energy and Waste Management techniques – Reduce, Reuse and Recycle (3 R) - renewable & non-renewable -Energy Audit.

**Module 5**

Environmental Management Institutions at the global and national levels – UNEP, UNDP,

UN Compact, Niti Aayog, National Green Tribunal (NGT) etc. Policies and Legislations,

Legal framework – Public Interest Litigations in Environment and Business world. Corporate

Governance and NGOs in environmental management, Environmental Education for

sustainable business.

**References:**

1. Adams W N, green development environment and sustainability in the Third WorldCountries, Routledge, London New York.
2. Engels and Engels, the ethics of environment and development, Belhaven Press,London
3. Tom Tietenberg, Environment and Natural Resources Economics, Pearson educationNew Delhi
4. The sustainable development goals, United Nation- department of public information.Brown C.J Environmental Management, Routledge (T.R Publication)
5. Richard Welford Corporate Environmental Management Universities Press
6. C.S. V Murthy, Business Ethics, Himalaya Publishing House, New Delhi.
7. B.L. Bajpai, Indian Ethos and Modern Management, New Royal Book Co., Lucknow
8. John R Boatright, Ethics and the Conduct of Business, Pearson Education, New Delhi
9. Sadri: Business Ethics; Concepts and Cases, Tata McGraw Hill, New Delhi
10. Samuel O Iduwu, Corporate Social Responsibility and Governance: Theory andPractice, Springer, New York
11. A C Fernado, Business Ethics and Corporate Governance, Pearson Publishers

**ORGANIZATIONAL BEHAVIOUR**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **I** | **PBA2108** | **4** | **40** | **60** | **40** | **Core** |

**Course Outcome**

After the completion of the course students will be able to:

**CO1:** Analyze the importance of individual behavior at workplace

**CO2:** Evaluate the major motivational theories that affect the workplace.

**CO3:** Recognize various styles of leadership

**CO4:** Evaluate strategies to manage groups and teams

**CO5:** Analyse organizational culture for improving organizational performance.

**SYLLABUS**

**Module 1Individual Behavior:( 8 Hours)**

Introduction – Individual Behavior, Definition of Organization Behaviour – Nature & Scope – Challenges & Opportunities for Organization Behaviour – Individual behavior: Personality – Myers Briggs Type Indicator, Big Five Model. Sixteen Personality Factor – Values, Attitudes & its components, Perception – Factors influencing perception – Perception & Individual Decision making; Learning – Theoretical overview

**Module 2 Motivation:( 6 Hours)**

Motivation – Meaning, Definitions – Early Theories of motivation – Needs Hierarchy theory, Theory X & Y, Two-Factor theory; Contemporary Theories of motivation – Goal Setting Theory – Reinforcement Theory – Expectancy Theory – Applications of Motivation – An overview of Employee Involvement and Employee Participation.

**Module 3 Leadership:( 8 Hours)**

Leadership & Power Leadership: – Leadership Theories: Trait Theories – Behavioral Theories – Contingency Theories: Fiedler Model – Path Goal Theory – Contemporary Leadership: Charismatic Leadership & Transformational Leadership – Power: Bases of Power – Power Tactics

**Module 4Group Behavior: (8 Hours)**

Group Behaviour& Teams Group Formation and Development; Group Dynamics; Team Building, Structure of Groups; Group Efficiency; Group Norms; Cohesiveness; Group Effectiveness; Group Decision Techniques

**Module 5Organization Structure:(10 Hours)**

Organization System & Dynamics of Organization Structure: Span of Management – Centralization & Decentralization – Organizational Culture – Organizational Change – Resistance to Change – Managing Change - Stress: Sources and Consequences, Stress Management Emotional Intelligence, Emotional Labor, Conflict, Transactional Analysis &Johari Window

**References:**

1. Stephen P. Robbins, Timothy A. Judge, NeharikaVohra, OrganizationalBehaviour – Pearson Education 16th edition.
2. Fred Luthans - Organizational Behavior - McGraw Hill
3. Kavitha Singh, OrganizationalBehaviour: Text & Cases – Vikas Publishing
4. Aswathappa K., OrganizationalBehaviour – Himalaya Publishing House

**SEMESTER 2**

**FINANCIAL MANAGEMENT**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **II** | **PBA2109** | **3** | **40** | **60** | **30** | **Core** |

**Course outcomes:**

After completing the course, the students shall be able to:

**CO 1**: Identify the key decisions of financial management and demonstrate how they are connected to the objective of financial management

**CO 2**: Evaluate the alternative investments by applying capital budgeting methods

**CO 3**: Demonstrate the effect of fixed charges obligation on the value of firm and selecting an optimal capital structure

**CO 4**: Analyze the effect of dividend policies by discussing the dividend theories.

**CO 5**: Assess the working capital requirements of the business entity for the decision making

**SYLLBUS**

**Module 1 Foundations of Finance :( 6 Hours)**

Introduction to finance- Financial Management – Nature, scope and functions of Finance, organization of financial functions, objectives of Financial management, Major financial decisions – Time value of money – features and valuation of shares and bonds – Concept of risk and return – single asset and of a portfolio.

**Module 2 Investment Decisions :( 7 Hours)**

Capital Budgeting: Principles and techniques - Nature of capital budgeting- Identifying relevant cash flows - Evaluation Techniques: Payback, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index - Comparison of DCF techniques Concept and measurement of cost of capital - Specific cost and overall cost of capital

**Module 3 Financing Decisions :( 6 Hours)**

Leverages - Operating and Financial leverage – measurement of leverages – degree of Operating & Financial leverage – Combined leverage, EBIT – EPS Analysis- Indifference point. Capital structure – Theories – Net Income Approach, Net Operating Income Approach, MM Approach – Determinants of Capital structure.

**Module 4 Dividend Decisions :( 6 Hours)**

Dividend decision- Issues in dividend decisions, Importance, Relevance & Irrelevance theories – Walter’s – Model, Gordon’s model and MM model. – Factors determining dividend policy – Types of dividend policies – forms of dividend

**Module 5 Working Capital Management :( 5 Hours)**

Principles of working capital: Concepts, Needs, Determinants, issues and estimation of working capital - Accounts Receivables Management and factoring - Inventory management - Cash management - Working capital finance: Trade credit, Bank finance and Commercial paper.

**References:**

1. M.Y. Khan and P.K.Jain Financial management, Text, Problems and cases Tata McGraw Hill, 6th edition, 2011.
2. M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 10th edition, 2012.
3. AswatDamodaran, Corporate Finance Theory and practice, John Wiley & Sons, 2011.
4. James C. Vanhorne –Fundamentals of Financial Management– PHI Learning, 11th Edition, 2012.
5. Prasanna Chandra, Financial Management, 9th edition, Tata McGraw Hill, 2012.
6. G.Sudersena Reddy, Financial Management- Principles & Practices, Himalaya Publishing House, 2nd Edition, 2010
7. Srivatsava, Mishra, Financial Management, Oxford University Press, 2011
8. Parasuraman.N.R, Financial Management, Cengage, 2014.
9. William R.Lasher, Financial Management, 7th Edition, Cengage, 2014 .
10. Brigham and Ehrhardt, Financial Management, 14th edition, Cengage, 2015.

**MARKETING MANAGEMENT**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **II** | **PBA2110** | **3** | **40** | **60** | **30** | **Core** |

**Course outcomes:**

After completing the course, the students shall be able to:

**CO 1:** Apply suitable value approaches to maximize customer value in a given business context.

**CO 2:** Evaluate consumer behaviour to take proper marketing decisions

**CO 3:** Design product and pricing strategies based on marketing objectives

**CO 4:** Design appropriate distribution and IMC plan for an organization

**CO 5:** Conduct marketing audits using various marketing control tools.

**SYLLABUS**

**Module 1Introduction to Marketing :( 5 Hours)**

Meaning, Nature & Scope-Marketing as the key business function in Organizations –Evolution of Holistic Marketing Concept- Internal Marketing –. Concept of customer value and Value Chain Analysis – Marketing Environment – Internal and External environment – Introduction to Marketing Research & Modern Marketing Information System

**Module 2 Consumer Behaviour :( 6 Hours)**

Types of Consumer Buying Behaviour – Factors affecting Buyer Behaviour - Buyer Roles – Consumer Buying Decision Process: The 5 Stage Model. Organizational Buying Decisions- Customer Relationship Management – Loyalty Programmes –. Segmentation, Targeting & Positioning – Strategic Marketing – Key Drivers of Marketing Strategies – Competitive Market Strategies –Marketing mix-– Extended Marketing Mix for services

**Module 3 Product & Pricing Decisions:(6 Hours)**

The Product – Goods & Services Continuum – Classification & Levels of Product – Product Decisions: Product Mix and Product Lines – Concepts. Product Life Cycle Strategies – Brand Concepts –– Packaging & Labeling Decisions – New Market Offering – Types of new Product – New Product Development: Stages – New Product Success & Failure – Diffusion of Innovation – Pricing Policies & Strategies – Factors affecting Price Determination – Steps in Setting the Price.

**Module 4 Distribution & Promotion Decisions:(7 Hours)**

Distribution as a part of Value Delivery – Role of Marketing Channels – Channel Functions & Flows – Channel Levels – Channel Design Decisions – Channel Management- Introduction to Retailing & Wholesaling – Franchising – Multi-channel marketing -Distribution through online. Communicating Value – Marketing Communication Mix – An overview of Advertising, Sales Promotion, Personal Selling, Direct Marketing, Public Relations – Managing Integrated Marketing Communications.

**Module 5 Marketing Control & Modern Trends in Marketing :( 6 Hours)**

Process & Types of Marketing Control – Marketing Audit –Marketing Challenges in Globalized Era – Marketing through Social Network & Digital platforms – Social Marketing – Green Marketing – Consumerism – Ethics in marketing- Concept of Big Data – Marketing Analytics.

**References:**

1. Kotler Philip, Keller Kevin, Koshy Abraham & Jha Mithileshwar, Marketing Management – A South Asian Perspective – Pearson Education 15th edition
2. Ramaswamy V.S. &Namakumari S, Marketing Management – Global Perspective, Indian context – MacMillan 4th edition
3. Rajan Saxena - Marketing Management – Tata McGraw Hill – 4th edition
4. Lamb, hair, Sharma, Mc Daniel– Marketing – An Innovative approach to learning and teaching-A South Asian perspective, Cengage Learning –– 2012
5. Etzel, MJ, BJ Walkerand William J Stanton., Marketing (Fourteenth Edition). McGraw Hill, 2007.
6. Neelamegham, S., Marketing in India: Text and Cases (4/e). Vikas Publishing House, 2012.
7. Panda, Tapan K., Marketing Management: Text and Cases Indian Context. Excel Books India, 2009.

**HUMAN RESOURCE MANAGEMENT**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **II** | **PBA2111** | **3** | **40** | **60** | **30** | **Core** |

**Course Outcome**

After the completion of the course students will be able to

**CO1:** Develop HRM models for effective HCM system

**CO2:** Design an effective recruitment and selection plan for an organization.

**CO3:** Design an appropriate training program for effective employee performance

**CO4:** Develop compensation management strategies for attracting& retainingtalents in an organization

**CO 5:** Devise appropriatestrategiesto resolve employee and industrial disputes

**Syllabus**

**Module 1Introduction to HRM** :( 7 Hours)

Human Resources Management Introduction –Objectives –Scope-functions of HRM-Line & Staff Aspects of HR -Strategic Human Resource Management - HRM model- Role and duties of HR professionals – Human capital Management.

**Module 2 Personnel Planning and Recruitment** :( 5 Hours)

HR planning–Job analysis- Job Descriptions & Job Specifications -Forecasting Human Resource Needs -Recruitment – Sources – Recruiting Yield Pyramid – Employee Testing – Type of Tests – Selection -Interviewing Candidates Employee Background Investigation-Talent Management-Succession Planning

**Module 3Training and Development** :( 6 Hours)

ADDIE -Training Process – Training Need Analysis (TNA)-Designing a Training Programme -On the Job training-Off the job Management Training and Development Techniques -Performance Appraisal Process – Tools for Appraising Performance-Performance Management -Managing Employee Turnover and Retention -Employee Life Cycle Management

**Module 4 Establishing Strategic Pay Plans** :( 6 Hours)

Factors Determining Pay Rates-Job Evaluation - Market Competitive Pay Plan -Linking Strategy, Performance and Incentive pay - Individual and team Incentive Plans -Incentives for managers and executives -Benefits and services – Insurance & Retirement benefits

**Module 5 Industrial Relations& Global HR** :( 6 Hours)

HR analytics - Employee Relations -Industrial Disputes Causes, Forms of Industrial Disputes and dispute redressal- Grievances Handling & Employee Discipline – Grievance Procedure – Disciplinary Procedure- Trade Union – Strategic Human resource management- HRIS- HR audit – Collective bargaining- Quality of work life.

**References**:

1. Dessler Gary VarkkeyBiju–HumanResource Management – Pearson11thedition
2. Aswathappa K. – Human Resources Management: Text & Cases – Tata McGrawHill
3. V.S.P. Rao – Human Resources Management: Text & Cases – ExcelBooks
4. Robert L. Mathis, John H. Jackson – Human Resource Management – Thomson South Western
5. R. Wayne Mondy – Human Resource Management –Pearson
6. Raymond Noe – Employee Training and Development – Tata McGrawHill
7. Mizra S. Saiyadain – Human Resources Management, 4th Ed. – Tata McGrawHill.

**OPERATIONS MANAGEMENT**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **II** | **PBA2112** | **3** | **40** | **60** | **30** | **Core** |

**Course Outcomes**

On successful completion of the course, the students will be able to:

CO 1: Develop operations strategy in manufacturing and service sector

CO 2: Formulate facility layout and scheduling strategies

CO 3: Create an inventory system for companies to optimise cost

CO4: Apply various lean supply chain management concepts in operations

CO 5: Improve quality in operations by applying lean principles.

**SYLLABUS**

**Module 1 Introduction to Operations Management :( 6 Hours)**

Operations Management: Introduction and overview, Operations Management in manufacturing and service sector, Elements of Operations Strategy, Mass, craft and lean production, Types of Processes and Operations. Job Production, Batch Production, Assembly line and Continuous Flow

**Module 2Operations Planning and Control :( 7 Hours)**

Role and functions of Operations Planning and control (OPC), Master Production schedule, Aggregate Planning-Chase Strategy & Level Strategy, Material Requirement Planning (MRP) -Bill of Materials, CRP, Manufacturing Resource Planning (MRP-II), ERP, Facilities location and strategies. Cost competition and Hidden factors, Facility Layout Planning-Product Layout-Process Layout- Fixed Location Layout- Hybrid Layouts-Cellular Layouts-line balancing

**Module 3 Materials Management :( 6 Hours)**

Materials Management – Functions – Material Planning,Inventory control – Types of Inventory –Safety stock-ABC Analysis -VED, HML, FSN, GOLF, SOS, JIT and KANBAN, Concept and behavior of ordering cost, carrying cost, shortage cost. EOQ – definition, basic EOQ Model, EOQ with discounts, Material handling principles and equipment’s. Purchase functions and Procedure-Managing Vendors; Vendor Analysis, Rating and Selection – Procedure and Criterions.

**Module 4 Lean Supply Chain Management & It Enabled Operations Management :( 6 Hours)**

Lean Supply chain management Concepts-Supply Chain Disruptions-Bullwhip Effect, Enablers of SCM - Facilities, Inventory, Transportation, Information, sourcing, Pricing, Types of maintenance- Total Preventive Maintenance (TPM), Manufacturing Information system and Operations Management, DSS for Operations Management

**Module 5 Lean Operations & Quality Management :( 5 Hours)**

Concept of Lean Production, - Lean concepts: Push & Pull system, 5S, Poka Yoke. Toyota Production System Types of waste -Value added and waste elimination- Zero Waste Management concept, TQM and Seven Tools of Quality, Statistical quality control – control charts, Six Sigma in Quality Management

**References:**

1. Mahadevan B, Operations Management Theory and Practice, Pearson Education, 2007
2. Heizer Jay,RenderBarry,RajasekharJagadeesh,Operations Management, Pearson India Education Services Ltd. India.
3. Lee J. Krajewski et al, Operations Management, Process and Supply chains. 11th Edition Pearson India Education Services Ltd. India.
4. Khalid Sheikh (2001), Manufacturing Resources Planning (MRP II) with introduction to ERP, SCM, and CRM, Tata Mc Graw Hill.
5. Chase, Jacobs and Aquilano (2005), Operations Management for Competitive advantages, Tata Mc Graw Hill
6. Harold T Amrinal, John A Ritchey and Oliver S Hulley (1983) Manufacturing Organization and Operation Management, Prentice Hall, Inc
7. Ramamurthy P (2005), Production and Operation Management, New Age international Publisher
8. Everest E Adam, Ebert, Production and Operations Management, PHI –Publication, India
9. Operations Management, William J. Stevenson, TMGH India

**OPERATIONS RESEARCH**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **II** | **PBA2113** | **3** | **40** | **60** | **30** | **Core** |

**Course Outcomes**

On successful completion of the course, the students will be able to:

**CO 1**: Apply linear programming models for maximizing output.

**CO 2**: To minimize transportation costs in organizational contexts

**CO 3**: To minimize cost of operations by assignment solutions

**CO 4:**  Apply CPM and PERT to minimize the total cost and total time of a project

**CO 5**: Apply decision theory and game theory to solve managerial problems.

**Module 1Introduction to OR and Linear programming problems**

Introduction to Operations Research: Origin and growth of OR, importance of OR in managerial decision making, scope &applications of OR, models and modeling in OR. Linear programming problems: Formulation of the problem, solution by graphical method and simplex algorithm

**Module 2Transportation problems**

Transportation problems: formulation, methods of finding initial solution (North West Corner Rule, Least Cost Method and Vogel’s Approximation Method), test for optimality (MODI Method), unbalanced transportation problems, maximization transportation problem

. **Module 3**Assignment **problems**

Assignment problems: formulation, methods of solution, Hungarian method, multiple optimal solutions, unbalanced problems, maximization problems

**Module 4NetworkAnalysis**

Construction of Network – Rules & Precautions - C.P.M. & P.E.R.T. Networks - Obtaining of Critical Path - Time estimates for activities - Probability of completion of project - Determination of floats (total, free, independent & interfering).

**Module 5Decision theory and Game theory**

Concept of Decision Making – Decision Making Environments-Decision making under risk – Decision trees – Decision making under uncertainty.

Game Theory- Game Theory – Definition – Saddle Point - Two Person Zero Sum Game - Pure and Mixed Strategies - Algebraic Solution Procedure - Graphical Solution – Principle of Dominance. Sequencing Problem - Processing of n Jobs through Two Machines and m Machines - Graphical Method of Two Jobs M Machines Problem

**References:**

1. Sharma, J K. Operations Research: Theory and Applications (5/e). New Delhi: LaxmiPublications, 2013.
2. G. Srinivasan, Operations Research Principles and Applications – PHI Learning
3. R. Paneer Selvam – Operations Research – PHI Learning
4. Frederick S. Hillier, Gerald J. Lieberman – Operations Research: Concepts & Cases – TataMcGraw Hill
5. Rathindra P. Sen – Operations Research – PHI Learning
6. Vohra, N D. Quantitative Techniques for Management. Tata McGraw Hill Education, 2015
7. S. Kalavathy – Operations Research with C Programmes – Vikas Publishing House

**MANAGEMENT INFORMATION SYSTEM**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **II** | **PBA2114** | **3** | **40** | **60** | **30** | **Core** |

**Course Outcomes**

On successful completion of the course, the students will be able to:

**CO1:** Discuss the impact of data driven decisions in business organizations

**CO2:** Formulate an appropriate information system for different functional departments

**CO3:** Design a suitable decision support system for different levels of management

**CO4:** Propose solutions for cyber security issues faced by an organization

**CO5:** Apply latest IT initiatives for improving the efficiency of the organization

**SYLLABUS**

**Module 1 Foundations of Information Systems :( 6 Hours)**

Organization as a system, need for information system in Business, Strategic importance of information systems, Introduction to types of information systems, Components of an Information system, Roles and activities of Information systems

**Module 2 Information Systems in Business Operations :( 7 Hours)**

Transaction Processing System, Marketing Information Systems, Manufacturing Information Systems, Human Resource Information Systems, Financial Information Systems, BPR and continuous improvement, OAS, Documentation and reporting.

**Module 3 Information System for Management :( 6 Hours)**

Management Information System – Evolution – Characteristics – Functions – Importance, Decision Support Systems – Characteristics – Types of DSS – Analytical modelling supported by DSS. Executive Information System - Artificial intelligence, Expert System – Knowledge representation – Applications

**Module 4 Security, Control and Reporting :( 6 Hours)**

Security, Testing, Error detection, Controls, IS Vulnerability, Disaster Management, Computer Crimes, Securing the Web, Intranets and Wireless Networks, Software Audit, Ethics in IT

**Module 5 New It Initiatives :( 5 Hours)**

ERP- CRM, e-business, e-governance, Data Mining & Data warehousing, Business Intelligence, Pervasive Computing, Cloud computing, IoT, Block chain.

**References:**

1. Laudon Kenneth C. and Laudon Jane P., Management Information Systems 16e, Pearson India
2. O’Brien, James, A Management Information Systems 10e, Tata McGraw Hill, New Delhi,
3. Lynda M Apple Gate, Corporate Information Strategy and Management 8e, Robert D Austin et al, Tata McGraw Hill,
4. Frederick Gallegor, Sandra Senft, Daniel P. Manson and Carol Gonzales, Information Technology Control and Audit, Auerbach Publications, 4th Edition.
5. Waman S Jawadekar , Sanjiva Shankar Dubey , Management Information System: Text and Cases | 6th Edition, Tata McGraw Hill, New Delhi
6. Anand Shinde, Introduction to Cyber Security: Guide to the World of Cyber Security, Notion Press; 1st edition (5 February 2021)

**BUSINESS RESEARCH METHODS**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **II** | **PBA2115** | **3** | **40** | **60** | **30** | **Core** |

**Course Outcomes**

After the completion of the programme, the students shall be able to:

CO 1: Examine the fundamentals of business research.

CO 2: Develop a research design for solving a research problem that influences the business

situations.

CO 3: Develop a data collection tool appropriate for your study.

CO 4: Analyze the data for arriving at conclusions in research.

CO 5: Prepare the research report with focus on its applications in business.

**SYLLABUS**

**Module 1 Introduction to Business Research :( 6 Hours)**

Introduction to business research, Meaning of Research and its scope, Relevance of Business research in Managerial Decision Making; Scope of Business Research.

Research-Concept, Construct, Definition, Variable, Theory, Model, Proposition and Hypothesis. Research process, steps in problem formulation, Features of a good research study.

**Module 2 Research Design :( 6 Hours)**

Research Design, Classification of Designs- Exploratory studies, Descriptive studies, Causal/Explanatory studies, 5Ws & 1H in research, Deduction and Induction Approach, Qualitative Verses Quantitative Research; Sampling Design-Probability and Non-Probability Sampling; Determining the sample size, Errors in Sampling.

**Module 3 Literature Sources and Data Collection Methods :( 5 Hours)**

Literature collection, Review of Literature, Characteristics of an effective Literature Reviews and referencing formats; Literature Review Citation Styles; Data Collection, Surveys, Primary and Secondary data, Methods of Data Collection; Types of questions; Classification of levels of Measurements, Four Scales of Measurement, Comparative and Non-Comparative Scales, Attitude measurement scales, Criteria for Good Measurement, Qualities & characteristics of a good questionnaire.

**Module 4 Introduction to Data Analysis :( 6 Hours)**

Types of Analysis, Univariate, Bivariate, Multivariate; Quantitative and Qualitative Data Analysis; Parametric and Non-Parametric, Testing data reliability and validity. Data Analysis using Statistical packages, Analysis and Interpretations

**Module 5 Research Proposal Development & Research Report :( 7 Hours)**

Components of Research Reporting; Structure of a research report, Presentation of Analysis output for generating inferences and conclusions, Ethical considerations in research, Discussion on Research Synopsis/Proposal preparation.

**References:**

1. Donald R. Cooper, Pamela S. Schindler, Business Research Methods, McGraw Hill Education India, 12th edition, 2018.
2. William G. Zikmund, Barry J. Babin, Jon C. Carr, AtanuAdhikari, Mitch Griffin, Business Research Methods: A South-Asian Perspective, 9th Edition, Cengage Learning, 2020.
3. Donald R. Cooper, Pamela S. Schindler, Business Research Methods, McGraw Hill Education India, 9th edition, 2011.
4. Naresh K Malhotra, Marketing Research-An Applied Orientation, Seventh Edition, Pearson Education, 2019.
5. Rajendra Nargundkar, Marketing Research: Text and Cases, fourth Edition, McGraw-Hill publications, 2020
6. Sreejesh, S., Mohapatra, Sanjay, Anusree, M R, Business Research Methods: An Applied Orientation, Springer, 2014
7. Gaur, Ajai S., and Sanjaya S. Gaur, Statistical methods for practice and research: A guide to data analysis using SPSS., Sage, 2009.
8. Robert P Burns and Richard Burns, Business Research Methods and Statistics Using SPSS, Sage. 2008.

**ENTREPRENEURSHIP DEVELOPMENT**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **II** | **PBA2116** | **3** | **40** | **60** | **30** | **Core** |

**Course Outcomes**

After the completion of the programme, the students shall be able to:

CO 1: Generate innovative business solutions for social progress

CO 2: Prepare a feasibility analysis report for a new business idea.

CO 3: Draft/Create a business plan based on a valid business model.

CO 4: Propose suitable registration process for a start-up company.

CO 5: Apply Business model canvas for the growth and expansion of company.

**SYLLABUS**

**Module 1 Entrepreneurship Perspectives :( 5 Hours)**

Meaning and concept of entrepreneurship, role of entrepreneurship in economic development, why to become entrepreneur, the skills/ traits required to be an entrepreneur, Strategies for development of Women Entrepreneurs. Relevant Case Study and discussions questions.

**Module 2 Exploring Business Opportunity :( 6 Hours)**

Creativity & Innovation. Self-Discovery, Idea Generation, Idea Evaluation - Design thinking, prototyping, value proposition, customer insight, ideas development. Feasibility Analysis - product/service, Industry and competition, environment analysis, financial feasibility analysis.

**Module 3 Developing a Business Model :( 6 Hours)**

Business Model - common types of business models. Business Plan - Purpose of a business plan. Contents of a business plan. Product/ Market Fit – unit economics, cost and profitability, Refining the product/service, Establish the success and operational matrix. Customer Validation - efficiency with which customers can be captured and kept, cost of customer acquisition

**Module 4 Translating Business Plan into Startup :( 6 Hours)**

Gaining marketing Intelligence, Prototype creation & testing, Registration formalities, take product or service to market, Sources of finance – customers, friends and family, Angels, VCs, Bank Loans etc. Deliver an investor pitch to a panel of investors, Effective ways of marketing for start-ups. Hire and Manage a Team, Delegation. Understanding legal requirements, and compliance issues

**Module 5 Expansion and Harvesting :( 7 Hours)**

Business model canvas, Growth Opportunities - Characteristics of high growth new ventures, strategies for growth, discovering and assessing opportunities for growth. Expansion model. Maximizing Profits. Role of business services – accountant, lawyer. Harvesting Rewards

**References:**

1. Ramachandran, Entrepreneurship Development, Mc Graw Hill

2. Katz, Entrepreneurship Small Business, Mc Graw Hill

3. Byrd Megginson, Small Business Management an Entrepreneur’s Guidebook 7th ed, Mc Graw Hill

4. New Venture Management: The Entrepreneur's Roadmap (Entrepreneurship Series),

Donald F. Kuratko and Jeffrey, S. Hornsby, Pearson

5. The Manual for Indian Start-ups: Tools to Start and Scale-up Your New Venture,

Vijaya Kumar Ivaturi, Meena Ganesh, Penguin Random House India.

6. Managing New Ventures, Anjan Raichoudhuri, Prentice-Hall of India Pvt.Ltd

7. Develop Your Idea! Get Off to a Flying Start with Your Startup. Guided Exercises,

Templates & Resources for Exploring New Business Ventures, K. N. Kukoyi

8. Indian Entrepreneurial Culture by A Gupta, New Age International.

9. Make the Move: Demystifying Entrepreneurship by Ishan Gupta, Rajat Khare

**VIVA VOCE I**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **II** | **PBA2117** | **2** | **-** | **100** | **-** | **Core** |

**Course Outcomes**

The students shall be able to:

**CO 1**: Illustrate the integrated understanding of the knowledge gathered from the various courses in the first and second semester

**CO 2**: Demonstrate current knowledge about the industry

**CO 3:**Assimilate information from different domains and show capability to apply it to managerial decision making.

**CO 4**: Demonstrate professional communication skills

**CO 5**: Demonstrate their ability to reflect, synthesize and think critically

**Course Description**

At the end of second semester there shall be a Viva Voce which encompasses all the courses covered during the first and second semester. The objective of this assessment is to examine the ability of student in applying the concepts in a business situation. The Viva Voce shall be evaluated by a panel of two faculty members of the department.

A student who fails to obtain minimum pass shall redo along with the SAS exam or with the subsequent batches.

**Parameters for Evaluation**

Ability to analyse a business case and apply the business principals to solve:50 Marks

Industry knowledge & current affairs: 25 Marks

Communication skill: 25 Marks

Total: 100 Marks

**SEMESTER 3**

**BUSINESS ANALYTICS**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **III** | **PBA2118** | **4** | **40** | **60** | **40** | **Core** |

**Course Outcome**

After completing the course, the students shall be able to:

**CO 1:** Discuss the different techniques in business analytics

**CO 2:** Apply analytics in different management domains

**CO 3:** Apply various predictive analysis tools and artificial intelligent systems to forecast the performance of the firm

**CO 4:** Apply tools and techniques in web analytics.

**CO 5:** Apply various techniques for data driven decision-making

**SYLLABUS**

**Module 1 Introduction to Business Analytics :( 7 Hours)**

Business Analytics – Domains of business analytics – Types of Analytics– Descriptive, Predictive, and Prescriptive Analytics Technique. Trends in business analytics – Concept of Big Data – Characteristics - of big data – Applications of Big data in management – Data Visualization

**Module 2 Analytics Domains :( 10 Hours)**

Applications of Business Analytics: Financial Services Analytics – Marketing Analytics – Supply Chain Analytics – HR Analytics.

**Module 3 Predictive Statistics & Artificial Intelligence :( 8 Hours)**

Measures of Central Tendency – Measures of Dispersion – Karl Pearson & Spearman’s Correlation – Simple & Multiple Regression Analysis. Artificial Intelligence (AI) – Concept – Basic Applications – Limitations of Artificial Intelligence – Potential Risk of AI

**Module 4 Web Analytics :( 8 Hours)**

Social Media Analytics - User generated content -Analytics in digital decoding consumer intent, decoding customer sentiments from comments, Text mining from opinion platforms

**Module 5 Decision Theory :( 7 Hours)**

Introduction – Steps of decision making process – types of decision-making environments Decision - making under uncertainty – Decision-making under Risk –Decision tree.

**References:**

1. James R. Evans, Business Analytics: Methods, Models & Decisions, 1stedi. Prentice Hall
2. PurbaHaladyRao, Business Analytics: An Application Focus, PHI Learning
3. Gupta, S.C., Fundamentals of Statistics, Himalaya Publishing House
4. U. Dinesh Kumar - Business Analytics –Wiley
5. Foster Provost & Tom Fawcett – Data Science for Business – O’reilly
6. Anasse Bari, Mohamed Chaouchi, and Tommy Jung – Predictive Analytics for Dummies – Wiley
7. Hadley Wickham & Garrett Grolemund – R for Data Science – O’reilly

**BUSINESS ETHICS AND CORPORATE GOVERNANCE**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **III** | **PBA2119** | **4** | **40** | **60** | **40** | **Core** |

**Course Outcome**

After completing the course, the students shall be able to:

**CO1:** Appraise the significance of various ethical concepts

**CO2:** Analyze the applications of ethical theories in business

**CO3:** Recognize and resolve ethical issues in business

**CO4:** Formulate CSR framework for an organization

**CO5:** Apply models of corporate governance for ethical conduct of business

**SYLLABUS**

**Module 1 Introduction to Ethics :( 10 Hours)**

Definition of Ethics, Morals and values, Principles of personal ethics and Values- Indian ethos and Values-Business ethics and its significance- Nature of Business Ethics- Characteristics-Causes of unethical behavior-Ethical Dilemma-Ethical Decision making (Procedure)-Ethical leadership (Core principles of honesty, service, integrity) Types of ethical leadership (Transactional, Transformational, Charismatic leadership)- case studies of ethical leadership

**Module 2 Business Ethics :( 6 Hours)**

Need for Ethics-Ethical Principles in Business-Theories of Ethics like Utilitarian, Deontological, Virtue, Teleological Theory-Kohlberg’s Six Stages of Moral Development (Pre conventional, Conventional, Post Conventional)-Study on the relevance of Karmic Effect- Value Based Management in Global Change -Case study of business failures

**Module 3 Ethics in Functional areas :( 8 Hours)**

Ethics at workplace- Ethical Considerations in Marketing (Price, place, promotion, Product, Ethics in Advertising)-Unethical activities in Marketing department -Ethics in Accounting and Finance (Window dressing, misleading financial analysis, insider trading)- Unethical activities in Finance department- Ethical Considerations in Human Resource Management (Discrimination– Recruitment, Training, performance appraisal, Compensation management, Industrial relation) -Unethical activities in Human resource department- - Cyber Ethics-Environmental Ethics.

**Module 4 Corporate social responsibility :( 8 Hours)**

Introduction to Corporate social responsibility- models of CSR- CSR as a business Strategy for sustainable development- Concept of Social Audit and its Relevance-Corporate citizenship-Strategies for CSR – Challenges and implementation- Case Studies of major CSR Initiative

**Module 5 Corporate governance :( 8 Hours)**

Introduction to corporate governance- International Committees of corporate governance (Cadbury committee on CG, The Paul Ruthman Committee, TheGreenburgcommittee, The combined code, The Turnbull committee) Indian Committees of Corporate governance (Kumar Mangalam Birla Committee, Naresh Chandra Committee, N.R. Narayana Murthy Committee, J.J. Irani Committee). Theories and models of corporate governance, -Board of Directors as a powerful instrument in corporate governance- corporate relationship with Stakeholders-Whistle blowing-legalsupporttoWhistle-Blower–TipstosuccessfulWhistleBlowing- Scams and Scandals in Corporate Governance in Indian and global scenario.

**References:**

1. A.C Fernado- Business Ethics and corporate governance- Pearson

2. S.K. Bhatia – Business Ethics & Managerial Values – Deep and Deep

3. Joseph A. Petrick, John F. Quinn – Management Ethics – Sage Publications, New Delhi

4. Sherlekar – Ethics in Management, Himalaya Publishing, New Delhi

5. C.V.S. Murthy – Business Ethics & Corporate Finance – Himalaya Publishing House

6. Manisha Paliwal – Business Ethics – New Age International, New Delhi

7. Clarke, T. (2005) Theories of Corporate Governance. London: Routledge.

**FINANCE ELECTIVES**

**SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **III** | **PBA2120A** | **3** | **40** | **60** | **30** | **Elective** |

**Course outcomes:**

After completing the course, the students shall be able to:

**CO 1**: Recommend the investment alternatives based on risk and return relationship

**CO 2**: Use the security market regulations to protect the interest of participants

**CO 3**: Manage investment decisions based on fundamental analysis

**CO 4**: Predict the movement of stocks using technical analysis

**CO 5**: Design an optimum portfolio using various portfolio models

**SYLLABUS**

**Module 1 Investment Setting :( 7Hours)**

Financial and economic meaning of Investment – Characteristics and objectives of Investment – Types of Investment – Investment alternatives – Choice and Evaluation – Risk and return concepts.

**Module 2 Securities Market :( 5 Hours)**

Financial Market - Segments – Types - Participants in financial Market – Regulatory Environment, Primary Market – Methods of floating new issues, Book building – Role of primary market – Regulation of primary market, Stock exchanges in India – BSE, OTCEI, NSE, ISE, and Regulations of stock exchanges – Trading system in stock exchanges –SEBI.

**Module 3 Fundamental Analysis :( 6 Hours)**

Economic Analysis – Economic forecasting and stock Investment Decisions – Forecasting techniques. Industry Analysis: Industry classification, Industry life cycle – Company Analysis Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dods investor ratios.

**Module 4 Technical Analysis :( 6 Hours)**

Fundamental Analysis Vs. Technical Analysis – Charting methods – Market Indicators. Trend – Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators – Market Indicators – Efficient Market theory.

**Module 5 Portfolio Management :( 6 Hours)**

Portfolio analysis – Portfolio Construction - Portfolio Selection –Capital Asset Pricing model – Markowitz Theory – Efficient Frontier – Sharpe Single Index model – Portfolio Revision Portfolio Evaluation – Mutual Fund analysis – Sharpe – Jenson – Treynor ratio

**References:**

1. Donald E. Fischer & Ronald J.Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8th edition, 2011.

2. Prasannachandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2011.

3. Reilly & Brown, Investment Analysis and Portfolio Management, Cengage, 10th edition, 2016.

4. S. Kevin, Securities Analysis and Portfolio Management, PHI Learning, 2012.

5. Preethi Singh, Investment Management, Himalaya Publishing House, 20th Edition,2018.

6. Punithavathy Pandian, Portfolio Management, Vikas Publications, 2017

**FINANCIAL DERIVATIVES**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Marks** |
| **CA** | **SEA** |
| **III** | **PBA2120B** | **3** | **40** | **60** | **30** | **Elective** |

**Course outcomes:**

After completing the course, the students shall be able to:

**CO 1:** Choose the ideal derivative product to mitigate risk

**CO 2:** Estimate risks and pay-offs associated with Future and forward contract

**CO 3:** Determine the value of option contract using option technique

**CO 4:** Apply swap techniques to mitigate risk

**CO 5:** Use the regulatory framework for the smooth function of derivatives market

**SYLLABUS**

**Module 1 Introduction :( 6 Hours)**

Derivatives – Definition – Types – Forward Contracts – Futures Contracts – Options – Swaps – Differences between Cash and Future Markets – Types of Traders – OTC and Exchange Traded Securities – Types of Settlement – Uses and Advantages of Derivatives – Risks in Derivatives.

**Module 2 Futures Contract :( 7 Hours)**

Specifications of Futures Contract - Margin Requirements – Marking to Market – Hedging uses Futures – Types of Futures Contracts – Securities, Stock Index Futures, Currencies and Commodities – Delivery Options – Relationship between Future Prices, Forward Prices and Spot Prices.

**Module 3 Options :( 6 Hours)**

Definition – Exchange Traded Options, OTC Options – Specifications of Options – Call and Put Options – American and European Options – Intrinsic Value and Time Value of Options – Option payoff, options on Securities, Stock Indices, Currencies and Futures – Options pricing models – Differences between future and Option contracts.

**Module 4 Swaps :( 6 Hours)**

Definition of SWAP – Interest Rate SWAP – Currency SWAP – Role of Financial Intermediary – Warehousing – Valuation of Interest rate SWAPs and Currency SWAPs Bonds and FRNs – Credit Risk.

**Module 4 Derivatives in India :(5 Hours)**

Evolution of Derivatives Market in India – Regulations - Framework – Exchange Trading in Derivatives – Commodity Futures – Contract Terminology and Specifications for Stock Options and Index Options in NSE – Contract Terminology and specifications for stock futures and Index futures in NSE – Contract Terminology and Specifications for Interest Rate Derivatives.

**References:**

1. David Dubofsky – ‘Option and Financial Futures – Valuation and Uses, McGraw Hill International Edition.

2. Don M. Chance, Robert Brooks, An Introduction to Derivatives and Risk Management, 9th edition, Cengage, 2015.

3. John. C. Hull, Options, Futures and Other Derivative Securities’, PHI Learning, 9th Edition, 2012

4. Keith Redhead, ‘Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs’, – PHI Learning, 2011.

5. S. L. Gupta, Financial Derivatives- Theory, Concepts and Practice, Prentice Hall of India, 2011.

6. Stulz, Risk Management and Derivatives, Cengage, 2nd Edition, 2011

**INCOME TAX**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **III** | **PBA2120C** | **3** | **40** | **60** | **30** | **Elective** |

**Course outcomes:**

After completing the course, the students shall be able to:

**CO 1:**Discuss the framework of taxation system in India.

**CO 2:**Compute the agricultural income for tax filing

**CO 3:**Compute the income from salary and House Property for tax filing

**CO 4:**Compute the income from other sources for tax filing

**CO 5:**Prepare income tax return for an individual

**SYLLABUS**

**Module 1 Introduction to Taxation :( 5 Hours)**

Introduction: Cannons of Taxation– Assessment year and Previous year, Assessee – Types of Assessees – Person, Income, Features of Income – Gross Total Income –Exempted Incomes – Direct & Indirect Taxation.

**Module 2 Agricultural Income :( 6 Hours)**

Introduction, Definition, tests to Determine Agricultural Income, Partly Agricultural and Partly Non-Agricultural Income. Integration- Conditions, provisions, computation of tax on Integration Process.

**Module 3 Income from Salary & House Property :( 6 Hours)**

Salary- meaning, Allowances, Perquisites, Profits in lieu of salary and their treatment, Deductions from salary income, Computation of salary income, Qualified savings and Provident funds. Income from House property: Meaning, Annual value, Let-out house, Self-occupied house, deemed to be let-out house, Computation of income from house property. (Simple Problems only with Limited Deductions)

**Module 4 Income from other sources :( 6 Hours)**

General Incomes & Specific Incomes, Interest on securities, Dividends on shares, casual income, family pension, Gifts received and other general incomes including deductions. (Simple Problems only with Limited Deductions)

**Module 5 Computation of total taxable income :( 7 Hours)**

Tax liability of Individual Assessees, Assessment procedure, Filing of returns, Assessment, types of Assessment, Self-assessment, Regular assessment, Best judgment assessment. Filing Relevant Forms for Individual Assesses.

**References:**

1. Dr. Vinod K. Singhania: Direct Taxes – Law and Practice, Taxmann publication. 2009

2. B.B. Lal: Direct Taxes, Konark Publisher (P) ltd, 2010 3. Dr. Mehrotra and Dr. Goyal: Direct Taxes – Law and Practice, Sahitya Bhavan Publication, 6th Edition

4. DinakarPagare: Law and Practice of Income Tax, Sultan Chand and sons.

5. Gaur &Narang: Income Tax, Kalyani Publisher

**COST AND MANAGEMENT ACCOUNTING**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **III** | **PBA2120D** | **3** | **40** | **60** | **30** | **Elective** |

**Course outcomes:**

After completing the course, the students shall be able to:

**CO 1:**Prepare a cost sheet for a company

**CO 2:**Determine the cost of certified and uncertified contract

**CO 3:**Apply Marginal costing techniques and CVP analysis in profit planning

**CO 4:**Compute process cost for an organization

**CO 5:**Prepare fixed & flexible budget for an organization

**SYLLABUS**

**Module 1 Introduction to Cost Accounting :( 6 Hours)**

Introduction to Cost Accounting, Principles of Cost Accounting - Characteristics of an Ideal Costing System -– Types of Costing. Classification of Cost, Methods of Costing – Techniques of Costing. Job Costing – Batch Costing – Contract Costing, Operating Costing: Transport, Canteen, Boiler House, Power House, Hospital and Hotel Costing. - Elements of Cost – Cost Sheet or Statement of Cost.

**Module 2 Contract Costing :( 7 Hours)**

Contract Costing: Learning Objectives, features, Sub-contracting, cost plus Contract, Profit on Incomplete Contract, Work Certified and Work Uncertified.

**Module 3 CVP Analysis :( 6 Hours)**

Marginal costing and Absorption costing: Meaning, Advantages and Limitations of Absorption Costing - Meaning and Features of Marginal Costing – Cost Volume Profit Analysis – Management uses of Break-Even Analysis.

**Module 4 Process Costing :( 6 Hours)**

Process Costing – Normal and Abnormal loss, Abnormal Gain, Equivalent production – Inter process profit – Joint Products and By-products – Accounting treatment.

**Module 5 Budgetary Control :( 5 Hours)**

Budgetary Control: Meaning and Need for Budgets - Budget, Budgeting and Budgetary Control - Objectives of Budgetary Control - Budgetary Control and Accounting - Preliminaries of Budgetary Control - Budget Manual - Different types of Budgets: Fixed Budget, Flexible Budget Cash Budget, Sales Budget - Advantages and Limitations of Budgetary Control.

**References:**

1. Maheswari S N & Mittal, Advanced cost accounting

2. Arora M N, Cost and management accounting, Himalayan publications

3. Prasad N K, Advanced cost accounting.

4. Maheswari S N, Cost and management accounting

5.Jain and Narang, Cost accounting, Kalyani Publishers, 23rd Edition 2012.

6.S.P. Iyengar, Cost accounting, Sultan Chand & Sons, 2005.

7. Dr. S.N Maheshwari, Cost and Management Accounting, Sultan Chand & Sons, 2014.

**INSURANCE SERVICE AND RISK MANAGEMENT**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **III** | **PBA2120E** | **3** | **40** | **60** | **30** | **Elective** |

**Course Outcomes:**

After the course, the students shall be able to:

**CO 1:** Apply suitable risk management tools to mitigate risk

**CO 2:** Classify various insurance policies

**CO 3:** Suggest suitable life insurance policy to customers

**CO 4:** Recommend various types of general insurance policies to customers

**CO 5:** Appraise the recent trends in insurance industry

**SYLLABUS**

**Module 1 Introduction to Risk Management :( 5 Hours)**

Risk & Risk Management process – Risk Identification, Evaluation, Risk Management Techniques, Selecting and Implementing Risk Management Techniques – Risks in our Society Insurance and Risk - overview of tools for risk management.

**Module 2 Insurance Business :( 6 Hours)**

Concept of insurance, Need for insurance, Legal aspects of insurance contracts, Objectives of insurance contract- Structure of insurance industry- Property & liability coverage- Classification of policies- Annuity- Pension Fund- ULIP- Institutions for insurance & reinsurance.

**Module 3 Life Insurance :( 6 Hours)**

Life insurance – Types of life insurance – Premium – Factors determining premium –Life Insurance Corporation of India, Other Life insurance companies. Actuaries- Actuarial science – Functions of actuaries – Property & liability coverage

**Module 4 General Insurance :( 7 Hours)**

General insurance: Wealth insurance, Fire insurance, Marine insurance, Motor insurance, Theft insurance, Travel & other insurances. GIC & other General insurance providers.

**Module 5 Indian Insurance Industry :( 6 Hours)**

Growth & Development of Indian insurance industry- Government Regulations ininsurance sector. Insurance Act 1938 and IRDA – Globalization of Indian Insurance sector. Foreign Insurers India. Insurance and Tax planning. Recent trends in Insurance Business.

**References:**

1. Dr. P K Gupta: Insurance and Risk management, 1st Edition, Himalaya Publishing House

2. Risk Management & Insurance: Scott Harrington and Gregory Niehaus, Tata McGraw Hill, 2nd edition 2004

3. Risk management and insurance: Arthur C Williams and Richard M Heins: Mc Graw Hill

4. Prof. K S N Murthy & KVS Sharma: Modern law of Insurance in India, N M Tripathi (P) Ltd,Bombay

**INTERNATIONAL FINANCIAL MANAGEMENT**

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| --- | --- | --- | --- | --- | --- | --- |
| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **III** | **PBA2120F** | **3** | **40** | **60** | **30** | **Elective** |

**Course outcomes:**

At the end of the course, students will be able to:

**CO 1:** Discuss various international exchange systems

**CO 2:** Discuss various international theories and business methods

**CO 3:** Analyze various factors affecting international exchange rate

**CO 4:** Use appropriate derivative product to mitigate foreign exchange risk

**CO 5:** Suggest appropriate financing method for international trade

**SYLLABUS**

**Module 1 Foundations of International Financial Management :( 5 Hours)**

An overview, Importance, nature and scope, Theories of International business, international business methods, recent changes and challenges in IFM. Balance of Payments-Current account and Capital account-correspondent Banks- Nostro and Vostro account.

**Module 2 Exchange Rate & International Parity Relationship :( 6 Hours)**

Measuring exchange rate movements, Factors influencing exchange rates. Government influence on exchange rates – exchange rates systems. International arbitrage and Interest rate parity- Relationship between inflation, interest rates and exchange rates – Purchasing Power Parity-International Fisher Effect.

**Module 3 Foreign Exchange Exposure and Management :( 6 Hours)**

Motives of Foreign Direct Investment. Management of Exposure: Transaction Exposure, Translation Exposure and Economic Exposure. Methods of hedging the exposure – overview of Derivatives in hedging in the risk –Forward contacts, swap, Options and future.

**Module 4 Exchange Markets and International Financial System :( 6 Hours)**

Overview of the other markets- Euro currency market, Euro credit market, Euro bond market, International Stock market. Evolution, Gold Standard, Bretton Woods’s system, the flexible exchange rate arrangements.

**Module 5 Foreign Direct Investment and Financing International Trade:(7 Hours)**

Foreign Direct Investment (Indian Perspective)- Payment methods of 40 international trade, trade finance methods, Export- Import bank of India, recent amendment in EXIM policy, regulations and guidelines.

**References:**

1. P.G.Apte, International Financial Management, Tata McGraw-Hill, New Delhi, 2004.

2. Alan C.Shapiro, Multinational Financial Management, 4/e, Prentice Hall India Private Ltd, 2004.

3. Jeff Madura, International Financial Management, 6 Edition, Thomson Publication.

4. Maurice D.Levi, International Finance, 3rd Edition, Tata McGraw-Hill, New Delhi, 2003.

5. Seth, International Financial Management Tata Mc Graw- Hill, New Delhi, 2003.

**HR ELECTIVES**

**TRAINING AND DEVELOPMENT**

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| **Semester** | **Course Code** | **Credits** | **Weight** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **III** | **PBA2121A** | **3** | **40** | **60** | **30** | **Elective** |

**Course Outcomes:**

After the course, the students will be able to:

**CO1**: Analyze various training models for the attainment of the strategic objectives of an organization.

**CO2**: Assess the training needs of the employees for designing an effective training model.

**CO3**: Apply various training and development methods for solving training related issues

**CO4**: Apply trainingevaluation methods for enhancingtheperformance of the organization

**CO 5**: Create a model for employees career development and organizational management development

## SYLLABUS

**Module1Introductionto Training:(7 Hours)**

Overview of training and development, Training process model, Trends in Training. Career opportunities in training. Aligning Training with Strategy. The Strategic Training and Development Process.

## Module 2 Training need analysis and Training Design:(6Hours)

Concept of Training Need Analysis(TNA). Needs Assessment Process. Organizational Analysis, Person Analysis, Task Analysis. Competency Models. Training Design: Organizational Constraints and Priorities, Budgeting, Developing objectives, Facilitation of learning.

## Module 3 Training and Development methods:(5Hours)

Training Methods: Traditional Training Methods: Presentation Methods, Audio Visual Techniques. Hands on Methods: On the job Training, Case study, Business Games, Simulation, Role Play, Behavior Modeling, Group Building Methods: Team Training, Adventure Learning E-Learning and Use of Technology in Training: Technology and collaboration, Computer Based Training -Online Learning, Artificial Intelligence and Virtual Reality based training

## Module4 Training Evaluation::(6Hours)

## Training Evaluation Process, Outcomes used in the evaluation of training programs: Kirkpatrick’s model, Philips model Reaction Outcomes, Learning or cognitive outcomes, Behavior and skill based outcomes, Affective outcomes, Results, Determining ROI and Cost Benefit analysis in the context of training.

## Module5 Career Development:(6Hours)

Concept of Career, Importance of career management, A model of career Development, Career stages. Career Management Systems: Self-assessment, Reality Check, Goal Setting, Action planning Roles of employees, managers, HR Managers, and the company in career management

## References:

1. Effective Training: Systems, Strategies and Practices, P. Nick Blanchard, James W Thacker, V. Anand RAM, 5thedition, Pearson, 2015.
2. EmployeeTraining and Development, [RaymondA.Noe](https://www.amazon.in/Raymond-A-Noe/e/B001IGJUY2?ref=sr_ntt_srch_lnk_1&qid=1627739414&sr=1-1), Amitabh Deo Kodwani, McGraw Hill Education7th Edition, 2018
3. Goldstein Irwin L, Trainingin Organizations Needs Assessment, Development & Evaluation, Wordsworth Publication
4. Lynton &Parekh, Training for Development, Sage Publication
5. Rao TV, Readings in HRD, Oxford &IBH
6. Robert L.Craig,A STD Training and Development, McGraw Hill Publication

**PERFORMANCE AND TALENT MANAGEMENT**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional**  **Hours** | **Type**  **of Course** |
| **CA** | **SEA** |
| **III** | **PBA2121B** | **3** | **40** | **60** | **30** | **Elective** |

**Course Outcome**

After the completion of the course students will be able to:

CO1:Identify the strategic performance indicators in an organizational context

CO 2: Design an effective performance management system

CO3: Evaluatetheperformanceofemployees with the support of various performance appraisal methods

CO4: Apply an effective talent management system to retain the top talents in organization

CO.5:Design a talent management model for an organization

**SYLLABUS**

**Module 1Concept of Performance Management :( 7 Hours)**

Overview of Performance Management -Dimensions of Performance Management -Process of Performance Management – Objectives & importance of Performance Management in Organizations -Prerequisites and characteristics of Effective Performance Management – Organizational, Functional and Individual Key Result Areas, Key Performance Indicators.

**Module 1Performance Management System:( 5 Hours)**

Competency based PMS –Characteristics, purpose, process and components- Functions Performance Management and Performance Appraisal, difference between Performance Appraisal &Potential Appraisal - Designing Appraisal Forms -Performance Measurement and Evaluation -Appraisal Communication: Feedback, Counseling & Coaching – Performance Linked Reward System - Best practices in PMS- E-PMS.

**Module 3Monitoring of Performance Management:( 6 Hours)**

Performance Monitoring- Assessment Center-Measuring performance- Criteria for performance measurement- Setting Organizational-Team & Individual Performance Standards- Methods for evaluating Performance – Role of HR Professionals in Performance Management-Performance Management as a tool for Employee Empowerment –

**Module 4Talent Management:( 6 Hours)**

Talent Management Concept, Scope &Objectives of Talent Management -Talent Identification, Integration & Retention – Consequences of Failure in Managing Talent -Tools for Managing Talent, Effective Talent Management System -Building Blocks of Effective Talent Management System in Public and Private Organizations

**Module 5Practices and Process of Talent Management:( 6 Hours)**

Factors and Aspects of Talent Management -Talent Management Process, Stages of Talent Management, Essentials of Talent Management Process -Talent Management System, Critical Success Factors to Create Talent Management System -Talent Management Practices in India – Case Studies.

**References:**

1. Armstrong M &BaronA., Performance Management and Development – Jaico Publishing House, Mumbai
2. G K Suri, C.S Venkataraman, N K Gupta, Performance Measurement and Management, Excel Books (P) Ltd.
3. Robert B, Performance Management, McGraw Hill Education India.
4. Berger L.A and Berger D.R – The Talent management handbook – McGraw Hill Education India
5. “T.V.Rao”, Performance Management & Appraisal Systems, Response Books.
6. “Herman Aguinis”, Performance Management, Pearson education.
7. “DewakarGoel”, Performance Appraisal &Compenstion Management, Prentice Hall of India.
8. “B.D.Singh”, Compenstion& Reward Management, Excel Books.
9. “R.K.Sahu”, Performance Management System, Excel Books.
10. “Srinivas. R. Kandula”, Performance Management”, PHI,Edited by Frances Neale, Hand book of Performance Management, Jaico Publishing.

**ORGANIZATIONAL CHANGE AND TRANSFORMATION**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional**  **Hours** | **Type**  **of Course** |
| **CA** | **SEA** |
| **III** | **PBA2121C** | **3** | **40** | **60** | **30** | **Elective** |

**Course Outcome**

After the completion of the course students will be able to:

**CO1:** Analyze organizational change in a cultural context.

**CO 2:** Evaluate change as a strategic tool in the context of global human resource planning

**CO 3**: Apply intervention strategies for teams and groups

**CO 4:** Apply various strategic plans for organizational development

**CO5:** Apply change management model for organizational transformation

**SYLLABUS**

**Module 1 Organizational Change and Culture:( 6 Hours)**

Necessity for Change, Factors affecting change, Organizational Factors affected by change, Impact of change on Structure, Communicative patterns and human relations, Significance of Culture during change

**Module 2 Change Perspectives:(7 Hours)**

Different perspectives related to change; changes as a Strategic Management ToolChange for internal re-organization; impact of change on Human Resources PlanningGlobal perspectives related to change; quality consciousness as an emerging catalyst for change, Determinants of Change, Types of change

**Module 3 Team Intervention Strategies:(6 Hours)**

Teams and Groups, Team building interventions; Leadership skills for team buildingSensitivity training (T - groups); Transactional Analysis; communication skills and group dynamics, Developmental Activities based on Simulations, Role plays and Games

**Module 4 Organizational Development for Planned Change:( 6 Hours)**

Organizational Development – Definition, Meaning, Historical Development and nature of OD, OD and MD, Diagnosis, Diagnosis Models, OD intervention strategies; - Grid O.D, T Group/Sensitivity Training, Survey Feedback, Process Consultation

**Module 5 Organizational Transformation:( 5 Hours)**

Transaction and transformation; First Degree and Second Degree Changes, Transformation Leadership styles; Change cycles; Leadership patterns and Transformational strategies, Resistance to Change; Forces for Change-Overcoming Resistance, Model of Organizational Change; Kurt Lewin Model and Force Field Analysis, 7 Stage models, Burke-Litwin model, Porras and Robbortson, Kotter Model

**References:**

1. Cummings & Worley: Organization Development & Change; 9th Edition; Cengage

2. Wendell L. French, Cecil H. Bell, Jr., Robert A. Zawacki; (2012); Organization Development & Transformation – Managing Effective Change;4th Edition; Tata McGrawHill

3. Gareth R.Jones, ‘Organisational Theory’, Design & Change, Pearson Education.

4. Adrian Thornhill, Phil Lewis, Mike Millmore and Mark Saunders, ‘Managing Change: A

Human Resource Strategy Approach’, Wiley.

5.Robert A Paton, James McCalman, ‘Change Management; A guide to effective

implementation’, Response books

6. W Warner Bruke, Organizational Change: Theory and Practice, Sage Publications

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| **Semester** | **Course Code** | | **Credits** | **Marks** | | **Instructional**  **Hours** | **Type**  **of Course** |
| **CA** | **SEA** |
| **III** | | **PBA2121D** | **3** | **40** | **60** | **30** | **Elective** |

**COMPENSATION MANAGEMENT**

**Course Outcome**

After the completion of the course students will be able to:

**CO 1:** Demonstrate the procedures involved in the formulation of compensation strategy

**CO2:** Evaluate job based structures and person based structures for designingcompensation

**CO3:** Sketch the components of compensation, incentives and fringe benefits

**CO4:** Examine the compensation related legal regulationsin India.

**CO5:** Design a compensation management model for an organization in the international context

**SYLLABUS**

**Module1 Compensation Strategy Formulation (5Hours)**

Concept of Compensation, Forms of pay. Base compensation, Relational returns from work. Strategic choices, developing a total compensation strategy: Assess total compensation implications, Map a compensation strategy, Strategy Implementation, Reassessment

**Module2 Job Evaluation: (6 Hours)**

Concept of Job Evaluation, Job Based structures: Content, Value and External Market links, Single versus multiple plans, Ranking, Classification and point methods. Person based structures: Skill plans, Competencies, Competency analysis, Compensation Strategy: External competitiveness, Labor market factors, Competitive pay policy alternatives.

**Module 3 Compensation Components :(7 Hours)**

Pay for Performance: Total reward system, Components of total reward system Designing a pay for performance plan. Fringe Benefits – Definition, Objectives, Individual incentive plans, Team incentive plans, gain sharing plans, profit sharing plans, Employee stock ownership plans. The benefit determination process: Key considerations, Components of wage and benefits structure

**Module 4 Laws Related to Compensation :(6 Hours)**

Statutory Provisions related to Wages– The Code on Wages (2019): Chapter 2 -Minimum wages, Chapter 3 - Payment of wages, Chapter 4 - Payment of Bonus

**Module 5 International Pay Systems: (6Hours)**

The social contract: Centralized or localized decision making, ManagerialAutonomy,ComparingCosts and systems, Strategic Market mind set, Expatriate pay: Elements of expatriate compensation, The balance sheet approach

**References:**

1. Milkovich.G;Newman.JandRatnam, C.S.V,Compensation,TataMcGrawHill,9thEdition.
2. The Code on wages (2019)
3. Belchor,DavidW.“CompensationAdministration”,PrenticeHall,EnglewoodCliffs.
4. Armstrong,M.&Murlis,H.RewardManagement:AHandbookofSalaryadministration,London:Kegan Paul.
5. Bhattacharya,CompensationManagement,OxfordPress.
6. Henderson,R.I.CompensationManagementinaKnowledgeBasedWorld.NewDelhi:PearsonEducation

**GLOBAL HUMAN RESOURCE MANAGEMENT**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional**  **Hours** | **Type**  **of Course** |
| **CA** | **SEA** |
| **III** | **PBA2121E** | **3** | **40** | **60** | **30** | **Elective** |

**Course Outcome**

After the completion of the course students will be able to:

**CO 1**: Differentiate the approaches of domestic and international human resource management.

**CO 2**: Examine the various selection techniques followed by global organizations.

**CO 3**: Design a model for performance, training and compensation management in a global context.

**CO 4**: Design appropriate HR strategies to manage virtual organizations.

**CO 5**: Examine the HRrelated legal regulationsin the context of ILR

**SYLLABUS**

**Module 1 International HRM:( 6 Hours)**

Defining International Human Resource Management Difference between International HRM andHRM-Influences of international business and stages of Internationalization-Organizational Context of International HRM -The Path to GlobalStatus-Domestic versus International- HRM-Cross cultural differences in the work place.

**Module 2International Staffing:(7 Hours)**

International Human Resource Planning**-** Staffing International Operations -Recruiting and selecting for International Assignments -International Training and Development-The role of Expatriate, Repatriation Process and Career issues- Linking International Assignments with Organizational Strategy- Issues in supply of International Human Resources-Why do MNCs need different category of employees.

**Module 3 Key Areas on International Human Resources:(6 Hours)**

Challenges in International Performance Management**-**Performance Management in Multinational Organizations-Performance Management of International Employees- Appraisal of International Employees-Global Training – Areas of Global Training and Development- Developing Staff through International Assignments-Components of an International Compensation –Complexities in International compensation management -Approaches to InternationalCompensation.

**Module 4 Managing HR in Virtual Organizations:(6 Hours)**

Meaning, Types of virtualOrganization-Difference between traditional& virtual organizations – Advantages & Disadvantages of VirtualOrganizationsFeatures ofvirtual organization -Managing HR in virtualorganization.

**Module 5International Labor Organization (Ilo) And International Labor Relations :( 5 Hours)**

Shifts in Global Business- Shifts in Human Resource Management- Shifts in Industrial Relations-Trade unions and InternationalHR-The response of Trade unions to multinationals -Issue of SocialDumping-Impact of Digital Economy - Various Agreements on International Labor Standards.

**References:**

1. N. Sengupta &Mousumi S. Bhattacharya – International Human Resource Management - Excel Books
2. Dowling, P.J and Welch, D.E – International Human Resource Management, Cengage Learning, Thompson.
3. Paul Sparrow., Chris Brewster and Hillary Harris – Globalizing Human Resource Management. Rout ledge Taylor & Francis Publication.
4. P.L. Rao – International Human Resource Management, Excel Books.
5. International Human Resource Management by K.Aswathappa and Sadhana Dash, Tata McGraw Hill
6. International Human Resource Management by P Subba Rao, Himalaya Publishing House.
7. International Human Resource Management, Peter Dowling and Denice Welch, Cengage Learning
8. International Human Resource Management, Tony Edwards, Pearson Education
9. Global Human Growth Model, M.N Rudrabasavaraj, Himalaya
10. International Human Resource Management, Monir Tayeb, Oxford

**INDUSTRIAL RELATIONS AND LABOUR LAW**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional**  **Hours** | **Type**  **of Course** |
| **CA** | **SEA** |
| **III** | **PBA2121F** | **3** | **40** | **60** | **30** | **Elective** |

**Course Outcome**

After the completion of the course students will be able to:

**CO1:** Apply appropriate industrial relations approaches in the organizational context

**CO2**: Apply relevant clauses under the Industrial Relation Code (2020) related to Industrial Disputes.

**CO3:** Apply relevant clauses under Industrial Relation Code (2020) related to trade unions

**CO4: A**pply various Socialsecuritymeasures inIndia in the context of the code on social security 2020

**CO5:**Analyzetheprovisionsof the Occupational safety, Health and Working Conditions Code, 2020

**SYLLABUS**

**Module1 Introductionto IndustrialRelation:(7Hours)**

Industrial Relations – Meaning – Nature and Various Approaches to Industrial Relations –HumanRelationsApproach,GandhianApproach,Dunlop’sSystemApproach,Unitary,Pluralistic, and Marxist Perspectives of Industrial Relations.

**Module2IndustrialDisputes (Industrial relation code 2020) :(5Hours)**

Industrial Relations Code (2020): Important Definitions (Chapter 1), Voluntary Arbitration (Chapter6), Mechanism for resolution of Industrial Disputes (Chapter 7), Strikes and Lockouts (Chapter 8)

**Module3TradeUnions (Industrial relation code 2020) :( 6Hours)**

Industrial Relations Code (2020): Chapter 3: Incorporation of a registered Trade Union, Recognition of negotiating union or negotiating council, Rights&Liabilities of Registered Trade Unions in India, Adjudication of disputes of Trade Unions. Recognition of Trade Unions at Central and State level.

**Module 4 The Code on Social Security (2020) (6 Hours)**

Employees State Insurance Corporation (Chapter 4): Employees’ State Insurance Fund, Contributions, Benefits: Accidents and Occupational diseases, Dependants' benefit, Medical benefit, Gratuity (Chapter 5): Payment of gratuity, Continuous service. Nomination, Determination of amount of gratuity, Compulsory insurance.

**Module 5 The Occupational safety, Health and Working Conditions Code, 2020**

Important Definitions (Chapter 1), Duties of employer and employees (Chapter 3), Occupational safety and health (Chapter 4), Health, Safety and Working Conditions (Chapter 5), Welfare provisions (Chapter 6), Hours of work and annual leave with wages (Chapter 7), Maintenance of registers, records and filing of returns (Chapter 8)

**References:**

* + - 1. Venkataratnam C.S., Manoranjan Dhal–Industrial Relations: Textand Cases, OxfordUniversityPress, New Delhi
      2. Sinha P.R.N., InduBala Sinha, Seema Priyadarshini Shekhar - Industrial Relations, Trade Unions and Labour Legislation – Pearson
      3. Sharma R.C. - Industrial Relations and Labour Legislation - PHI Learning
      4. P.SubbaRao– Human Resources Management&IR , S. Chand, NewDelhi.
      5. Malik K.L. –IndustrialLawsandLabourLaws,EasternBookCompany,Lucknow
      6. SrivastavaS.C.–Industrial Relations &LabourLaws, Vikas Publishing House(P)Ltd.
      7. Garry Dessler, Biju Varkey - Human Resource Management15th Ed – Pearson
      8. Taxmann’s New Labour and Industrial Laws, 2022

**MARKETING ELECTIVES**

**SALES MANAGEMENT**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **III** | **PBA2122A** | **3** | **40** | **60** | **30** | **Core** |

**Course outcomes:**

After completing the course, the students shall be able to:

**CO 1:**Suggest appropriate selling method based on the selling situations

**CO 2:**Examine the sales person’s role in maximizing the sales productivity.

**CO 3:** Develop a plan for sales force management.

**CO 4:** Design a sales process for a product/ service

**CO 5:** Formulate objection handling & Negotiation strategies for sales

**SYLLABUS**

**Module 1 Introduction to Selling :( 6 Hours)**

Basics of Selling: Importance of Selling. Role in the context of organization – survival and growth. Types of Selling - Different in selling situations, new business versus service selling, Newton’s classification of sales types, McMurry & Arnold’s classification of selling types, Consumer indirect selling, Industrial selling, Missionary, Sales Team/group selling Merchandising, Telesales, Franchise selling, International selling.

**Module 2 Sales Manager and Sales Person:( 4 Hours)**

Role of sales manager and sales people; functions of sales manager, functions of sales person, - Attributes of a Good Salesperson - Personality & physical characteristics, Maximizing Productivity in a Sales Role

**Module 3 Sales Operations: (6 Hours)**

Management of Sales Territory & Sales Quota: Sales territory, meaning, size, designing, sales quota, procedure for sales quota. Types of sales quotas, Methods of setting quota. Recruitment and selection of sales force, Training of sales force. - Sales force motivation and compensation:

**Module 4 Personal Selling:( 6 Hours)**

Sale Process- prospecting, pre-approach & approach, selling sequence, psychology of customers, Developing Your Script, Mailers, Pre-Call Planning, Generating Appointments. Identifying Key Individuals –Pre-sales process- Prospecting, Influencers and Decision Makers, talking to the Right Individuals, making that Good First Impression, How to Win Friends and Influence People, Dale Carnegies Six Principles of Relationship.

**Module 5 Objection Handling (8 Hours)**

Analyzing the Reasons for Objections, Objection Handling, Uncovering Objections, Seven Types of Objections, Turning Objections into Selling Opportunities. Selling Techniques: Cross Selling, Up Selling, Value Added (Suggestive) Selling, Problems with Positional Bargaining, Opening Up the Negotiation, Approaches to Better Negotiation, Reverse Psychology in Negotiation. How to Construct a Sales Proposal, Important Factors to Consider, Putting It All Together.

**REFERENCES:**

1. Sales Management by Charles, Futrell, 6/e, Thomson South Western, 2003.
2. Sales & Distribution Management, Tapan K. Panda & Sunil Sahadev, 6/e, OxfordUniversity Press.
3. Managing of Sales Force by Spiro Stanton Rich, 11/e, TMH, 2003.
4. Sales & Retail Management, an Indian perspective by Dr.S.L Gupta, 1/e, Excel Books,2007.
5. Salesmanship and Sales Management-P.KSahu& K C Raut, 3/e, Vikas PublishingHouse3.
6. Sales Management-Douglas J Dalrymple, William L Crowe-John Wiley & Co.
7. Selling & Sales Management, Geoffrey Lancaster & David Jobber, Macmillan India Ltd.

**RETAIL BUSINESS MANAGEMENT**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **III** | **PBA2122B** | **3** | **40** | **60** | **30** | **Elective** |

**Course outcome:**

After completing the course, the students shall be able to:

**CO 1:** Examine the Challenges and opportunities of retail sector

**CO 2:** Design appropriate retail format in a competitive environment

**CO 3:** Analyse the retail shopper behaviour for designing the marketing strategies

**CO 4:** Design shop management techniques for maximizing the efficiency of a retail outlet.

**CO 5:** Design appropriate marketing strategies for retail organizations

**SYLLABUS**

**Module I Introduction: (5 Hours)**

An overview of Global Retailing – Challenges and opportunities – Retail trends in India – Socio economic and technological Influences on retail management – Government of India policy implications on retails.

**Module 2 Retail Formats: (6 Hours)**

Organized and unorganized formats – Different organized retail formats – Characteristics of each format – Emerging trends in retail formats – MNC's role in organized retail formats.

**Module 3 Retailing Decisions: (6 Hours)**

Choice of retail locations - internal and external atmospherics – Positioning of retail shops – Building retail store Image - Retail service quality management – Retail Supply Chain Management – Retail Pricing Decisions. Merchandising and category management – buying.

**Module 4 Retail Shop Management: (7 Hours)**

Visual Merchandise Management – Space Management – Retail Inventory Management – Retail accounting and audits - Retail store brands – Retail advertising and promotions – Retail Management Information Systems - Online retail – Emerging trends.

**Module 5 Retail Shopper Behaviour: (6 Hours)**

Understanding of Retail shopper behavior – Shopper Profile Analysis – Shopping Decision Process - Factors influencing retail shopper behavior – Complaints Management - Retail sales force Management – Challenges in Retailing in India.

**REFERENCES:**

1. Chetan Bajaj, Rajnish Thuli, Nidhi Varma Srivastava – Retail Management – Oxford Publishing, India
2. Michael Levy, Barton Weitz, Retail Management, McGraw Hill
3. Barman, Evans &Mathur – Retail Management- A Strategic Approach, Pearson Publications
4. David Gilbert – Retailing Management – Pearson Education
5. K.V.S. Madaan – Fundamentals of Retailing – Tata McGraw Hill
6. Berman B., Evans J.R. –Retail Management – Pearson Education
7. Newman A.J. &Kullen P. – Retailing: Environment & Operations – Vikas Publishing

**DIGITAL MARKETING**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **III** | **PBA2122C** | **3** | **40** | **60** | **30** | **Elective – Practical** |

**Course outcome**

After completing the course, the students shall be able to:

**CO1:** Create a digital marketing plan for a company

**CO2:** Create content marketing campaigns for companies

**CO3:** Do SEO and rank a website/blog for keywords

**CO4:** Do Google Ads and achieve marketing goals

**CO5:** Do social media marketing and achieve marketing goals

**SYLLABUS**

**Module 1 Digital marketing plan**

Goals, Advantages & Limitations, benefits of learning digital marketing, Difference between

traditional & digital marketing. Contents of digital marketing. Opportunities in digital marketing. Digital marketing goals. Components of digital marketing plan.

**Module 2 Content Marketing**

Content marketing - blog, website, videos, e-books, webinars images, infographics. Blog creation, Website creation - Domain, Hosting, SSL, WordPress, Wix. YouTube channel creation. Content promotion.

**Module 3 SEO**

What is SEO? SERP, How Search Engines Work? History of SEO-Black Hat, White Hat and

Grey Hat SEO. Indexing & Crawling, Google Search Console, Keywords, Long Tail Keywords, Keyword Density, Content-Length, Keyword Stuffing, SEO Content Structure, Keyword Research, SEO competitor analysis & Backlink Audit. ON Page SEO Optimization.

Off-Page Optimization. Checking rankings. Local SEO - Google My Business Listing, Reviews & Post at GMB.

**Module 4 Google Ads**

Google Ads, Why Market Your Business with Google Ads? How Google Ads Works, Ads Account Setup, Keyword Research & Planning, Competition Analysis, Keyword match types - Broad match, exact match, phrase match, negative keywords, Campaigns, Adgroups, Ads, Search Ads, AdRank, Quality score of search ads. Google display network and display ads, Shopping Ads - Google merchant center, Re-marketing, Video/YouTube Advertising. Remarketing campaign

**Module 5 Social media marketing**

Choosing Platforms. Social Media Accounts – Types of Profiles: Personal, Business, Groups,

Events. Social Media Profile – Social Media Actions - Post, Comment, Share, Like, Tag, Hashtag, Good Practices in Social Media Marketing, LinkedIn Marketing & Ads, Twitter Ads, Instagram Ads &Organic, Facebook Ads, YouTube Marketing, Pinterest, WhatsApp for Business. Social Media Management, Automation Using Hootsuite, Buffer, Sprout. Giveaways and Competition. Influencer marketing. CRM

**REFERENCES:**

1. Dave Chaffey & Fiona Ellis, Digital Marketing: Strategy, Implementation & Practice, Pearson
2. Lon Safko, The Social Media Bible: Tactics, Tools, & Strategies for Business Success
3. Eric Enge, Art of SEO (3rd edition)
4. David Meerman Scott, The New Rules of Marketing and PR
5. Ryan Deiss and Russ Hennesberry, Digital Marketing for Dummies
6. Cory Rabazinsky, Google AdWords for Beginners: A Do-It-Yourself Guide to PPC Advertising
7. Dominik Kosorin, Introduction to Programmatic Advertising
8. Jan Zimmerman and Deborah Ng, Social Media Marketing All-In-One for Dummies
9. Eric Enge, Stephan Spencer, Jessie Stricchiola, The Art of SEO, O’Reilly Media Inc
10. Simon Kingsnorth, Digital Marketing Strategy - An Integrated Approach to Online Marketing
11. Vishaw Deepak, The Tools and Modules of Digital Marketing: A definitive guide to learning the art of digital marketing for beginners
12. Katie Lance #GetSocialSmart: How to Hone Your Social Media Strategy
13. Pat Flynn, Superfans: The Easy Way to Stand Out, Grow Your Tribe, and Build a Successful Business
14. Blanchard Olivier, social media ROI: Managing and Measuring Social Media Efforts in Your Organization (Que Biz-Tech)
15. Alan Carter, Affiliate Marketing: The Simple Way to Make Money Online

**INTEGRATED MARKETING COMMUNICATION**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **III** | **PBA2122D** | **3** | **40** | **60** | **30** | **Elective** |

**Course outcome**

After completing the course, the students shall be able to:

**CO 1:** Prepare anIMC campaign plan for an organization

**CO 2:** Design an effective advertisement using various advertising strategies

**CO 3:** Prepare an effective sales promotion & public relations plan for a company

**CO 4:** Critically evaluate the effectiveness of an IMC campaign.

**CO 5:** Appraise the suitability of different advertising agencies for an IMC campaign

**SYLLABUS**

**Module 1 - Digital marketing plan**

Goals, Advantages & Limitations, benefits of learning digital marketing, Difference between

traditional & digital marketing. Contents of digital marketing. Opportunities in digital marketing. Digital marketing goals. Components of digital marketing plan.

**Module 2 - Content Marketing**

Content marketing - blog, website, videos, e-books, webinars images, infographics. Blog creation, Website creation - Domain, Hosting, SSL, WordPress, Wix. YouTube channel creation. Content promotion.

**Module 3 - SEO**

What is SEO? SERP, How Search Engines Work? History of SEO-Black Hat, White Hat and

Grey Hat SEO. Indexing & Crawling, Google Search Console, Keywords, Long Tail Keywords, Keyword Density, Content-Length, Keyword Stuffing, SEO Content Structure, Keyword Research, SEO competitor analysis & Backlink Audit. ON Page SEO Optimization.

Off-Page Optimization. Checking rankings. Local SEO - Google My Business Listing, Reviews & Post at GMB.

**Module 4 - Google Ads**

Google Ads, Why Market Your Business with Google Ads? How Google Ads Works, Ads Account Setup, Keyword Research & Planning, Competition Analysis, Keyword match types - Broad match, exact match, phrase match, negative keywords, Campaigns, Adgroups, Ads, Search Ads, AdRank, Quality score of search ads. Google display network and display ads, Shopping Ads - Google merchant center, Re-marketing, Video/YouTube Advertising. Remarketing campaign

**Module 5 - Social media marketing**

Choosing Platforms. Social Media Accounts – Types of Profiles: Personal, Business, Groups,

Events. Social Media Profile – Social Media Actions - Post, Comment, Share, Like, Tag, Hashtag, Good Practices in Social Media Marketing, LinkedIn Marketing & Ads, Twitter Ads, Instagram Ads &Organic, Facebook Ads, YouTube Marketing, Pinterest, WhatsApp For Business. Social Media Management, Automation Using Hootsuite, Buffer, Sprout. Giveaways and Competition. Influencer marketing. CRM

**REFERENCES:**

1. KennethE.Clow&DonaldE.BaackIntegrated Advertising, Promotion&Marketing Communication8e–Pearson Education, New Delhi
2. SemenikRichard. –Promotion IntegratedMarketing Communications–Thomson
3. BatraMyers&AakerDavid –AdvertisingManagement–Pearson/ PrenticeHall
4. BelchGeorgeE&BelchMichaelA.–AdvertisementandPromotion:AnIntegratedMarketingCommunicationPerspective–Tata McGraw Hill
5. KrutiShah,AlanD’Souza–Advertising&Promotions: AnIMCPerspective–TataMcGrawHill
6. JournalofMarketingCommunications–Taylor&Francis
7. S.A. Chunawalla–FoundationofAdvertisementTheoryandPractices–HimalayaPublishingHouse
8. DonS.–SalesPromotionEssentials–McGrawHill

**CONSUMER BEHAVIOUR**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **III** | **PBA2122E** | **3** | **40** | **60** | **30** | **Elective** |

**Course outcome**

After completing the course, the students shall be able to:

**CO 1:** Analyze consumer behavior for proper marketing decisions

**CO 2:** Analyze the psychological influences on consumer behavior

**CO 3:** Analyze the sociological influences on consumers behavior

**CO 4:** Examine the influence of a group on consumer behavior

**CO 5:** Appraise the significance of consumer rights and protection in a competitive market.

**SYLLABUS**

**Module 1 Understanding Consumer Decision Making: (5 Hours)**

Relevance of Consumer Behaviour in Marketing Decisions, Buyer Decision Roles, Factors Determining Consumer Buying Decision – Illustrations. Consumer Buying Decision Process –– Levels of Consumer Decision Making -The changing patterns of consumer Behaviour in the context of evolving Indian Economy, the internet, e-commerce, and information technology and the changing consumer marketplace

**Module 2 Individual Determinants of Consumer Behaviour: (6 Hours)**

Personality and Self-concept, Role in Purchase Decisions, Personal Values & Consumption- Role of Memory, Learning, and Perception in Consumer Behaviour, Motivation and Consumer behaviour Attitudes & Beliefs – Its Impact on Consumer Behaviour

**Module 3 Sociological Influences on Consumer Behaviour: (6 Hours)**

Culture & Sub-Culture and its Impact on Consumer Behaviour, Promotions and Communication by Marketers based on Culture in India – Case Studies, Social Class and its Relevance on Consumer Behaviour, Discussion on Many Facets of Changing Indian Consumer

**Module 4 Group Influences on Consumer Behaviour: (6 Hours)**

Reference group influence in buying decisions, Factors affecting reference group and Its benefits and application, Opinion leadership, Diffusion of innovation, Consumer Relevant Groups, Factors Affecting Group Influence, Family Life Cycle and Purchasing Decisions, Role of Family in Buyer Behaviour

**Module 5 Consumer Rights and Indian Consumer: (7 Hours)**

Consumerism – Concept & Evolution, Consumer Rights in India, Recent trends in Consumer Rights Protection, Indian Consumer – Demographic and Socio-Economic Behaviour, Living Standard Measures (LSM), Characteristics of Bop Consumers in India

**REFERENCES:**

1. Schiffman L.G. and Kanuk L.L. Consumer Behaviour, 11th Edition, Pearson Education, New Delhi.
2. RamanujMajumdar, Consumer Behaviour, Prentice Hall of India, New Delhi, 2011
3. Jay D. Lindquist, M. Joseph Sirgy (2009), Consumer Behaviour, Latest Indian Edition, Cengage Learning
4. Loudon and Della Bitta, Consumer Behaviour: Concepts and Applications, Tata McGraw Hill, New Delhi
5. Assael, H. Consumer Behaviour and Marketing Action, Ohio, South Western.

**SERVICE MARKETING**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **III** | **PBA2122F** | **3** | **40** | **60** | **30** | **Elective** |

**Course outcome**

After completing the course, the students shall be able to:

**CO 1:** Appraise the marketing challenges associated with different service characteristics

**CO 2:** Analyse the consumer buying behaviour in the service-marketing context.

**CO 3:** Design an appropriate Service Marketing Mix for a service firm.

**CO 4:** Propose a quality improvement plan for a service firm

**CO 5:** Examine various marketing practices in key service industries in India

**SYLLABUS**

**Module 1 Introduction: (7 Hours)**

Definition –– Nature and Scope of Services – Unique characteristics of services - Challenges and issues in Services Marketing- Classification of Services- Service Economy – Evolution and growth of service sector in India

**Module 2 Buyer Behaviour & Selecting Service Markets: (6 Hours)**

Three Stage Model of Service Consumption – Pre-Purchase Stage, Service Encounter Stage, Post-Encounter Stage- Customer Expectations & Zone of Tolerance – Determinants of Customer Expectations- Customer Driven Services Marketing Strategies- Segmentation Targeting & Positioning (STP) in Services

**Module 3 Service Marketing Mix: (5 Hours)**

Creating Service Products – The Flower of Service -– Role of Customer in Value Creation - Branding of Services-Distributing Services through Physical & Electronic Channels - Pricing of Services – Cost, Value & Competition Based Pricing - Service Marketing Communications - Services Marketing Communication Mix

**Module 4 Extended Services Marketing Mix and Service Quality: (6 Hours)**

Process in Services – Service Blueprint - Crafting Service Environment – The Servicescape Model – Dimensions of Service Environment- Managing People for Service Advantage – Cycle of Failure, Mediocrity & Success - Developing Customer Relationships -– Wheel of Loyalty – Service Recovery - Service Quality – Measuring Service Quality – GAPS Model – SERVQUAL Model – Measuring & Improving Service Productivity.

**Module** **5Application of Services Marketing Frame to Service Industries: (6 Hours)**

Marketing of Tourism, Travel & Transportation Services 5.2 Marketing of Financial Services – Banking, Insurance, Mutual Funds - Communication & Information Services – Telecom, Postal, Courier, Cable TV Services 5.4 Marketing of Professional Services- – Healthcare, Consultancy, IT, Promotion 5.5 Marketing of Educational Services – Charity & Social Services Marketing

**REFERENCES**

1. Christopher Lovelock, Jochen Wirtz, Jayanta Chatterjee – Services Marketing: People Technology Strategy – Pearson 8e
2. Harsh V. Varma – Services Marketing – Text & Cases – 2nd Ed. – Pearson
3. Marie J. Bitner, Valarie A. Zeithaml – Services Marketing – Tata McGraw Hill
4. Helen Woodruffe – Services Marketing – MacMillan
5. Adrian Payne – The Essence of Services Marketing – Prentice Hall India
6. Ravi Shankar – Services Marketing: The Indian Perspective – Excel Books, New Delhi
7. Govind Apte – Services Marketing – Oxford University Press
8. Rampal M.K. & Gupta S.L. – Services Marketing – Galgotia Publications, New Delhi

**OPERATIONS ELECTIVES**

**SUPPLY CHAIN MANAGEMENT**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **III** | **PBA2123A** | **3** | **40** | **60** | **30** | **Elective** |

**Course Outcomes**

After the completion of the programme, the students shall be able to:

**CO1:**Discuss theimpact of supplychain drivers

**CO2:** Prepare a procurement Planandimplementationstrategies for a firm.

**CO3:**Design logistics and warehousesystem for an organization.

**CO 4:**Design a distribution network for a firm.

**CO 5:** Measure supply chain performance of a logistic network

**SYLLABUS**

**Module 1 Introduction to Supply Chain Management: (5 Hours)**

Concept of supply chain, Growth of Supply chain, Function of SCM, Value chain for Supply Chain Management, Bull Whip Effect - Causes and Solution, Supply Chain Drivers – Facilities, Inventory, Transportation, Information, Sourcing, Pricing.

**Module 2 Procurement Planning & Implementation: (6 Hours)**

Procurement Policies, Supplier selection, Reverse auction, Spend analysis, Kraljic’s Matrix, Supplier performance assessment. Contract negotiation and management, out sourcing Benefits and risks, E-Procurement-Types of E-markets, Procurement fraud- detection and prevention, best Practices in Procurement.

**Module 3 Logistics and Warehouse Management: (6 Hours)**

Logistic management and how it creates value, Functional areas of logistics and their interrelationship, Types of logistical arrangements, Logistics partnerships 3PL, 4PL and emergence of 5 PL. Reverse Logistics, Role of transportation in a supply chain, Modes of transportation and its choice, Design options for transportation networks.

Warehousing and its role in logistical system, Principles of warehouse design, type of warehouses, Warehouse design considerations, Warehouse decisions, Security Safety and Maintenance of warehouse.

**Module 4 Designing Distribution Networks: (7 Hours)**

Role of distribution in supply chain, Factors influencing distribution network design, Design Options in Distribution network, designing supply chain Network – Design Decision in supply chain network, Factors influencing network design. Framework for Network design decisions, Risk management in Global supply chains.

**Module 5 Supply Chain Performance Measurement Categories and Recent Trends: (6 Hours)**

Frame work for measuring supply chain performance, SCOR Model and Supply chain performance metrics, Virtual supply chains, Green Logistics, Agile – the new lean supply chain, closed loop or Cradle-to-Cradle supply chain, Omni channel supply chain.

**References:**

1. Supply Chain Risk Management, Vulnerability and Resilience in Logistics, Donald Walters

2. Manufacturing Operations and Supply Chain Operations, The Lean Approach, David Taylor and David Brunt.

3. Donald J Bowersox, David J Closs, M Bixby Cooper, Supply chain Logistics Management

4. David Simchi- Levi, Philip Kaminsky, Edith Simchi – Levi, Designing &Managing the supply chain concepts strategies & Case studies.

**TOTAL QUALITY MANAGEMENT**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **III** | **PBA2123B** | **3** | **40** | **60** | **30** | **Elective** |

**Course Outcomes**

On successful completion of the course, the students will be able to:

**CO1:** Analyze TQM strategies in a firm

**CO2:**ApplyTotal Quality Management (TQM)tools in an organization

**CO3:**Develop a house of quality for product development.

**CO4:**Propose asix-sigma implementationplan for qualityenhancement.

**CO5:**Discussthedifferent types ofqualityawardsand qualityaudits

**SYLLABUS**

**Module 1 Introduction to Quality: (6 Hours)**

QualityManagement–Concept,Features,Dimensionsof Quality. Keyelementsoftotalquality,TQMstrategies,Customersatisfaction,Employee Participation. Quality Gurus, Deming’s Principles Total QualityManagement.Juran’sTrilogy, Crosby’sprinciplesonQualityManagement. CostofQuality

**Module 2 SevenToolsof TQM: (7 Hours)**

SevenToolsofAnalysis–ControlChart,ParetoDiagram,IshikawaDiagram,Histogram, FlowCharts,Scatter Diagram, and Stratification. –New Seven Analysis tools. StatisticalQualityControl (SQC)Concepts.

**Module 3 TQMPractices: (6 Hours)**

Benchmarking-Types,Reasons,Process. QualityFunctionDeployment (QFD)–Benefits, QFDProcess, HouseofQuality. FailureModeandEffectAnalysis (FMEA).TauguchiQualityLoss Functions. TotalProductiveMaintenance (TPM)–Concepts,Objectives,FundamentalElements, TotalPreventiveMaintenance,Components, 5S, KAIZEN, POKAYOKE.

**Module 4 SixSigma andTQM: (6 Hours)**

SixSigma-Origin,Goals of SixSigma,RootcauseAnalysis, Needfor Six Sigma. RoleofSixSigma greenbelts,Black belts,MasterBlack belts,Championsin Six sigma implementation. SixSigma, Methodology-DMAICApproach,SIPOCconcept,Voiceof Customer, concepttof sigma rating, Six sigma in Service Sector-Successful implementation of sixsigmain global companies.

**Module 5 TQMAwardsand Audit: (5 Hours)**

Qualityawards– RajivGandhiNationalQualityAward. DemingApplicationPrize. European Quality Award, and Malcolm Baldrige NationalQualityAward.SO 9001, ISO14000, Future of quality system audit. Auditobjectives, TypesofQualityaudit,QualityAuditor,Auditperformance

**References:**

1. DaleH Besterfield, *TotalQualityManagement*Pearson Education,NewDelhi.
2. JuranJosephM,*TotalQualityManagement,*McGrawHill.
3. Jain, *Quality Control and Total Quality Management*, Tata McGraw Hill Thomas Pyzdek, SixSigmaHandbook, McGrawHillEducationIndiaPvtLtd., 2015
4. Arora K.C,*Total Quality Management,* Katson books,2016 edition.

**PROJECT MANAGEMENT**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **III** | **PBA2123C** | **3** | **40** | **60** | **30** | **Elective** |

**Course Outcomes**

On successful completion of the course, the students will be able to:

**CO1:**Appraisethe different elementsofprojectmanagement

**CO2**: Apply various project selection methods for a firm

**CO3:** Create a simulative project using scheduling and networking techniques

**CO4**:Measurethe performanceof aproject using suitabletools

**CO5**:Prepareaprojectreportafter completionoftheproject

**SYLLABUS**

**Module1 Introduction to Project Management: (7 Hours)**

Projects- Defining Projects, Characteristics of projects, Projects vs. Operations, Types ofProjects, Project life cycle, Determinants of Project Success. Project stakeholders, Project Management- Defining Project Management, Project Manager- Project managements Skills& Leadership traits, Understanding terms Program Management and Portfolio management.

**Module 2 Project Selection and Planning: (5 Hours)**

Generation and screening of projectidea, Project Selection- Theoretical knowledge in the Non-Financial techniques of Project Selection- Check list method, Simplified Scoring model, Analytical Hierarchy Process, ProfileModel, Project Planning –Elements of Project Plan, Project Organization Structure- Project organization and matrix organization advantages and limitations, Project Risks – Analysis of project risk, Firm risk and Market risk, Cost benefit analysis, Steps in Risk management, Methods of Mitigating risks

**Module 3 Project Implementation: (6 Hours)**

Project implementation: Estimating Project Budgets, Process of cost estimation, Scheduling: Gantt Charts –Constructing Gantt charts. Advantages and limitation of Ganttcharts, Network Techniques PERT and CPM, Risk analysis usingsimulation, Project Control Process, Purpose of Project Execution and Control

**Module 4 Project Process: (6 Hours)**

Planning - Monitoring - Controlling cycle, Project control: types of control processes, Project Evaluation **–** Project performance evaluation Tools- S Curve, Milestoneanalysis, Conceptual knowledge of Earned value management method. Project auditing: Construction and use of audit report, Projectaudit life cycle, Essentials of audit andevaluation

**Module 5 Project Completion: (6 Hours)**

Project Termination **–**Types of termination, Natural Termination- The Closeout process- Handing over, gaining acceptance, harvest benefit, Review, record and Disbandingteam, Hindrance to effective close out. Early Termination **–** Decision rules for early termination, shuttingdown projects, Emotional issues, Claims disputes and protections available to organizations, Project Final Report**-** Objectives and importance of Final report, Elements in Finalreport

**References:**

1. A Guide to the Project Management Body of Knowledge: PMBOK® Guide (Fifth Edition) Juran Joseph M, *Total Quality Management,* McGrawHill.
2. Project Management – Achieving Competitive Advantage, JeffreyPinto.
3. Advanced Project Management- A Structured approach, Frederick Harrison and Denislock.
4. Project Management – A Systems Approach to Planning Scheduling and Controlling, Harold Kerzner

**WORLD CLASS MANUFACTURING**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **III** | **PBA2123D** | **3** | **40** | **60** | **30** | **Elective** |

**Course Outcomes**

On successful completion of the course, the students will be able to:

**CO1:**Discuss the role of World classmanufacturingin a competitive environment

**CO2**: Discuss the different world class manufacturing practices in industry

**CO3**: Apply WCM tools for quality enhancement

**CO4**:Analyzetheimpactof WCM strategiesonGlobalCompetitiveness

**CO5**:AppraisetheroleofHR dimensionsinhandlingWCMoperations

**SYLLABUS**

**Module 1 World Class Manufacturing and Competitiveness: (7 Hours)**

Information Age and Global Competitiveness –World Class manufacturing and Information age competition, Manufacturing Challenges of Information age- Time based competition, Problems in manufacturing- Problem of Coordination, gaining completive edge through World Class Competition, Cutting Edge Technologies Hall’s framework of Value added manufacturing, Schonberg’s Framework of WCM, Gunn’s Model of WCM.

**Module 2 Philosophy of WCM: (5 Hours)**

Evolution of WCM, First Principles of WCM, Practices inWCM– World Class practices in the factory, Production leveling, Cellular Manufacturing, PP Systems, New product development, Quality in WCM- Deming’s, Shingo’s Approach to quality management, Toyota production System (TPS)- Waste elimination -The 7+1 non value adding wastes inBusiness, The culture behind TPS: The 14Principles.

**Module 3 Tools in WCM: (6 Hours)**

Information Management tools – Product and Process design tools-CAD, CAE, CAPP, PDM, Lean Production Tools – JIT, KANBAN, SQC, TPM & OEE ,Decision support execution and business tools MRP, ERP, MES, SCM, Data warehousing and data mining, Material Processing and Handling tools ,FMS, CNC machines, Industrial robots, AGV, AS/RS, Lean Production tools- SMED, Poke Yoke , Rapid Prototyping, Manufacturing Strategic Intent Framework, Strategic use of IT in manufacturing ,Value Stream Mapping, validation, recommendations , Benchmarking: Definition, mission and objective , Managing benchmarking process, training and code of conduct, future scope and benchmarking process

**Module 4 Business Strategy and Global Competitiveness: (6 Hours)**

Business Strategy and Global competitiveness, Generic manufacturing strategies for Information age – Innovation, Mass Production, Mass Customization, and Continuous Improvement Strategies, Strategic Thinking in Manufacturing & Issues in Strategic Planning for WCM, Strategic Planning Methodology for WCM, Implementing WCMPlan, Performance measurement – The PO-P system, TOPP System, AMBITE System, Cycle time and Delivery Performance and Customer service, Financial performance, BalanceScorecard.

**Module 5 HR in WCM: (6 Hours)**

HR dimensions in WCM, Morale and team work, High employee involvement, cross functional teams, Human Integration Management, Total Employee Involvement and the factors that affect the involvement of the people, Manufacturing strategic Intent Classification (MANSI) - World class players, Transitional Players, Inertia Players License regime survivors, Translating Manufacturing, Strategic Intent to Action.

**References:**

1. Rother, M., Shook, J., Learning to See: Value Stream Mapping to Add Valueand EliminateMUDA.
2. BS Sahay, KBS Saxena &Ashish Kumar, World Class Manufacturing – A Strategic Perspective,MacmillianIndia
3. Jeffrey K. Liker, The Toyota Way: 14 ManagementPrinciples
4. Richard J Schonberger, World Class Manufacturing – The Lesson ofSimplicity

**MATERIALS AND PURCHASE MANAGEMENT**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **III** | **PBA2123E** | **3** | **40** | **60** | **30** | **Elective** |

**Course Outcomes**

On successful completion of the course, the students will be able to:

**CO1:** Prepare a material requirement plan for an organization

**CO2:** Design an inventory plan for a firm

**CO3:** Develop a vendor selection and purchase policy for an organization

**CO4:** Apply store management techniques in an organization

**CO5:** Select suitable material handling process for a production unit

**SYLLABUS**

**Module 1 Introduction to Materials Management: (5 Hours)**

Concept significanceand strategic role of Integrated MaterialsManagement, Materials planning and forecasting, Material Planning – Factors affecting Material planning – Techniques of material planning MaterialsRequirement Planning (MRP).

**Module 2 Inventories: (6 Hours)**

Definition-Classification of Inventories- Need forinventories, Inventory Planning and Control Models –EOQ Model, Quantity Discounts, Reorder point, Lead Time Analysis – Safety stocks – Q System – P System – S System, Classification, Codification, Universal product Code, RF Id System, ABC analysis –VED, GOLF, FSN, HML

**Module 3 Purchasing Fundamentals: (6 Hours)**

Purchasing Fundamentals - 5Rs, Make or Buy, Source Selection, Vendor Rating and Vendor Development, Value Analysis, Purchase Negotiations, Purchase Timing Purchase Contracts, Purchase Insurance, Purchasing Capital Goods, Seasonal Goods, Imported Goods, Deferred Payment Schemes – Lending Institutions LeasingTrends.

**Module 4 Store Management: (7 Hours)**

Stores Management Concepts, Location and layout of Warehouses, Different typical models, Stores Procedures and Records for Receipt, Inspection, Issue, Reorder checking – Kardex Stores Accounting, Storesaudit.

**Module 5 Materials Handling and Practical Issues: (6 Hours)**

Practical problems in Management of dead stocks, surplus stocks and scraps, Systems & Procedures for disposal and Control, Materials Handling and Transportation Management Case Studies, Evaluation of Materials Management Performance, Materials handling Equipment-Cranes, Tower cranes, lifting equipment, Series lifting equipment, Lifting platforms, Continuous mechanical handlingequipment, Monorail conveyors, Belt, chain and overhead conveyors, Industrial trucks.

**References:**

1. Gopalakrishnan P &Sundarasan M, - Materials Management: An Integrated Approach, Prentice Hall of India
2. Datta A.K, - Materials Management Text and Cases, PrenticeHall
3. J.R.Tony Arnold & Stephen N. Chapman, Introduction to Material Management, Pearson Education
4. Gopalakrishnan P, - Handbook of Materials Management, PrenticeHall.
5. Panneerselvam.R, Production and Operations Management, Prentice Hall.

**INDUSTRIAL SAFETY AND OCCUPATIONAL HEALTH**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **III** | **PBA2123F** | **3** | **40** | **60** | **30** | **Elective** |

**Course Outcomes**

On successful completion of the course, the students will be able to:

CO1: Discuss the relevance of industrial safety in an organization

CO2: Suggest measures for prevention of industrial accidents

CO3: Examine various occupational hazards in workplace

CO4: Evaluate occupational safety norms in the industry

CO5: Examine various Legal Provisions Regarding Safety

**SYLLABUS**

**Module 1 Introduction: (7 Hours)**

Understanding the importance of safety at work: Conceptof Safety-Applicable areas-Recognition, Evaluation and control of physical hazards- Hazard Analysis, Human Error and Fault TreeAnalysis, Emergency Response-Hazards and their control indifferent manufacturing and processingindustries

**Module 2 Prevention of Accidents: (6 Hours)**

Industrial Accidents: Causes and effects of Industrial accidents- Impact of accidents on employees,union, Management and society- Organization’s Role and Responsibility in the Prevention of Accidents-Different models.

**Module 3 Occupational Hazards: (5 Hours)**

Accidents in work Place-Types, Investigation methods, Analysis, Reporting and Recording, Injuries -First aids, Health problems in different types of industries –construction, textile, steel, food processing and pharmaceutical, Fire- Causes, Types of fire, Extinction of fire, Prevention of fire.

**Module 4 Occupational Safety Norms: (6 Hours)**

Standard of Safety Norms-Indian Scenario Safety Protection, Safety Policy, Personal safety, Responsibilities of management in health andsafety, Functions of National Safety Council, Concept of health and occupational health, Spectrum of health, Occupational and work related diseases, Levels ofprevention, Essentials of occupational health service, Preventive maintenance. Role of Preventive maintenance in safety and health, Safety and good housekeeping, Plant safety observation, Plant Safety Inspections, Safety sampling, Safety Surveys, Safety Inventory System, Product Safety, permit to work systems, Safety tagsystems.

**Module 5 Legal Provisions Regarding Safety: (6 Hours)**

Factories Act-1948 1nd Amendment 1987- Sections 11 -16, 18-20-Sections 17, 21 – 24, 28, 32, 34-36, 38,45, The Mines Act Section 25 ESI Act – Section 39, Public Liabilities Insurance Act-Section 13 75, Workmen Compensation Act and Fatal Accident A

**References:**

1. Dr. Naseer Elahi, Industrial Safety Management, Gyan Publication, New Delhi.
2. L.M. Deshmukh, Industrial Safety Management, Tata McGraw Hill.
3. R.K. Trivedi, Pollution Management in Industries, S Chand Publishing, New Delhi.
4. O.P. Khanna, Industrial Engineering, S Chand Publishing, New Delhi.
5. Nicholas P. Cheremisinoff, Practical Guide to Industrial Safety: Methods for Process

**IT ELECTIVES**

**DECISION SUPPORT SYSTEM**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **III** | **PBA2124A** | **3** | **40** | **60** | **30** | **Elective** |

**Course Outcome**

On successful completion of the course, the students will be able to:

**CO 1:** Understand the different types of Decision Support Systems.

**CO 2:** Identify the various techniques in data collection

**CO 3:** Classify different DSS Technologies and Tools

**CO 4:** Recognize the various Knowledge Based Decision Support Systems.

**CO 5:** IdentifyAdvanced Intelligent Systems

**Module 1 Introduction to Decision Support Systems: (6 Hours)**

Introduction: Management Support systems - Decision-making, Models. DSS Overview, Knowledge – Types - Defining Knowledge Management – Evolution of KM.

**Module 2 Data Collection: (7 Hours)**

Data Warehousing and Data Mining. Data visualization – Modeling – Static and dynamic. Optimization - Simulation. Multidimensional modeling.

**Module 3 Classification of DSS:(6 Hours)**

Group Support Systems - Technologies, Enterprise DSS, Knowledge Management – concepts – basic KM discipline and emerging trends, Knowledge management methods, Technologies and Tools.

**Module 4 Knowledge Based DSS: (6 Hours)**

Artificial Intelligence - Knowledge management relationship with AI – AI methods used in KMS, Knowledge Acquisition and validation - Knowledge representation - Inference techniques.

**Module 5 Advanced Intelligent Systems: (5 Hours)**

Neural Computing - Fuzzy Logic - Intelligent Agents – Implementation – Integration - Intelligent DSS

**REFERENCES**

1. Efraim Turban and Jay E. Aronson, Decision Support System and Intelligent Systems, Prentice Hall International, 9th Edition.
2. Elias M. Awad and Hasan M. Ghazri, Knowledge Management, Pearson Education.
3. George M Marakas, Decision Support System, Prentice Hall International, Paperback Edition, New Delhi.
4. Haag, Cummings and McCubbrey, Management Information Systems for the Information Age, McGraw Hill, 2005. 9th edition.
5. Janakiraman V. S and Sarukesi K, Decision Support Systems, Prentice Hall of India, 6th Printing.
6. Thohothathri Raman A, Knowledge Management – A resource book, Excel Books.
7. VahidLotfi, Decision Support System for Operation Management and Management science,
8. McGraw Hill Inc, International Edition, New Delhi.

**E-BUSINESS MANAGEMENT**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **III** | **PBA2124B** | **3** | **40** | **60** | **30** | **Elective** |

**Course Outcome**

On successful completion of the course, the students will be able to:

**CO1:** Understand the basic concepts of E-Commerce.

**CO2:** Learn various business models of E-Commerce

**CO3:** Learn how to start an E-business (website)

**CO4:** Learn how to promote your E business using online marketing

**CO5:** Understand legal and ethical issues related to E-business

**Module 1 Introduction to E– business: (7 Hours)**

Meaning and concept – E– business/s Traditional Commerce– E– Business & E– Commerce – History of E– Commerce – EDI – Importance, features & benefits of E– business– Impacts, Challenges & Limitations of E– CommerceBusiness-E –Commerce infrastructure

**Module 2 Business models of E – business: (6 Hours)**

Business to Business – Business to customers– Customers to Customers – Business to Government – Business to Employee – Peer to Peer - M- Commerce. E – business strategy – Influencing factors of successful E– business.

**Module 3 Marketing strategies & E – business: (5 Hours)**

Building an E-commerce Presence: Websites, Mobile Sites, and Apps. Website – components of website – Concept & Designing website for E– Commerce – Corporate Website – Portal

**Module 4 Ways of doing digital marketing: (6 Hours)**

Digital Marketing vs traditional marketing - advantages & disadvantages. Ways of doing digital marketing - Search Engine Optimization, Search Engine Marketing, Social Media Marketing, Email Marketing, Mobile Marketing, Influencer Marketing etc.

**Module 5 Legal and ethical issues in E– Commerce: (6 Hours)**

Security issues in E– Commerce–Regulatory framework of E– commerce. Privacy and Information Rights: Information collected at E-Commerce Websites

**REFERENCES**

1. Turban, Efraim, and David King, “Electronic Commerce: A Managerial Perspective”, 2010, Pearson Education Asia, Delhi.
2. Kalakota, Ravi, “Frontiers of Electronic Commerce”, 2004, Addison – Wesley, Delhi.
3. Rayport, Jeffrey F. and Jaworksi, Bernard J, “Introduction to E–Commerce”, 2003, Tata McGraw Hill, New Delhi.
4. SmanthaShurety, “E–Business with Net Commerce”, Addison – Wesley, Singapore.
5. Rich, Jason R: Starting an E–Commerce Business, 2007, IDG Books, Delhi.
6. Laudon, Kenneth C and Carol Guercio Traver: E–Commerce business. Technology, 2011, Pearson Education, Delhi.
7. Stamper David A, and Thomas L.Case: Business Data Communications, 2005, Pearson Education, New Delhi.
8. Willam Stallings: Business Data Communications, 2007, Pearson Education, New Delhi

**ENTERPRISE RESOURCE PLANNING**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **III** | **PBA2124C** | **3** | **40** | **60** | **30** | **Elective** |

**Course outcome**

On successful completion of the course, the students will be able to:

**CO 1:** Acquire a Conceptual Model of ERP and the Evolution of ERP

**CO 2:** Explore the processes in Product Life Cycle management and Supply Chainmanagement.

**CO 3:** Identify the Integration of ERP in Human Resource Management and Customer Relationship Management.

**CO 4:** Acquaintance with ERP Implementation Strategies and Post Implementation Activities.

**CO 5:** Explore the ERP environment and market place dynamics.

**SYLLABUS**

**Module 1Introduction: (5 Hours)**

Basic ERP Concepts, Enterprise, An overview, Benefits & Risk, Evolution and Structure: Conceptual Model of ERP, The Evolution of ERP, The Structure of ERP

**Module 2 ERP & Related Technologies: (6 Hours)**

Business Process Reengineering (BPR), Data Warehousing and Data Mining, OLAP, Product Life Cycle Management, Supply Chain management, CRM.

**Module 3 ERP Functional Module: (6 Hours)**

Introduction - Finance, Manufacturing, Human Resource, Plant maintenance, Material Management, Integration of ERP, Supply Chain and Customer Relationship.

**Module 4 ERP Implementation: (7 Hours)**

Implementation Challenges, ERP Implementation Strategies, ERP Implementation Life Cycle, Implementation Methodologies, ERP Projects Teams, Vendors and Consultants, Dealing with employee resistance, Training and Education, data migration, Project Management and monitoring, Post Implementation Activities.

**Module 5 ERP Market: (6 Hours)**

ERP Market Place and Market Place Dynamics, Market Overview, The Changing ERP Market, SAP AG, Oracle, People soft, JD Edwards. Future Directives in ERP

**REFERENCES**

1. Alexis Leon, "ERP Demystified", Tata McGraw-Hill Education Pvt. Ltd.
2. S. Sadagopan, "ERP, A Managerial Prospective", Tata McGraw-Hill Education Pvt. Ltd.
3. Vinod Kumar Garg and Venkitakrishnan NK, "Enterprise Resource Planning Concepts &
4. Practice", PHI.
5. Rahul V. Altekar, "Enterprise-wide Resource Planning", TMH.
6. Andreas Vogel & Ian Kimbell, “My SAP ERP” Wiley India Pvt Ltd; Esa edition.
7. Joseph A Brady, Ellen F Monk, Bret Wagner, "Concepts in Enterprise Resource Planning",
8. Thompson Course Technology.

**IOT AND BLOCKCHAIN**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **III** | **PBA2124D** | **3** | **40** | **60** | **30** | **Elective** |

**Course Outcome**

On successful completion of the course, the students will be able to:

**CO1:** Understand the fundamentals of blockchain

**CO2:** Learn the basics of bitcoin and Ethereum

**CO3:** Understand the applications of blockchain in business/industry

**CO4:** Understand the pros and cons of using blockchain

**CO5:** Learn what is IOT and its applications in business

**SYLLABUS**

**Module 1 Introduction of Cryptography and Blockchain: (6 Hours)**

What is Blockchain, Blockchain Technology Mechanisms & Networks, Blockchain Origins, Objective of Blockchain, Blockchain Challenges, Transactions and Blocks, P2P Systems, Keys as Identity, Digital Signatures, Hashing, and public key cryptosystems, private vs. public Blockchain

**Module 2 BitCoin and Cryptocurrency: (7 Hours)**

What is Bitcoin, The Bitcoin Network, The Bitcoin Mining Process, Mining Developments, Bitcoin Wallets, Decentralization and Hard Forks, Ethereum Virtual Machine (EVM), Merkle Tree, Double-Spend Problem, Blockchain and Digital Currency, Transactional Blocks, Impact of Blockchain Technology On Cryptocurrency. Introduction to Ethereum. Hyperledger

**Module 3 Blockchain Applications: (6 Hours)**

Internet of Things, Medical Record Management System, Domain Name Service and Future of Blockchain, Alt Coins. Applications of blockchain in business - finance, marketing.

**Module 4Blockchain Adoption:(6 Hours)**

Decentralized Ledger System, Centralized Trusted Party - Advantages and Disadvantages, Security, Integrity and Privacy Issues of a Decentralized System, Barriers to Blockchain Adoption, Why Use Blockchain Technology, Limitations of Blockchains

**Module 5 Trends: (5 Hours)**

What is the IoT and why is it important? Elements of an IoT ecosystem, IoT applications for industry: Future Factory Concepts, Smart Objects, Smart Applications. Study of existing IoT platforms

**REFERENCES**

1. Arvind Narayanan, Joseph Bonneau, Edward Felten, Andrew Miller and Steven Goldfeder, Bitcoin and Cryptocurrency Technologies: A Comprehensive Introduction, Princeton University Press (July 19, 2016).
2. Antonopoulos, Mastering Bitcoin.
3. Antonopoulos and G. Wood, Mastering Ethereum.
4. D. Drescher, Blockchain Basics. Apress, 2017.
5. Honbo Zhou, “The Internet of Things in the Cloud: A Middleware Perspective”, CRC Press,2012.
6. Dieter Uckelmann, Mark Harrison, Michahelles, Florian (Eds), “Architecting the Internet of Things”, Springer, 2011.
7. David Easley and Jon Kleinberg, “Networks, Crowds, and Markets: Reasoning About a Highly Connected World”, Cambridge University Press, 2010.
8. Olivier Hersent, David Boswarthick, Omar Elloumi , “The Internet of Things – Key applications and Protocols”, Wiley, 2012.
9. Vijay Madisetti and ArshdeepBahga, “Internet of Things (A Hands-on-Approach)”,1st Edition, VPT, 2014
10. Francis daCosta, “Rethinking the Internet of Things: A Scalable Approach to Connecting Everything”, 1st Edition, Apress Publications, 2013
11. CunoPfister, Getting Started with the Internet of Things, O‟Reilly Media, 2011, ISBN: 978-1-4493-9357-1

**CLOUD COMPUTING**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **III** | **PBA2124E** | **3** | **40** | **60** | **30** | **Elective** |

**Course Outcome**

On successful completion of the course, the students will be able to:

**CO 1:** Identify the significance of implementing virtualization techniques.

**CO 2:** Interpret the various cloud computing models and services

**CO 3:** Compare the various public cloud platforms and software environments.

**CO 4:** Appreciate the need of security mechanisms in cloud

**CO 5:** Illustrate the use of various cloud services available online

**SYLLABUS**

**Module 1 Introduction to Virtualization: (7 Hours)**

Virtual Machines and Virtualization Middleware – Data Center Virtualization for Cloud Computing – Implementation Levels of Virtualization – Virtualization Structures/Tools and Mechanisms – Virtualization of CPU – Memory – I/O Devices

**Module 2 Introduction to Cloud Computing:(5 Hours)**

System Models for Distributed and Cloud Computing – Software Environments for Distributed Systems and Clouds – Cloud Computing and Service Models – Public – Private – Hybrid Clouds – Infrastructure-as-a-Service (IaaS) – Platform-as-a Service (PaaS) - Software-as-a-Service (SaaS)-Different Service Providers

**Module 3 Cloud Architecture and Resource Management: (6 Hours)**

Architectural Design of Compute and Storage Clouds – Public Cloud Platforms: GAE – AWS – Azure Emerging Cloud Software Environments – Eucalyptus- Nimbus – Open Stack – Extended Cloud Computing Services – Resource Provisioning and Platform Deployment – Virtual Machine Creation and Management

**Module 4 Security in the Cloud: (6 Hours)**

Security Overview – Cloud Security Challenges – Security -as-aService – Security Governance – Risk Management – Security Monitoring – Security Architecture Design – Data Security – Application Security – Virtual Machine Security

**Module 5 Using Cloud Services: (6 Hours)**

Email Communications – Collaborating on To-Do Lists –Contact Lists – Cloud Computing for the Community- Collaborating on Calendars – Schedules and Task Management – Exploring Online Scheduling Applications – Exploring Online Planning and Task Management – Collaborating on Event Management – Project Management -Word Processing – Databases

**REFERENCES**

1. Alex Amies, Harm Sluiman, Qiang Guo Tong and Guo Ning Liu: Developing and Hosting Applications on the cloud, IBM Press, 2012.
2. George Reese, “Cloud Application Architectures: Building Applications and Infrastructure in the Cloud (Theory in Practice)”, O’Reilly Publications, 2009.
3. Haley Beard, “Cloud Computing Best Practices for Managing and Measuring Processes for On-demand Computing – applications and Data Centers in the Cloud with SLAs”, Emereo Pty Limited, July 2008
4. James E. Smith and Ravi Nair: Virtual Machines: Versatile Platforms for Systems and Processes, Morgan Kaufmann, ELSEVIER Publication, 2006.
5. John W Rittinghouse and James F Ransome , “Cloud Computing: Implementation – Management – and Security”, CRC Press, 2010.
6. Michael Miller, “Cloud Computing: Web-Based Applications That Change the Way You Work and Collaborate Online”, Pearson Education, 2009.
7. Richard N. Katz, “The Tower and The Cloud”, Higher Education in the Age of Cloud Computing, 2008. 8. Toby Velte, Anthony Velte and Robert Elsenpeter: “Cloud Computing – A Practical Approach”, TMH, 2009
8. Kai Hwang, Geoffrey C Fox, Jack J Dongarra : “Distributed and Cloud Computing – From Parallel Processing to the Internet of Things” , Morgan Kaufmann Publishers – 2012.

**DATABASE MANAGEMENT SYSTEM**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **III** | **PBA2124F** | **3** | **40** | **60** | **30** | **Elective** |

**Course Outcome**

On successful completion of the course, the students will be able to:

**CO1**: Understand the fundamentals of DBMS and SQL

**CO2**: Learn the basic concepts of database implementation

**CO3**: Study the basics of distributed databases

**CO4**: Understand the fundamentals of Object-Oriented Databases

**CO5**: Explore the emerging trends in database management

**SYLLABUS**

**Module 1** Fundamentals of DBMS and SQL:**(6 Hours)**

Data, database – meaning, DBMS – DBMS models, querying data with SQL, Developing SQL Databases. Manipulating Data using data manipulation language (DML) Expressions – Reporting. Normalization- types and need for Normalization

**Module 2 Concepts of Database Implementation: (7 Hours)**

Query Processing basics and optimization – Heuristic Optimization. Transactions Models. Concurrency Control – Recovery. Security and Authorization – Storage. Indexing and Hashing – ISAM. B-Trees – Kd Trees – X Trees. Dynamic Hashing

**Module 3 Distributed Databases: (6 Hours)**

Distributed Databases – Queries. Optimization Access Strategies. Distributed Transactions Management. Concurrency Control – Reliability

**Module 4 Object Oriented Databases: (6 Hours)**

Object Oriented Concepts – Data Object Models –Object Oriented Databases. Issues in OODBMS - Object Oriented Relational Databases – Object Definition Languages – Object Query Languages

**Module 5 emerging trends in database management: (5 Hours)**

Data Mining – Data warehousing – Star, Snowflake, Fact Constellation. Open-source database systems. Scripting Language, JDBC, ODBC. Big data and analytics

**REFERENCES**

1. Peter Rob and Carlos Coronel, Database System and Design, Implementation and Management, 7thedition, Cengage Learning.

2. RamezElmasri and Shamkant B. Navethe, Fundamentals of Database Systems, 4th ,Pearson Education, 2004.

3. Jeffrey A Hoffer et al, Modern Database Management, 10th Edition, Pearson Education, 2012.

4. Abraham Silberchatz, Henry F. Korth and S.Sudarsan, Database System Concepts, 5th Edition, McGraw-Hill, 2010.

5. Thomas M. Connolly and Carolyn E. Begg, Database Systems – A Practical Approach to Design, Implementation and Management, 3rd edition, Pearson Education, 2003.

6. C.J. Date, An introduction to Database Systems, Addison Wesley, 2000.

**INTERNSHIP AND RESEARCH PROJECT**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **III** | **PBA2125** | **4** | **-** | **200** | **-** | **Core** |

**Course Outcome**

On successful completion of the course, the students will be able to:

**CO 1:** To provide practical insights to MBA students in managerial functions and processes.

**CO 2:** To analyze an industry by using standard procedure and understand the status of the business.

**CO 3:** To provide basic insights into the process of research in management.

**CO 4:** To provide practical experience on identifying a managerial problem in any industry and carrying out a study.

**CO 5:** To provide basic knowledge in data collection, processing, analysis and report writing using appropriate methodology.

**COURSE DESCRIPTION**

At the end of the second semester the students will have to undertake two months’ Internship and Research Project. After the one-month internship the students will have to undertake one-month problem centred research work either through primary data or secondary data. For internship, students have to select any reputed organization. For problem centred research they can continue with the current organization or they can opt out and do the research with secondary data. The students have to submit the report separately. The Internship and Research Project carries 200 marks with four credits.

Internship is a structured work experience in an organization to gain industrial training with a view to enhance a student's academic, career, and personal development which brings two credits. The Internship aims at widening the student's perspective by providing an exposure to real life organizational and environmental situations. The internship will enable the students to explore an industry/organization, build a relationship with a prospective employer, or simply hone their skills in a familiar field. During the internship, the student has the chance to put whatever he/she learned in the semester into practice. After the training, the student is required to submit an internship report as specified by the department.

Project Work is a regular study on which the student undergoes a project under the supervision of a teacher in the parent department/any appropriate institute/organisation, in order to submit a report on the project work as specified which brings two credits. The student is expected to identify a specific management issue and conduct a research applying the principles of scientific research methodology. Wherever possible the student may provide recommendations and action plans, along with the findings of the study.

**Guidelines for Report Submission and Evaluation**

The students have to submit the internship report & Research project report separately.

* The candidates shall submit periodic working reports of Internship and Research project through e-mail to the Faculty Guide in the Institution.
* Both the Reports shall be typed in “Times New Roman” font by using 12 font size with 1.5 spacing. All chapter headings shall be in font size 14 in bold. All main headings shall be in font size 12 in bold and all sub-headings are to be in 12 font size. The cover page of the Report shall be in white with colour / black & white printing with college emblem.
* The candidates are required to submit a soft copy of draft reports to the Faculty Guide within the stipulated date. Faculty Guide, after corrections and suggested changes, shall direct the candidates to submit the Report in the prescribed format as a PDF File.
* The candidates are also required to take one hard copy of the Internship Report with the completion certificates from the Organization and the College. The hard copy of the Report has to be signed by the Faculty Guide, and the Director.
* The internship report shall consist of about twenty-five pages. The project report shall consist of twenty to twenty-five pages. It shall not be more than thirty-five pages, including references and annexure.
* The Report shall be assessed as part of continuous evaluation. A separate rubric for evaluating the internship report and project report shall be decided in the department council and the same shall be communicated to students. One bound copy and a soft copy of the report should be submitted to the department for evaluation.
* The evaluation of the internship and research project is done at the department level based on viva voce (combined for internship and research project) and written report (separately for internship & research project). A separate rubric for evaluating report and presentation shall be decided in the department council and the same shall be communicated to students before the commencement of the project. The rubric for evaluation of report shall consists of formulation of research problem, literature review, regular guidance, creative and novel suggestions, etc. The presentation shall be evaluated based on quality of the slides, delivery, response to questions, etc. The evaluation shall be done by a team of teachers in the department. One bound copy and a soft copy of the report should be submitted to the department for evaluation

**Marks Distribution:**

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| **Internship / Research Project** | **Marks** | | | |
| Internship | Internship Report  Viva-Voce | 50  50 | 100 | 200 |
| Research Project | Research Report  Viva-Voce | 50  50 | 100 |

**SEMESTER 4**

**STRATEGIC MANAGEMENT**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **IV** | **PBA2126** | **4** | **40** | **60** | **40** | **Core** |

**Course outcomes:**

After completing the course, the students shall be able to:

**CO 1:** Examine the strategic management process in an organization.

**CO 2:** Evaluate the business environment and identify the core competencies.

**CO 3:** Examine the levels and types of strategies to improve the organizational performance.

**CO 4:** Analyse factors involved in strategy implementation and control.

**CO 5:** Appraise the recent developments in strategic management.

**SYLLABUS**

**Module 1 Understanding Strategy :( 7 Hours)**

Introduction to Strategy, meaning and characteristics of strategic management - strategic management Process-Hierarchy of Strategic Intent-Vision, Mission and Objectives, Goals and Plans- Critical Success Factors (CSF), Key Performance Indicators (KPI), Key Result Areas (KRA).

**Module 2 Analyzing the Environment :( 8 Hours)**

External environmental analysis - Macro environment and industry analysis, Porter’s Five Forces analysis, competitor analysis - Analyzing company’s internal environment- SWOT Analysis, Resource based view of a firm, competitive advantage, core competence, core competence as the root of competitive advantage, Value chain analysis using Porter’s model- Primary and secondary Activities-Business Portfolio Analysis - BCG Matrix, GE 9 Cell Model

**Module 3 Types of Strategies :( 10 Hours)**

Strategic alternatives - Corporate, business and functional levels of strategy - Corporate level strategies- Stability strategies, Growth strategies- Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships, Retrenchment strategies - Turnaround, Divestment, Liquidation, Outsourcing Strategies - Business level strategies - Generic competitive strategies, Cost leadership, Differentiation, Focus

**Module 4 Implementation, Evaluation and Control of Strategy :( 8 Hours)**

Strategy implementation process, role of organizational structure and leadership in strategy implementation, strategies for managing change - Control process, Types of strategic and operational controls, essential features of effective evaluation and control system; balanced score card

**Module 5 Recent Developments in Strategy :( 7 Hours)**

Blue ocean & Red ocean strategies, Garbage Bin Strategy - Business models, new business models for internet economy, E-commerce business models and strategies - Sustainability and strategic management - Corporate social responsibility and sustainability, integrating social & environmental sustainability issues in strategic management, meaning of triple bottom line

**References:**

1. Hill, Charles W.L. and R. Jones, Gareth, Strategic management: An integrated approach, Cengage
2. Wheelen, Thomas L and Hunger, David J, Concepts in Strategic Management & Business Policy,Pearson
3. Azhar Kazmi, Strategic Management, Tata McGraw Hill
4. Srinivasan R, Strategic Management: The Indian Context, Prentice Hall of India
5. Mason Carpenter, Gerard Sanders, Prashant Salwan, Concepts and Cases Strategic Management- A Dynamic Perspective, Pearson Education, India
6. Glueck,W F and Lavch, L. R Business policy and Strategic Management, McGraw Hill, New Delhi.
7. Gregory G.Dess and Alex Miller, Strategic Management, McGraw Hill, India
8. Srivastava RM, Strategic Management: Concepts, Skills and Practices, Prentice Hall of India

**FINANCE ELECTIVES**

**PROJECT MANAGEMENT AND CONTROL**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **IV** | **PBA2127A** | **3** | **40** | **60** | **30** | **Elective** |

**Courses outcomes:**

After completing the course, the students shall be able to:

**CO 1:**Estimate project duration using project life cycle techniques

**CO 2:**Prepare a feasibility study report for a project

**CO 3:**Prepare a Detailed Project Report

**CO 4:**Recommend appropriate sources for financing a project

**CO 5:**Apply project scheduling techniques in project administration

**SYLLABUS**

**Module 1 Project Classification :( 7 Hours)**

Project Management – An overview – Characteristics of a project – Steps in Project management – participants in project management – Project life cycle Taxonomy of projects.

**Module 2 Project Identification and Formulation :( 6 Hours)**

Project Identification and Formulation - Project opportunities – source of project ideas – initial selection – Strategies for implementing project ideas project feasibility study – Detailed Project Report (DPR).

**Module 3 Project Appraisal :( 5 Hours)**

Project Appraisal – Multidimensional View Technical – Economical – Financial Managerial – Commercial – Non financial Justification of projects – social cost benefit analysis.

**Module 4 Project Financing :( 6 Hours)**

Project Financing – sources and patterns of financing role of financial institutions in project financing – Project income statement and balance sheet

**Module 5 Project Administration :( 6 Hours)**

Project Administration – Project Scheduling – Network Techniques PERT / CPM project cost control – Time and Cost Overruns – post evaluation of projects – performance review methodology – post project audit – computer-based project management – An Overview

**References:**

1. Prasanna Chandra, Project Management and control, TM. 2004

2. Garg, R. K, Project Management and Control, Bharat Law House, 2000

3. Vasant Desai, Project Management, Himalaya Publishing Co., 2005

4. John M. Nicholas, Project Management for Business and Technology - Principles and Practice, Second Edition, Pearson Education, 2006.

5. Clifford Gray and Erik Larson, Project Management, Tata McGraw Hill Edition, 2005.

6.Gido and Clements, Successful Project Management, Seventh Edition, Thomson Learning, 2017.

7.Samuel J.M., Jack R.M., Scott M.S., Margaret M.S., and Gopalan M.R., Project Management, First Indian edition, Wiley-India, 2006.

8. HarveyMaylor, Project Management, Third Edition, Pearson Education, 2006.

9. Panneerselvam. R, Senthilkumar. P, Project Management, PHI Learning, 2009

**INDIAN RURAL ECONOMY AND MICROFINANCE**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **IV** | **PBA2127B** | **3** | **40** | **60** | **30** | **Elective** |

**Course Outcomes:**

After completing the course, the students shall be able to:

**CO 1:** Describe the government initiatives for rural development

**CO 2:** Analyze the present scenario of Microfinance industry in India

**CO 3:** Analyze the microfinance lending models in India

**CO 4:** Evaluate the contributions of intermediaries in Microfinance

**CO 5:** Evaluate the performance of Micro Finance companies in India

**SYLLABUS**

**Module 1 Indian Rural Economy :( 6 Hours)**

Features of Rural India - Economic, Demographic and social – Causes of rural poverty – Rural development policy of the Government since 1947 – Five-year plans – Impact of economic reforms, demonetization on rural Economy.

**Module 2 Microfinance in India :( 7 Hours)**

Microfinance as a development strategy - Evolution of microfinance – Microfinance as an industry – Role of RBI and NABARD in the rural economy – Rural Financial services – Rural Credit Institutions

**Module 3 Microfinance lending models in India :( 6 Hours)**

Models of microfinance operating in India – Self-help groups – Joint liability groups – Individual banking model - Role of Grameen banks, scheduled banks – rural lending by scheduled banks - problems of rural branches of scheduled banks – Role of ICT in delivering Micro finance products

**Module 4 Microfinance intermediaries :( 6 Hours)**

Intermediaries for microfinance – Lead Bank program – various forum of coordination (DCC, Sc & DLRC) - service area approach – Financial inclusion and rural development – Implementation of Social Banking

**Module 5 Performance analysis of MFIs in India :( 5 Hours)**

Financial Evaluation of Microfinance institutions in India – Financial Statement Analysis of Microfinance Institutions – Analysis of financial performance ratios – Rating of Microfinance Institutions.

**References:**

1. Beatriz and Jonathan, The Economics of Microfinance, Prentice Hall of India,

2. Pai Panandikar& Mehra NC, National Institute of Bank Management, Pune

3. Indian Institute of Banking and Finance, Microfinance: perspectives and Operations,

Macmillan India Limited, 2011

4. Bandyopadhyay,S C, Rural Banking

5. Desai Vasantha, Indian Banking – nature and Problems, Himalaya Publishing

6. Datt, Sundaram, Indian Economy. S Chand & sons,

7. Amithabh Bhattacharya, Indian Economic Problems, Metropolitan Publications

**MANAGEMENT OF FINANCIAL SERVICES**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **IV** | **PBA2127C** | **3** | **40** | **60** | **30** | **Elective** |

**Course Outcomes:**

After the course, the students will be able to:

**CO 1:**Discuss the structure of Indian Financial system

**CO 2:**Evaluate the creditworthiness of corporates using Credit rating technique

**CO 3:**Suggest a mutual fund portfolio for optimum returns

**CO 4:**Recommend ideal fund based financial services for capital requirement

**CO 5:**Suggest the ideal personal financial product for a client

**SYLLABUS**

**Module 1 Introduction to Indian Financial system :( 6 Hours)**

Indian Financial System- structure of financial system- financial market-financial institutions-financial instruments- financial services- intermediaries Financial Services Industry-emergence and developments- financial innovation Current scenario and challenges in the financial services sector in India.

**Module 2 FEE BASED FINANCIAL SERVICES** :( 7 Hours)

Merchant Banking-functions and role of merchant bankers- SEBI guidelines on merchant bankers- Merchant Banking in India Credit Rating- Concept- process of Credit rating- Credit rating agencies in India Securitization of debt/assets- parties to securitization transaction process -mechanism- securitization in India

**Module 3 FUND BASED FINANCIAL SERVICES I** :( 6 Hours)

Mutual Funds-concept- growth- types-product/scheme-functions of AMC-regulations regarding mutual funds-mutual fund industry in India - Venture Capital- Dimensions- scope- stages of venture capital financing- Guidelines for venture capital companies in India.

**Module 4 FUND BASED FINANCIAL SERVICES II** :( 6 Hours)

Factoring Mechanism-Types- functions- forfeiting – difference between factoring and forfeiting - Bill’s discounting - leasing – types of leases – regulatory framework of leasing in India (Theory only) - Hire Purchase - legal framework- difference between leasing and hire purchase.

**Module 5 FINANCIAL INSTRUMENTS & PERSONAL FINANCE** :( 5 Hours)

NPS – PPF – Equity Shares – Starting procedure of DEMAT & Trading Account – Offsetting loans by investing in risk assets – Self investment in Direct mutual fund – Expense ratio – Commercial paper – Corporate Bond – Investment in Bharath Bond – Other new investment sources

**References:**

1. Khan.M.Y. Financial Services, TATA MCGRAW Hill Publishing Co. Ltd. New Delhi
2. 2. Albert. J. Fredman, Russwiles, How Mutual fund works, Prentice Hall of India pvt Ltd, New
3. Delhi.
4. 3. Shanmugham. R. Financial Services, Wiley India Pvt Ltd., New Delhi, India
5. 4. Pandey I.M., Venture Capital in Indian experience, Prentice Hall of India Pvt. Ltd, New
6. Delhi.
7. 5. Varshney.P.N., Mittal D.K. Indian Financial System, Sulthan Chand & Sons, New Delhi

**WORKING CAPITAL MANAGEMENT**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **IV** | **PBA2127D** | **3** | **40** | **60** | **30** | **Elective** |

**Course Outcomes:**

After the course, the students will be able to:

**CO 1:** Suggest suitable sources for financing the working capital requirements

**CO 2:** Determine the optimum inventory requirement for a business

**CO 3:** Estimate the accounts receivable for a business by applying credit standards

**CO 4:** Determine the optimum level of cash management in a company

**CO 5:** Estimate the working capital requirements for a business concern

**SYLLABUS**

**Module 1 Introduction to Working Capital :( 7 Hours)**

Concept and meaning of working capital – Liquidity and profitability – identification of factors affecting working capital requirements – Sources of working capital finance – Long term – Short term

**Module 2 Management of Inventories** :( 5 Hours)

Management of inventories – determination of optimum inventory – Inventory management techniques – Levels of inventory.

**Module 3 Management of Receivables** :( 6 Hours)

**O**verview of management of receivables – credit and Collection policy – Credit standards – Credit terms – Credit analysis – management of payables – Maturity matching.

**Module 4 Management of Cash** :( 6 Hours)

Management of cash – Accelerating cash inflows – Managing collections – Concentration banking – Control of disbursements – models for determining optimum level of cash – inventory model, stochastic – Cash budgeting**.**

**Module 5 Applications of Working Capital & theories** :( 6 Hours)

Applications of Working Capital Management - Theories of working capital- Approaches to estimation of working capital – Percentage of sales method - operating cycle approach.

**References:**

1. D.R. Mehta, Working Capital Management, Prentice-Hall Inc., 1974.
2. K.V. Smith, Management of Working Capital, McGraw-Hill, New York.
3. Khan and Jain, Financial Management, Tata McGraw-Hill.
4. Pandey, Financial Management, Vikas Annex. 54.J.3 -MBA – Finance – SDE Page 20 of 23.
5. Prasanna Chandra, Financial Management, Theory and Practice, Tata McGraw-Hill.
6. V.K. Bhalla, Working Capital Management – Text and Cases, Sixth Edition, Anmol Publications

**HR ELECTIVES**

**MENTORING COACHING AND MANAGEMENT CONSULTING**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional**  **Hours** | **Type**  **of Course** |
| **CA** | **SEA** |
| **IV** | **PBA2128A** | **3** | **40** | **60** | **30** | **Elective** |

**Course Outcome**

After the completion of the course students will be able to:

**CO 1**: Discuss the concept of mentoring and its relevance in the organizational context

**CO2**: Recommend an appropriate mentoring approach in an organizational context.

**CO 3:** Design an appropriate mentoringmodel in an organizational context.

**CO 4:** Design acoaching model to maximize the talents and skills within theworkplace.

**CO.5:**Analyze the role of HR consultancyandits applications in the modern organizational context

**SYLLABUS**

**Module 1 Mentoring:( 7 Hours)**

Definition of Mentoring; Formal mentoring; Informal Mentoring – Historical perspective ofMentoring Mentor; Protégé; Characteristics of mentor; Characteristics of Mentee-Functions of- Mentoring- Career function, Psychosocial function and Role Modelingfunction- Use of mentoring as tool in HRD.

**Module 2 Types of Mentoring:( 6 Hours)**

One-to-one Mentoring-Mentoring Hubs-On-site Mentoring- Off-siteMentoring Group mentoring –Peer Mentoring-Tele- Mentoring-Network Mentoring-Reverse Mentoring Phases of Mentoring-Initiation, Cultivation, Separation, Redefinition

**Module 3 Potential Benefits of Mentoring:( 5 Hours)**

Mentoring Benefits for Mentors, Mentees and Organization -Potential Problems in a Mentoring Relationship-Mentoring Models-Cyclical mentoring model; Double Matrix mentoring model- The Flow Model-Jenny Rogers’s Model-Egan’s Skilled Helper model- Hay’s Mentoring model.

**Module 4 Coaching:( 6 Hours)**

External Coaching-Internal Coaching-Benefits of Coaching-Coaching Models- Identifying Coaching Opportunities-The Grow Model-ERR Model-The Johari Window-Coaching Tools**-**SDOC Tool-Employing Psychometric Tools-Co- Coaching and Team Coaching Difference betweenmentoring and coaching.

**Module 5 Consultancy:( 6 Hours)**

What is management consulting? -Consulting Industry-Overview and changes ahead – Tools&Frameworks-Consulting Process-Contracting-Data gathering/analysis andSynthesis/presentations – Life in Consulting –Ethical -Impact of Digital Economy - VariousAgreementsonInternationalLabor Standards.

**References:**

1. Shirley Peddy,The Art of Mentoring: Lead,Follow and GetOutofthe Way,Bullion Books
2. BelleRose Ragins,David Clutterbuck,LisaMatthewman,MentoringDavid Megginson, David Clutterbuck,Further Techniques for Coaching and Mentoring, Routledge,2010AndDiversity, Taylor &Francis Group,2016
3. Nadine Klasen, David Clutterbuck, Implementing Mentoring Schemes, Routledge,2016
4. Tatiana Bach Kirova, Peter Jackson, David Clutterbuck, Coaching and Mentoring Supervision: Theory and Practice, Open University Press,2011
5. PeterBlock, Pfeiffer,Flawless Consulting: A Guide to Getting Your Expertise Used(3rd Edition, ISBN #978-0-470-62074-8)

**COUNSELING SKILLS FOR MANAGERS**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | | **Instructional hours** | **Type of Course** |
| **CA** | **SEA** | |
| **IV** | **PBA2128B** | **3** | **40** | | **60** | **30** | **Elective** |

**Course Outcome**

After the completion of the course students will be able to:

CO1: Apply the appropriate counseling approaches at workplace

CO2: Design relevant process and procedures for effective counseling

CO3: Analyze the skills and attitude required for an effective counselor

CO4: Recommend suitable counseling strategies to control employee disputes and strikes

CO5:Apply appropriate counseling strategies in the area of downsizing, performance and team management

**SYLLABUS**

**Module 1Introduction to Counseling:( 5 Hours)**

Introduction to Counseling, Meaning, Functions and Type of Counseling, Goals of Counseling Emergence and Growth of Counseling Services; Approaches to counseling, Counseling Skills, Verbal & Non- Verbal communication, Listening Barriers, Counselor Qualities

**Module 2Counseling Process:( 6 Hours)**

Counseling Process Beginning, Developing and terminating a Counseling Relationship and follow up – Counseling Procedures, The Counseling Environment, Intake, Referral procedures, Guidelines for Effective Counseling

**Module 3Counselor’s Attitude & Skills:(6 Hours)**

Counselor’s Attitude & Skills for Counselors, Counselors – Client Relationship – Understanding Client’s Behavior – Assessing Clients problems – Counseling Therapies- Insight Oriented Therapy. Behavior Therapy

**Module 4Counseling Strategies & Interventions:(7 Hours)**

Selecting Counseling Strategies & Interventions Adaptive strategies – Changing Behavior through Counseling in the Educational Settings – Special Areas in Counseling – Handling Situations of Strikes, Disputes through Counseling

**Module 5Problems in Counseling:(6 Hours)**

Special Problems in Counseling Need of Counseling Cell in the Organization, Application ofCounselingtoOrganizationalsituationswithafocusonPerformancecounseling.OrganizationalApplicationof CounselingSkillsinChangemanagement,Downsizing,Mentoringand Team Management / Conflict Resolution.

**References:**

1. Kavita Singh – Counseling Skill for Managers, Pears Education, 2007.

2. Robert S Feldman – Understanding Psychology., McGraw Hill, 2007.

3. Narayan Rao S. – Counselling & Guidance, Tata McGrew Hill, 1997.

4. JeffreyKotter A. – Counselling Theories and Practices, Cengage Learning, 2011.

5. Robert Carson C. – Abnormal Psychology, Tata McGraw Hill, 2007

**HR ANALYTICS**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional**  **Hours** | **Type**  **Of Course** |
| **CA** | **SEA** |
| **IV** | **PBA2128C** | **3** | **40** | **60** | **30** | **ELECTIVE** |

**Course Outcome**

After the completion of the course students will be able to

**CO1**:Examine the role of HRanalyticsandits applicationsinHRM

**CO2**: Apply diversity analysis for effective Human Capital Management (HCM)

**CO 3**: Apply appropriate HR Analytical techniques for effective staffing system

**CO4:**ApplytheHRanalytics in the area of compensation, training and performance management

CO 5: Evaluate the impact of HR interventions using HR analytics

**SYLLABUS**

**Module 1 HR Analyticsand its applications :( 6 Hours)**

Introduction to HR Analytics, Levels of HR Analytics, Process of implementing HR Analytics HR Metrics: Staffing Metrics: Accession Rate, Internal cost per hire, External cost per hire, Attrition rate, Quality of new hires, Training and Development Metrics: Training cost factor, Training Headcount investment, Training FTE investment factor, Return on training investment, Payback period

**Module 2 HR Analytics and Diversity Analysis:(7 Hours)**

Human capital analytics, Equality, diversity analysis, diversity and inclusion, measuring diversity and inclusion, testing the impact of diversity, Workforce segmentation and search for critical job roles**.** Valuing HR Analytics in the organizational system. HR data warehousing, Data integration.

**Module 3HR Analytics in staffing:( 6 Hours)**

Recruitment and Selection Analytics: Evaluating Reliability and validity of selection models, finding out selection bias, Predicting the performance and turnover.Steps involved in predictive analytics, Determine key performance indicators. Analyze and report data, interpreting the results and predicting the future. Reducingmanpower turnover.

**Module 4HR Analytics and Performance based Compensation:(6 Hours)**

Performance Analysis: Predicting employee performance, KPI, Training requirements, evaluating training and development, Optimizing selection and promotion decisions. Statistical software used for HR analytics. Compensation analytics, Analytics for compensation planning

**Module 5HR Analytics and Interventions:( 5 Hours)**

HR analytics monitoring impact of Interventions: Tracking impact interventions, Evaluating stress levels and value-change. Formulating evidence-based practices and responsible investment. Evaluation mediation process, moderation and interaction analysis**.** HR Analytics to business benefit (case studies).

**References:**

1. Moore, McCabe, Duckworth, and Alwan. The Practice of Business Statistics: Using Data for Decisions, Second Edition, New York: W.H.Freeman, 2008.
2. Predictive analytics for Human Resources, Jac Fitz- enz, John R. Mattox, II, Wiley, 2014.
3. Human Capital Analytics: Gene Pease Boyce Byerly, Jac Fitz-enz, Wiley,2013.
4. The HR Scorecard: Linking People, Strategy, and Performance, by Brian E. Becker, Mark A. Huselid, Mark A Huselid, David Ulrich, 2016.
5. HR Analytics: The What, Why and How, by Tracey Smith
6. The New HR Analytics: Predicting the Economic Value of Your Company's Human by Jac FITZ-ENZ, 2018.

**LEADERSHIP FOR MANAGERIAL PERFORMANCE**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional**  **Hours** | **Type**  **of Course** |
| **CA** | **SEA** |
| **IV** | **PBA2128D** | **3** | **40** | **60** | **30** | **Elective** |

**Course Outcome**

After the completion of the course students will be able to:

**CO 1**: Discuss the various skills and characteristics required for effective leadership

**CO 2**: Analyze various leadership models for enhancing organizational performance

**CO 3**: Examine leadership theories and practices relevant to contemporary organizations.

CO 4: Suggest solutions to gender issues in leadership.

**CO.5:** Appraisethe impact of culture leadership

**SYLLABUS**

**Module 1 Leadership Concept :( 5 Hours)**

Different views of Leadership –Ways of Conceptualizing Leadership-Trait versus Process Leadership- Assigned versusEmergent Leadership-Leadership & Power – Leadership & Coercion-Leadership &Management-Personal characteristics that support effective Leadership-Leader and values. The significance of self-knowledge for the role of leader (identity and integrity of leader)

**Module 2 Approaches to Leadership:( 6 Hours)**

Trait approach – Five Factor Personality Model and Leadership – Emotional Intelligence-Skills-self-management, emotional intelligence and its significance in the role of Leader-Handling emotions and Stress-Approach to Leadership – Style Approach-The Ohio State Studies - The University of MichiganStudies-Blake and Mouton’s Managerial (Leadership)Grid-Paternalism/Materialism/ Opportunism – SituationalApproach-Psycho DynamicApproach.

**Module 3 Leadership Theories:( 6 Hours)**

Contingency Theory – Path-GoalTheory-Leadership Member Exchange Theory-Leadership Styles –Transactional Leadership-Transformational Leadership -Servant Leadership-Authentic Leadership- Explores both traditional and contemporary theories of Organizations-Links organizational theory and behavior to leadership and requires an analysis of the major issues.

**Module 4 Women and Leadership:( 6 Hours)**

Gender, Leadership Styles and LeadershipEffectiveness-The GlassCeiling-Effect; Empowerment; Discussion on WomenLeaders-Perception and Representation of Women in Leadership-Responses to Female Leadership-Does Style Matter-: Learning from Local and State Women Leaders- Women in male‐ dominated professions

**Module 5Culture and Leadership:( 7 Hours)**

Gender and Cultural Implication - Leadership Ethics -Leadership Behavior and Dimensions of Culture -Universally Desirable and Undesirable Leadership Attributes -Leadership Ethics- Principles of Ethical Leadership -Heifetz's perspective on Ethical Leadership-Burn’s perspective on Ethical Leadership-Practicing Moral Leadership

**References:**

1. Peter.G. Northouse, Leadership: Theory and Practice, SAGE Publications India Pvt. Ltd.
2. J.C.Rost, Leadership for the Twenty First Century, Praeger Publishers, New York .
3. J.P.Kotter, A Force for Change: How Leadership Differs from Management, Free Press, New York
4. Burns J.M, Harper & Row, Leadership, New York.
5. Northouse, Peter G. Leadership: Theory and Practice (7th or most current edition). Thousand Oaks, CA: Sage Publishers (paper).
6. Kouzes, J. and Posner, B. The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations, 6th Edition, San Francisco, CA: Jossey‐Bass Publications
7. Stephen P. Robbins, Mary Coulter – Management13th Edition – Pearson
8. Stoner J.A.F., Freeman R, E, Daniel R. Gilbert – Management – 6th Edition – Pearson

**MARKETING ELECTIVES**

**BRAND MANAGEMENT**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **IV** | **PBA2129A** | **3** | **40** | **60** | **30** | **Elective** |

**Course outcomes:**

After completing the course, the students shall be able to:

**CO 1:** Examine the basic concepts of branding

**CO 2:** Prepare a comprehensive branding strategy for a firm.

**CO 3:** Assess the drivers of brand personality and perception.

**CO 4:** Examine the various measures for enhancing brand equity.

**CO 5:** Measure and interpret the performance of a brand.

**SYLLABUS**

**Module 1 Branding: (6 Hours)**

Brand equity, Brand value, Brand awareness and Brand loyalty, Brand identity system – identity perspectives, identity traps, identity structure, providing value proposition; Managing multiple brand identities– Brand identity planning model

**Module 2 Brand strategy decisions: (7 Hours)**

Brand architecture – brand portfolio, portfolio roles, portfolio graphics, portfolio structure and product-market context roles, Brand architecture audit, Managing Brand Systems – objectives, brand hierarchies, brand roles, Brand leveraging – line extension, vertical brand stretch, co-branding and brand extension – horizontal and vertical brand extensions; Brand Systems Audit

**Module 3 Brand personality: (6 Hours)**

Creating brand personality – drivers of brand personality – measuring brand personality using brand personality scale (BPS), Creating equity through personality - self-expression model, relationship basis model and functional benefit representational model, Brand associations – measurement of brand associations, scaling brand perceptions; selecting, creating and maintaining associations, Brand revitalizing.

**Module 4 Measuring brand equity: (6 Hours)**

Measuring brand equity, The Brand Equity Ten, Brand value based upon future earnings. Planning & Implementing Brand Marketing Programs - Criteria for Choosing Brand Elements, Options & tactics for Brand Elements, Use of Integrated Marketing Communication for Brand Building, Leveraging Secondary Brand Associations to Brand building.

**Module 5 Measuring & Interpreting Brand Performance: (5 Hours)**

Measuring & Interpreting Brand Performance: Developing A Brand Equity Measurement & Management System, Measuring Sources of Brand Equity & Outcome of Brand Equity. Borderless branding: Brand building on the web, e-branding, online vs. offline brand building Global branding strategies – global brand planning process, creating cross-country synergy

**REFERENCES:**

1. Kevin Lane Keller, Ambi M.G. Parameswaran and Issac Jacob, Strategic Brand Management: Building,Measuring and Managing Brand Equity, Pearson Education, 2015
2. David A Aaker, Brand Relevance: Making Competitors Irrelevant, John Wiley & Sons, 2011
3. David A. Aaker, Managing Brand Equity: Capitalizing on the Value of a Brand Name, Free Press,1991.
4. David A Aaker, Building Strong Brands, Simon & Schuster, 2010
5. David A Aaker and Erich Joachimsthaler, Brand Leadership. Simon & Schuster, 2009
6. Kapferer, Jean- Noel, The New Strategic Brand Management: Advanced Insights and Strategic Thinking (New Strategic Brand Management: Creating & Sustaining Brand Equity), Kogan Page,2012
7. Subroto Sengupta, Brand Positioning: Strategies for Competitive Advantage, Tata McGraw-Hill, 2005

**CUSTOMER RELATIONSHIP MANAGEMENT**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **IV** | **PBA2129B** | **3** | **40** | **60** | **30** | **Elective** |

**Course outcomes:**

After completing the course, the students shall be able to:

**CO 1:** Discuss the significance of CRM in modern organizational context

**CO 2:** Suggest appropriate CRM Approaches for enhancing the business performance

**CO 3:** Design a suitable CRM structure for a firm using CRM Cycle.

**CO 4:** Assess the phases of CRM implementation

**CO 5:** Examine various CRM initiatives implemented in key service industries in India

**SYLLABUS**

**Module 1 Introduction to CRM: 5 Hours)**

CRM Definition, Need and significance to the stakeholders- objectives of CRM- Conceptual Framework of Customer Relationship Management; The Value Pyramid, Customer Interaction Cycle, Customer Profiling and Total Customer Experience, CRM myths. Emerging Concepts in Customer Relationship Management. -, CRM as a strategic marketing tool, CRM, CRM Issues and Problems. Types of CRM

**Module 2 CRM as a Business Strategy: (6 Hours)**

CRM - Issues and Strategies; Winning Markets through Effective CRM; CRM as a business strategy, Transactional Vs Relationship Approach CRM Process, Effective Customer Relation Management through Customer Knowledge Management; Customer Interaction Management, Call Centre management in CRM. Customer Centricity in CRM-Concept of Customer centricity, Customer touch points, Customer Service, Measuring Customer life time value-. Customer life cycle Management.

**Module 3 Structure and Process of CRM: (6 Hours)**

CRM Process: Introduction and Objectives of a CRM Process; an Insight into CRM and e-CRTA/online CRM -The CRM cycle i.e., Assessment Phase; Planning Phase; The Executive Phase; Modules in CRM, 4C’s (Elements) of CRM Process, CRM Process for Marketing Organization, CRM Value Chain,

**Module 4 CRM Implementation: (7 Hours)**

Discussing People, Processes and Technology side of CRM-Choosing the right CRM Solution; Framework for Implementing CRM: A Step-by-Step Process: Five Phases of CRM Projects: Development Customizations; Beta Test and Data Import; Train and Retain; Roll out and System Hand-off; Support.

**Module 5 CRM in Action: (6 Hours)**

Status of Customer Relationship Management in service industry in India; CRM in Hospital Services; Customer Relationship Management in Banking and Financial Services; CRM in Insurance Sector, CRM in Retailing Sector. Future of CRM; CRM LINKS IN E-BUSINESS: E-Commerce and Customer Relationships on the Internet, Supplier- TRENDS IN CRM- e-CRM -Data Warehousing -Data Marts - Data Mining in CRM.

**REFERENCES:**

1. Jagdish N Sheth, Parvatiyar Atul, G Shainesh, Customer Relationship Management: Emerging Concepts, Tools and Applications, 1st Edition, Tata McGraw Hill, June 2008
2. 1.Judith W .Kincaid , Customer Relationship Management Getting it Right, Pearson Education 2.H.Peeru Mohamed , A Sagadevan, Custmer Relationship Management, A Step by Step Approach, Vikas Publishing House
3. Customer Centricity –Focus on right customer for strategic advantage, by Peter Fader, Wharton Digital Press, 2012
4. G. Shainesh, Jagdish, N.Sheth, Atul Parvatiyar, Customer Relationship Management: Emerging Concepts, Tools and Applications, Macmillan 2005.
5. Francis Buttle, Customer Relation Management: Concepts and Technologies, 2e, Routledge, 2013.
6. Ekta Rastogi, Customer Relation Management: Text and Cases, Excel Books, 2011.
7. Lakshman Jha, Customer Relationship Management: A Strategic Approach, Global India Pvt Ltd, 2008

**AGRI BUSINESS AND RURAL MARKETING**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **IV** | **PBA2129C** | **3** | **40** | **60** | **30** | **Elective** |

**Course outcomes:**

After completing the course, the students shall be able to:

**CO 1:** Discuss the challenges faced by agribusiness industry in India

**CO 2:** Appraise the characteristics of rural markets and the marketing challenges associated with it.

**CO 3:** Design the rural marketing mix for maximizing the customer value.

**CO 4:** Design Integrated marketing communication plan for rural markets

**CO 5:** Appraise various Information Communications Technology (ICT) driven marketing initiatives in rural markets

**SYLLABUS**

**Module 1 Introduction to Agri-Business: (5 Hours)**

Role of agriculture in Indian economy- Agribusiness policies-, new dimensions in Agri business environment and policy -Marketing of Agro-products – Features, Nature, Scope, Objectives, Methods, Challenges, Opportunities -Agri business system– Agricultural Markets – Scope of Agro based Industries in India

**Module 2 Rural Markets in India: (6 Hours)**

Definition- Evolution - Current Scenario – Structure of Rural markets - Urban Vs Rural markets –Rural Environment – Demographic, Physical, Social, Political, Economic, Technological – Profile of Rural Consumer – Consumer Buying Behaviour - Rural Boom- New Opportunities in Rural markets -Segmenting, Targeting and Positioning.

**Module 3 Rural Marketing Decisions** – **Product & Price: (6 Hours)**

Product Decisions – Product and Branding Strategy, – Pricing Decisions – Challenges, Pricing Strategy in Rural Market-Rural specific corporate strategies.

**Module 4 Rural Marketing Decisions -Place & Promotion: (6 Hours)**

Distribution Decisions – Channel Behaviour, Challenges, Distribution Models – Promotion Decisions – Process, Challenges, Methods, Media mix, IMC in rural Markets

**Module 5 Future of Agro Business and Rural Marketing: (7 Hours)**

Focused Marketing Strategies – Market Research – Inclusive Marketing - E-Rural marketing – Innovations in Consumer Finance – Rural Retailing- ICT in Rural markets

**REFERENCES:**

1. Kashyap, P., Rural Marketing – Pearson, New Delhi.
2. Krishnamacharyulu C.S. & Ramakrishnan L., Rural Marketing-Text and Cases – Pearson, New Delhi.
3. Arora R.C., Integrated Rural Development – McGraw Hill, New Delhi
4. Badi & Badi Rural Marketing – Himalaya Publishing New Delhi.

**MARKETING ANALYTICS**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **IV** | **PBA2129D** | **3** | **20** | **30** | **30** | **Elective** |

**Course Outcomes**

After the completion of the programme, the students shall be able to:

**CO1:** Suggest marketing analytics process for a company

**CO2:** Apply appropriate forecasting methods in different marketing scenarios

**CO3:** Recommend suitable tools to segment the market and measure customer wants

**CO4:** Apply suitable marketing tools to calculate customer value

**CO5:** Apply marketing analytics in pricing and advertising

**Syllabus**

**Module 1 - Marketing analytics process**

Marketing analytics, impact of marketing analytics, marketing analytics process, data driven decision making, applications of analytics in marketing

**Module 2 - Forecasting**

Correlation, simple linear regression, multiple regression for forecasting sales, forecasting in the presence of special events, modelling trends and seasonality, ratio to moving average forecasting method, winter’s method, using neural networks to predict sales.

**Module 3 - Segmentation & customer wants identification**

Conjoint analysis, logistic regression, discrete choice analysis, cluster analysis, collaborative filtering, classification trees for segmentation

**Module 4 - Customer value**

Calculating customer life time value, using customer value to value a business, Monte Carlo simulation, allocating resources between customer acquisition and retention.

**Module 5 - Pricing and advertising**

Estimating demand curves and using solver to optimize price, price bundling, nonlinear pricing, price skimming and sales, revenue management. Measuring the effectiveness of advertising, media selection models, Pay per Click (PPC) online advertising.

**References:**

* + - 1. Marketing Analytics: Data-Driven Techniques with Microsoft Excel, Wayne L. Winston
      2. Marketing Analytics: Strategic Models and Metrics, Stephan Sorger.
      3. Marketing Analytics: A Practical Guide to Improving Consumer Insights Using Data Techniques, Mike Grigsby
      4. Cutting-edge Marketing Analytics: Real World Cases and Data Sets for Hands on Learning, Paul Farris, Rajkumar Venkatesan, and Ronald T. Wilcox
      5. Dawn Iacobucci, Marketing Models: Multivariate Statistics and Marketing Analytics
      6. RajkumarVenkatesan, Cutting Edge Marketing Analytics: Real World Cases and Data Sets for Hands on Learning, Pearson Education

**OPERATIONS ELECTIVES**

**GLOBAL LOGISTICS MANAGEMENT**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **IV** | **PBA2130A** | **3** | **40** | **60** | **30** | **4** |

**Course Outcomes**

On successful completion of the course, the students will be able to:

**CO1:** Discuss the different types of cargo management

**CO2:**Outlinethe processof stevedoring

**CO3:**Preparea quotation for freight handling.

**CO4:** Assess various options on container loading

**CO5:**Preparethecargodocuments for freight handling

**SYLLABUS**

**Module 1 Shipping Industry and Business:(5 Hours)**

Shipping industry and business- description of a ship.Uses of a ship or a floating vessel- Classification of ship (route point) (cargo carried). Superstructure- tonnages & Cubic’s – drafts & load lines- flag Registration-Different types of cargo. (Packaging, utility or value). Trimming- Cleansing- Unitized cargo

**Module 2 Stevedoring:(6 Hours)**

Stevedoring, Lighter age Service and Security. Port trusts –operational unit – services – Seaports, Vessel Operations – pilotage – Stevedoring-Dock Labour Boards – charges – Automated Container Handling-Security at ports and harbours. Role of security agencies- lighter age services

**Module 3 Shipping Lines:(6 Hours)**

Shipping Lines – Hubs and Spoke-Process flow – Advices –Booking – Containerization – Containers – Container Numbering-Process flow – Shipping Sale – Leads – Quotations- Customer Service

**Module 4 Cargo Shipping:(6 Hours)**

Operations – Volume/ Weight Calculations-Shipment Palling Basics-Preparing and loading Containers-Types of container services- FCL-Consolidation –LCL-Advanced Scientific shipment Planning-Container de- stuffing

**Module 5 Documentation:(7 Hours)**

Documentation- Bill of Lading basics –MBL – HBL – CY – CFS-Advanced learning in Bill of Lading-Sea Way Bill – Combined transport – MTO-Multimodal Transport Document (MTD) – Invoicing-Release of cargo – Cross Trade & Documentation-Conditions of Contract – Managing Key Accounts-Trade Lane Development – Consortium.

**References:**

1. John F. Wilson – *Carriage of goods by Sea* – Harlow: Longman.

2. J. R. Whittaker – *Containerization* – Hemisphere; Wiley

3. B. N. Metaxas- *The economics of tramp Shipping*- Athlone Press

4. Edna Bonacich and Jake B Wilson-*Getting the goods: Ports, Labor and Logistics*

*Revolution* - Coenell University Press

5. Alan Rushton Phil Croucher & Peter Baker –*Logistics and Distribution Management*-CILT

**MAINTENANCE MANAGEMENT**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **IV** | **PBA2130B** | **3** | **40** | **60** | **30** | **Elective** |

**Course Outcomes**

On successful completion of the course, the students will be able to:

**CO1:**Discussthebasicconceptsofmaintenance management

**CO2:** Predict the maintainability using various parameters

**CO3:** Suggest replacement decisions based on equipment conditions

**CO4:** Apply the various maintenance strategies to solve efficiency issues

**CO5:**Examinethemodern techniquesin maintenance management

**SYLLABUS**

**Module 1 Introduction to Maintenance Management:(6 Hours)**

Concept of Maintenance. Objectives and functions of Maintenance. Types, Maintenance Strategies - Organization for Maintenance. Cost of maintenance. Five Zero Concept.TPM.

**Module 2 Time to Failure Analysis:(7 Hours)**

Bath Tub Curve.MTTR, MTBF, MTTF. Useful Life – Survival Curves. Failure Time distributions (Poisson, Exponential, and Normal) - Maintainability Prediction – Design for Maintainability – Availability

**Module 3 Replacement Decision:(6 Hours)**

Overhaul and repair – meaning and Difference-Optimal overhaul – Repair policies for equipment subject to break down – Group replacement. Optimal interval between preventive replacements of equipment subject to break down. Overall Equipment Effectiveness -Measuring EquipmentEffectiveness

**Module 4 Maintenance Policies:(6 Hours)**

Fixed Time Maintenance. Condition based Maintenance Operate to failure. Opportunity Maintenance – Design out maintenance. Maintenance management: issues and strategies – Preventive and break down maintenance

**Module 5 Recent Techniques:(5 Hours)**

Reliability Centered Maintenance (RCM). Philosophy and implementation – Signature Analysis – CMMS. Concept of Tero-technology –Reengineering Maintenance process. Best practices in maintenance done in global companies. Augmented reality for training and remote maintenance-IoT - wireless sensor networks and automated data collection in maintenance

**References:**

1. Mishtra RC and Pathak K, Maintenance Engineering and Management, PHI, 2005.

2. Sushil Kumar Srivatsava, Industrial Maintenance Management, S Chand and Company, 2005.

3. Jardine AK, Maintenance, Replacement and Reliability, Pitman Publishing.

4. Kelly and Harris MJ, Management of Industrial Maintenance, Butterworth and Company Limited.

5. Levit Joel, *The handbook of Maintenance Management,* Industrial Press New York

**SERVICE OPERATIONS MANAGEMENT**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **IV** | **PBA2130C** | **3** | **40** | **60** | **30** | **Elective** |

**Course Outcomes**

On successful completion of the course, the students will be able to:

**CO1:**Discuss the different service strategies in operations

**CO2:**Applyservicedesign concepts to developnew services

**CO3:** Examine the supply demand gap for effective capacity decisions

**CO4:**Apply servicequalitymodels for quality improvement

**CO5:**Examineserviceoperations invarious industry sectors

**SYLLABUS**

**Module 1Introduction:(5 Hours)**

Importance and role in economy of service sector, Nature of the Service Sector, Characteristics of services, Classifications, Types ofService & Service Processes, Service Encounter, Serviceexperience, Service Strategy formulation, Basic and Integrative elements of Strategic service.

**Module 2 Service Design, Development and Automation:(6 Hours)**

Designing New Service – New Service development process, Tools for decision making in new servicedesign, Designing the Service layout strategies, Product Layout, Process Layout, Officelayout, Technology: Its impact on services and their management, Service delivery system, Service Blueprinting, Service Delivery – Service processes, Service people, Resource utilization, Network technology andinformation, off shoring and OutsourcingServices

**Module 3 Managing Capacity and Demand:(6 Hours)**

Operating the Service System- Managing Demand, Nature and pattern of Service demand, Strategies for influencing Demand, Yield management, Managing Supply, Capacity, Components of Capacity, Strategies for Management of Supply- Overbooking, allocating capacity- Static, Nested and Dynamic Methods, Methods to reduce stock outs, shrinkages and inventory inaccuracy, Managing Waiting Lines –Queuing systems, psychology of waiting; Managing for growth- expansion strategies, franchising, globalization.

**Module 4 Service Quality:(7 Hours)**

Service Quality, Dimensions of Service Quality, Measuring Service Quality – SERVQUAL-SERVPERF, Walk-through Audit, Reinforcing Service Quality through Service Recovery and ServiceGuarantee, Measurement and Methods to increase Service Productivity, Basic Understanding of Data Envelopment Analysis and Scoring System, quality tools, benchmarking, Quality improvement programs

**Module 5 Case Studies in Service Operations Management:(6 Hours)**

Travel and tourism sector – Hotel, Airline, IT and communication sector – Information technology, Telecom services, Healthcare sector – Hospital, Medical Transcription, Financial Services sector – Insurance, Banking, Portfolio services, Educational services – Education, Training.

**References:**

1. Successful Service Operations, Richard D Metters. Cengage Learning India PrivateLtd
2. Service Operations Management – The total experience, DavidParker.
3. Service Management: Operations, Strategy, and InformationTechnology
4. James A. Fitzsimmons, Mona J. Fitzsimmons – McGrawHill
5. Robert Johnston, Graham Clark, “Service operations management: improving service delivery”, Pearson Education, Third Edition.

**WAREHOUSE MANAGEMENT**

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| --- | --- | --- | --- | --- | --- | --- |
| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **IV** | **PBA2130D** | **3** | **40** | **60** | **30** | **Elective** |

**Course Outcomes**

After the completion of the syllabus, the students were able to:

**CO1:** Prepare a freight flow design in transportation

**CO2:** Design a warehouse management system for a firm

**CO3:**Design a layout for efficient warehouse storage

**CO4:** Analyze various provisions for warehouse automation

**CO5:** Measure warehouse efficiency using suitable model

**SYLLABUS**

**Module 1 Warehouse Operations:(7 Hours)**

Receiving, put away, Order-picking, checking and packing, Shipping. -Cross Docking Operations, Freight flow, design, trailer management

**Module 2 Warehouse Management System:(5 Hours)**

Stock locator system, Supply chain execution system, Storage and handling equipment, Pallet-storage, Bin shelving or static rack, Gravity flow rack, Conveyor-Sortation equipment’s

**Module 3 Layout of a Warehouse:(6 Hours)**

Layout of a unit-load area – Labour, location of shipping and receiving. Space- layout and carton – pick-from-pallet area, sortation, Layout of a piece- pick-from-carton area, Fast-pick area- Estimating restocks, Quantity of stocks in Fast pick area, Size of the fast pick area, Multiple fast-pick areas.

**Module 4 Order Picking and Automation:(6 Hours)**

Order- picking – Pick-path – The problem of pick-path optimization, Heuristic method of generating short pick paths, pick-path optimization, Flow and balance - piece-picking by “bucket brigade”. Order – assembly of bucket brigades, Automation warehouse- Carousels – In Air Crane, AS/RS, HPT, Material Handling Equipment (MHE) – HPT, Pallet Jacks, BOPT, Stacker, Reach Truck, Fort Lift, Electricity Table.

**Module 5 Warehouse Performance Management:(6 Hours)**

Measuring warehouse efficiency, activity profiling, ABC analysis, statistical analysis- visualization. Benchmarking, performance measurement, ratio based benchmarking, aggregate benchmarking.

**References:**

1. John J Bartholdi III & Steven T Hackman – Warehouse Distribution Science – Release **0.89**, 1998, Revised August20 2011.
2. Arnold Tony. J. R, Chapman N. Stephen, Ramkrishnan R. V –Introduction to MaterialsManagement – Fifth Edition, Pearson Education.
3. P. Gopalakrishnan, Suderashan M – An Integrated approach to Materials Management-Prentice Hall of India, New Delhi.
4. Mishra Rajendra- Materials Management- Excel Books, First Edition, New Delhi, 2012.
5. James A Topkins, Jerry D Smith Ware House Management Handbook, Second Edition

**IT ELECTIVES**

**AI FOR BUSINESS**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **IV** | **PBA2131A** | **3** | **40** | **60** | **30** | **Elective** |

At the end of this course, students will be able to

**CO 1**: Summarise concepts of AI and its applications

**CO 2**: Understand the fundamentals of Natural Language Processing

**CO 3**: Understand the fundamentals of Natural Language Generation

**CO 4**: Learn the fundamentals of search and data mining as AI processes

**CO 5**: Learn the new trends in artificial intelligence

**SYLLABUS**

**Module 1 Introduction:(7 Hours)**

Introduction to AI - Supervised vs unsupervised learning - Applications of AI in business, Business challenges and opportunities to deployment of AI - Machine learning - Deep learning - Deployment of AI solutions within your organization

**Module 2 Overview to Natural language processing (NLP):(6 Hours)**

Natural language processing (NLP) - NLP pipeline - text to data - Applications of NLP - Overfitting - Evaluation metrics. Decision trees - support vector machines - BOW - TD-IDF - High dimensionality - Linear classifiers - Business challenges and opportunities to deployment of NLP - Opportunities for deployment of NLP within your organization, Convolution Neural Networks

**Module 3 Introduction to natural language generation (NLG):(5 Hours)**

Over view, Turing test, Difficulties in applying NLG, Application of NLG, Knowledge structures and rules. Rules vs learning, Concept maps – web of data, Business challenges and opportunities for deployment of NLG, Opportunities for deployment of NLG within your organization

**Module 4 Fundamentals of Search and Data Mining as AI Processes:(6 Hours)**

Search and recommendation systems, Internet search, page rank, knowledge graph, Ethical implications and responsibilities. Applications of data mining, Personalization, Micro-segmentation, unsupervised learning, Evaluation metrics, K-means clustering

Customer database, Business challenges and opportunities for deployment of data mining, Opportunities for deployment of data mining within your organization

**Module 5 Trends in Artificial Intelligence:(6 Hours)**

Computer vision - Applications. Facial recognition. Driverless cars, Medical imaging, Reinforcement learning, Augmentation vs automation. AI heat map, AI canvas, mixed reality, IoT, AI as a service, Ethics of AI deployment

**References:**

1. Stuart Russell and Peter Norvig, Artificial Intelligence – A Modern Approach (3rd Edition)
2. James V Stone, Artificial Intelligence Engines: A Tutorial Introduction to the Mathematics of Deep Learning
3. Denis Rothman, Artificial Intelligence by Example
4. Chandra S.S.V, Artificial Intelligence and Machine Learning
5. Tom Taulli, Artificial Intelligence Basics: A Non-Technical Introduction
6. Neil Wilkins, Artificial Intelligence: An Essential Beginner’s Guide to AI, Machine Learning, Robotics, The Internet of Things, Neural Networks, Deep Learning, Reinforcement Learning and Our Future
7. Deepak Khemani, A First Course in Artificial Intelligence
8. Mariya Yao, Adelyn Zhou, Marlene Jia, Applied Artificial Intelligence: A Handbook for Business Leaders

**CYBER SECURITY**

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| --- | --- | --- | --- | --- | --- | --- |
| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **IV** | **PBA2131B** | **3** | **40** | **60** | **30** | **Elective** |

**Course Outcome**

Upon finishing the syllabus, the students are able to:

**CO 1:** Understand the different Security Threats and Vulnerability.

**CO 2:** Identify the security services and mechanisms.

**CO 3:** Identify various system security mechanisms

**CO 4:** Recognize the various network security techniques

**CO 5:** Identify various Cyber Laws and Standards.

**SYLLABUS**

**Module 1 Overview of Security Threats and Vulnerability:(5 Hours)**

Overview of Security Threats **-**Types of attacks on Confidentiality, Integrity and Availability. Vulnerability and Threats, Malware- Viruses, Worms, Trojan horses.

**Module 2 Information Security Concepts:(6 Hours)**

Information security issues, goals, Security Services and Mechanisms. Introduction to Cryptography - Network security model, Cryptographic systems, Cryptanalysis, Steganography. Types of Cryptography - Symmetric key and Asymmetric Key Cryptography, Encryption and Decryption Techniques.

**Module 3 System Security:(6 Hours)**

Desktop Security, Programming Bugs and Malicious code, Database Security, Operating System Security - Designing Secure Operating Systems, Disaster Recovery, Digital Signature.

**Module 4 Network Security:(6 Hours)**

Network Security Model, Network Security Threats, Firewalls - Overview, Types, Features, User Management, Intrusion Detection System and Intrusion Prevention System. Email security- PGP and SMIME, Web Security - Web authentication, Injection Flaws.

**Module 5 Cyber Laws and Standards:(7 Hours)**

ISO 27001, Cyber Law (Information Technology Act, 2000), International Standards maintained for Cyber Security – International law for Cyber Security, Security Audit, Investigation by Investing Agency, Cyber Security Solutions, Computer Forensics.

**References**

1. John Robertson, Ahmad Diab, Ericsson Marin, Eric Nunes, VivinPaliath, Jana Shakarian, Paulo Shakarian, DarkWeb Cyber Threat Intelligence Mining Cambridge University Press, 2017.
2. Dr. Farooq Ahmad, Cyber Law in India, Allahbad Law Agency- Faridabad.
3. J.P. Sharma, SunainaKanojia, Cyber Laws
4. Harish Chander , Cyber Laws and IT Protection
5. William Stallings, “Cryptography and Network Security”, Pearson Education/PHI, 2006
6. Gupta Sarika, “Information and Cyber Security”, Khanna Publishing House, Delhi
7. Nina Godbole, “Information System Security”, Wiley
8. Bothra Harsh, “Hacking”, Khanna Publishing House, Delhi
9. The basic of Hacking and Penetration testing, second edition on ethical hacking and penetration by Patrick Engebretson
10. The web application hackers handbook and LAB manual by Wiley

**SOFTWARE PROJECT MANAGEMENT**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **IV** | **PBA2131C** | **3** | **40** | **60** | **30** | **Elective** |

**Course Outcome**

After completing the course, the students shall be able to:

**CO 1:** Understand the conventional methods of software management.

**CO 2:** Apply various models in the development process of a software.**CO 3:** Analyze the progress of a software project plan though various modeling methods.

**CO 4:** Evaluate a software development team

**CO 5:** Formulate the design and implement information system with effectiveness and efficiency

**SYLLABUS**

**Module 1Introduction: (5 Hours)**

Software engineering and management: Functions of management, need for software management, Conventional software management, Evolution of software Economics, Improving software Economics, conventional and modern software engineering

**Module 2 Software Development as a Process:(6 Hours)**

Building the software development team - Team building as a process, The Apollo syndrome, Management Styles. A maturity model for software project management, Process of team building. Developing and maintaining project plan – Software development plan, using the work break down structure, optimizing the project plan using the design structure matrix, risk management

**Module 3 Management Methods and Technology:(6 Hours)**

Selecting a software development life cycle model – the software quality life cycle, modeling process, life cycle models, selecting a software development life cycle. Modeling the target system – requirements modeling methods, requirements analysis using self-interaction matrices, Real-time systems. Estimating project size, cost and schedule – costing and sizing software projects, software lifecycle management, 3D function point method, cost variance method. Tracking the software project plan – tracking schemes, Earned Value Management (EVM), precedence diagramming for cost and schedule control, tracking remedial action.

**Module 4 Managing Software Professionals:(7 Hours)**

Improving team performance – basics, relative importance of 169 workplaces, models of motivation, managing high performance teams. Evaluating software development team – classic techniques for valuating individuals. Strategy Based Evaluation methods (SEM), the SEM process, traditional performance evaluation methods, evaluating the software development team.

**Module 5 Future of Software Management:(6 Hours)**

Modern project profiles, Next generation software economics. Modern process transitions Agile, SCRUM approaches of project management, Reactive programming, Micro services, Quantum Computing, Serverless / lambda.

**References:**

1. Lawrence J Peters. Getting results from software development teams, Microsoft Press
2. Walker Royce Software Project Management, Addison-Wesley
3. Sanjay Mohapatra, Software Project Management, Cengage Learning

**DATA MINING**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **IV** | **PBA2131D** | **3** | **40** | **60** | **30** | **Elective** |

**Course Outcome**

Upon finishing the syllabus, the students are able to:

**CO 1:** Understand the different data warehouse architectures and models.

**CO 2:** Identify the use of data mining in different business applications

**CO 3:** Analyze various clustering techniques for data mining

**CO 4:** Recognize the various data mining techniques

**CO 5:** IdentifyAdvanced Mining Techniques

**SYLLABUS**

**Module 1 Introduction to Data Warehousing:(6 Hours)**

Data Warehousing - Data Warehouse Architecture Fundamentals, Approaches to Architecture- Top-down, Bottom-up, Data Warehouse Design, Technical and Business Meta Data- Meta Data Process, On-line Transaction Processing (OLTP), Online Analytical Processing (OLAP) Architecture

**Module 2 Business Context of Data Mining:(7 Hours)**

Data Mining for Process Improvement- Data Mining as a Research Tool, Data Mining for Marketing, Data Mining for Customer Relationship Management

**Module 3 Classification and Clustering:(6 Hours)**

Clustering Paradigms- K-means Clustering Algorithm- Hierarchical Clustering-Categorical Clustering Algorithm.

**Module 4 Data Mining and Tools of Datamining:(6 Hours)**

Data Mining- Architectural Aspects of Data Mining-Data Mining Techniques- Data Mining Issues and Challenges. Datamining tools - Decision Trees-Neural Networks-Genetic Algorithms - Rough Sets - Fuzzy Logic.

**Module 5 Advanced Mining Techniques:(5 Hours)**

Web Mining- Web Content Mining - Web Usage Mining - Mining for e-Business - Text Mining

**REFERENCES**

1. Jaiwei Ham and Micheline Kamber, *Data Mining concepts and techniques,* Kaufmann

Publishers.

1. Arun K Pujari, Data *Mining Techniques,* University Press
2. W. H. Inmon, Wiley, *Building the Data Warehouse*, Dreamtech India Pvt. Ltd.
3. Sam Anahory and Dennis Murray, Data *Warehousing in the Real World,* Pearson

Education Asia.

1. Margaret H Dunham, *Data Mining Introductory and advanced topics*, Pearson Education

**VIVA VOCE II**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **IV** | **PBA2117** | **2** | **-** | **100** | **-** | **Core** |

**Course Outcomes**

The students shall be able to:

**CO 1**: Illustrate the integrated understanding of the knowledge gathered from the various courses in the first and second semester

**CO 2**: Demonstrate current knowledge about the industry

**CO 3:** Assimilate information from different domains and show capability to apply it to managerial decision making.

**CO 4**: Demonstrate professional communication skills

**CO 5**: Demonstrate their ability to reflect, synthesize and think critically

**Course Description**

At the end of fourth semester there shall be a Viva Voce which encompasses all the courses covered during the first and second semester. The objective of this assessment is to examine the ability of student in applying the concepts in a business situation. The Viva Voce shall be evaluated by a panel of two faculty members of the department.

A student who fails to obtain minimum pass shall redo along with the SAS exam or with the subsequent batches.

**Parameters for Evaluation**

Ability to analyse a business case and apply the business principals to solve:50 Marks

Industry knowledge & current affairs: 25 Marks

Communication skill: 25 Marks

Total: 100 Marks

**INTERNSHIP**

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| **Semester** | **Course Code** | **Credits** | **Marks** | | **Instructional Hours** | **Type of Course** |
| **CA** | **SEA** |
| **IV** | **PBA2133** | **-** | **-** | **-** | **-** | **Audit Course** |

**Course Outcome**

Students will be able

**CO 1:** To provide the participants elements of experiential learning pertaining to managerial functions

**CO 2:** To provide short term training on managerial skills and application of management concepts

**CO 3:** To analyze an industry by using standard procedure and understand the status of the business

**CO 4:** To expose the MBA participants to the business world and make them understand how various managerial functions are performed in an organization.

**CO 5:** To develop work habits and attitudes necessary for job success.

**Course Description**

At the end of the fourth semester, all students need to undertake an internship as an Audit Course (pass/fail) for a period of 4 weeks. They can select any reputed National or International organization, where they can get practical experience in various functional areas of Management. The organizations either from manufacturing or services sectors may be selected by the students for internship. PSUs, Organizations in Co-operative Sector, SMEs, Private and Public Limited firms may be selected.

**Guidelines for Report Submission and Evaluation**

* The candidates shall submit weekly working reports of Internship through e-mail to the Faculty Guide.
* The Report shall be assessed as part of continuous evaluation. A separate rubric for evaluating the internship report shall be decided in the department council and the same shall be communicated to students.
* The Internship Reports shall be typed in “Times New Roman” font by using 12 font size with 1.5 spacing. All chapter headings shall be in font size 14 in bold. All main headings shall be in font size 12 in bold and all sub-headings are to be in 12 font size. The cover page of the Report shall be in white with color / black & white printing with college emblem.
* The candidates are required to submit a soft copy of draft reports to the Faculty Guide within the stipulated date. Faculty Guide, after corrections and suggested changes, shall direct the candidates to submit the Report in the prescribed format as a PDF File.
* The candidates are also required to take one hard copy of the Internship Report with the completion certificates from the Organization and the College. The hard copy of the Report has to be signed by the Faculty Guide, and the Director.

**MODEL QUESTIONS**

**Marian College Kuttikkanam (Autonomous)**

**Master of Business Administration**

**First Semester Examination, 2021 Admissions**

**PBA2101 PRINCIPLES OF MANAGEMENT**

**Time: 3 Hours Maximum marks-60**

**Answer one each from 5 questions. Each question carries 12 marks**

* 1. Mr. Rahul an accountant at Elite Hotels, Kochi, is a loyal and reliable employee of the unit. He can always be counted to get his work done accurately and on time. He is punctual, works steadily and gets along well with other people. He has been in his current position for the last seven years, but the fact that he has not been promoted recently is not of great concern to him. The pay is good, his boos is fair and not over demanding, his work area is well equipped, he likes the people he works with, and the company treats its employees well. Nevertheless, he looks forward to 5 pm! He is active outside the office especially with hobbies and recreational facilities at Elite Hotels. He is a member of volley ball and badminton teams and dabbles in nature photography in Kerala. During the income tax season, he enjoys helping friends to complete their personal tax returns.

**Questions:**

a) Which of the needs in Maslow’s hierarchy seem to be most important to Rahul?

b) Is job satisfaction important to Rahul?

c) What types of job factors- motivators or hygiene- are determining his motivation?

Ideal answers shall contain

• Case summary with identified motivation problems

• Theoretical insights

• Answers to the questions and rationale and alternative actions

• Expected outcomes of each recommended solutions

• Plan of action

**OR**

* 1. The Covid-19 pandemic is creating unprecedented patterns and ways to manage businesses. You are the CEO of outbound tour company named Safaribucket operating all south India. Since you have asked all offices in south India to move to work from home, you are finding it difficult to manage your employees. Initially you thought of creating stringent rules to check if people are online like asking employees to keep their laptop camera always ‘ON’. Then you find employees highly stressed out. Now you are in a dilemma. How to lead the team You have several options like decentralizing, delegating more power to branch heads, creating flexible work schedules, stringent monitoring. Since the business is expected to pick up by December, you want your employees with high morale and productive. Suggest leadership styles that you may use to lead the team and be the market leader again.

Ideal answers shall contain

• Leadership style and logic behind selection

• Strategies you may adopt

• Actions plan for the next three months

• Setting targets and Control techniques you will use

•Which all theoretical insights have helped you in arriving at the recommendation.

* 1. Develop an organization structure for a 100-room upcoming luxury business hotel in Thiruvananthapuram City

Ideal answers shall contain only the functions as given below.

• Location and rationale

• Organization chart – master and rationale

• Organization chart of all POS divisions and rationale

• Organization chart breakup of operations departments and rationale

**OR**

* 1. Draw the organization structure for an upcoming luxury leisure resort in Varkala, Kerala with 50 cottages in 5 acres’ land on Varkala beach.

Ideal answers shall contain only the functions as given below.

• Location and rationale

• Organization chart – master and rationale

• Organization chart of all POS divisions and rationale

• Organization chart breakup of operations departments and rationale

* 1. Marriott Hotels, the worlds most trusted hospitality brand continues to be the No.1 in terms of hotels, rooms, service and tourist satisfaction. To achieve the monumental success in the service industry on a global stage, the founders of the Marriott International thought it was best to put forth a vision so simple that it was not only easy to implement but also follow throughout the organization. The goal of the company is very simple – to leave a legacy of excellence in the service industry. Marriott International aims to be the favorite travel company for the masses throughout the world. It was this vision in addition to the work ethic and company culture that made it possible to achieve the success the company has. The mission statement for the Marriott International is “To enhance the lives of our customers by creating and enabling unsurpassed vacation and leisure experience.” Marriott International takes, great pride in its employees and their behavior, which is the reflection of the core values and the culture of the company. Further company operates with 5 core values named Putting people first, pursuing excellence, embracing change, acting with Integrity and Serving the World. You are hereby directed to articulate the role of mission, vision and core values of a company and its role in defining their business.

Ideal answers shall contain only the functions as given below.

• Role of organization plans -theoretical insights

• Marriott brands and segments and operations

• How the goals have defined business and work culture of Marriott?

**OR**

* 1. Hyatt Hotels Corporation, headquartered in Chicago, is a leading global hospitality company with a portfolio of 20 premier brands. As of December 31, 2019, the Company's portfolio included more than 900 hotels, all-inclusive, and wellness resort properties in 65 countries across six continents. The Company's purpose to care for people so they can be their best informs its business decisions and growth strategy and is intended to attract and retain top employees, build relationships with guests and create value for shareholders. The Company's subsidiaries develop, own, operate, manage, franchise, license or provide services to hotels, resorts, branded residences, vacation ownership properties, and fitness and spa location. The Vision statement of Hyatt is 'A world of understanding and care' and their mission is 'To deliver distinctive experiences for our guests’. Their core values are 'Respect, integrity, humility, empathy, creativity, and fun. To quote in their own words 'Our purpose, vision, mission, and values are brought to life by our colleagues, whom we refer to as the Hyatt family. We believe our colleagues embody our purpose of caring for people, including each other, our guests, and ultimately our owners. This commitment to genuine service and care is what differentiates us and drives guest preference. The management teams at each of our managed properties lead by example, and we provide them with the appropriate autonomy to make operational decisions in the best interest of the hotel and brand. High levels of guest satisfaction lead to increased guest preference for our brands, which we believe results in a strengthened revenue base over the long term. We also believe engaged colleagues will enhance efficient operation of our properties, resulting in improved financial results for our owners. We work with existing and prospective owners and developers to increase our presence around the world, which we expect will lead to guest satisfaction, brand preference, and new channels for professional growth for our colleagues. You are hereby directed to articulate the role of mission, vision and core values of a company and its role in defining their business.

Ideal answers shall contain only the functions as given below.

• Role of organization plans -theoretical insights

• Hyatt brands and segments and operations

• How the goals have defined business and work culture of Hyatt?

* 1. Your travel agency ‘Afiza Tours’ are in domestic operations. Due to Covid you are finding it difficult to manage and control operations. Since all the employees are asked to opt ‘work from home’ option, you are finding it difficult to get the desired results. We have employees in digital and offline promotions, tele marketing, follow up, sales and people bundle tour packages. Create appropriate output, behavioral and cultural and clan control systems by setting standards to manage operations.

**OR**

* 1. You are the general manager of Hotel Amaze, a luxury 5 star classified leisure hotel located in Kochi. Due to Covid you are finding it difficult to manage and control sales operations. Since all the employees are asked to opt ‘work from home’ option, you are finding it difficult to get the desired results. We have employees in digital and offline promotions, tele marketing, follow up, sales team in reactive and proactive teams, corporate segments and retail businesses. Create appropriate output, behavioral and cultural and clan control systems by setting standards to manage sales and marketing division of your hotel.
  2. You have been assigned the task of working with a company that had a traditional, functional organizational structure with sales, marketing, product development, finance and accounting, and operations teams each reporting to a VP, who reported to the CEO. The company wants to move to a matrix organization that will retain the efficiencies of the functional organization but also groups employee’s byproduct teams. You have been asked to comment on how to manage this change and how to communicate and respond to employee concerns. Specifically, you need to address: What are the desired impacts or benefits of this project on the organization?

What are the emotions that your employees may have about this organizational change? How could the employee emotions impact the organization or its operations?

How can the organization manage these emotions, or in what ways do you think they should manage these emotions to get desired outcome?

**OR**

* 1. Place yourself in the position of a CEO who is contemplating a reorganization of your company and has received conflicting opinions from two of your trusted reports.

Presently you are a wholesaler with 45 regional warehouses who acquires products from manufacturers and distributes them to retailers and service establishments. You have over 100,000 SKUs (stock keeping unit) ranging from ACE bandages to Ziploc bags. You have 825 field-based sales representatives who represent all the products within a geographic area.

One of the ideas that has been brought up by the vice president of marketing is to specialize the salesforce into three groups, fashion retail, general retail, and services.

Basically, individual sales representatives would be able to specialize with greater expertise and product knowledge to better serve customers. The vice president of sales fears that many of her salespeople will leave due to the expanded geography that this change would require.

What process would you take to address the concerns of your managers? How would you implement the plan? What customer considerations would you need to address?

**Marian College Kuttikkanam (Autonomous)**

**Master of Business Administration**

**First Semester Examination, 2021 Admissions**

**PBA2102 BUSINESS COMMUNICATION**

**Time: 3 Hours Maximum marks-60**

**Answer one each from 5 questions. Each question carries 12 marks**

* 1. Barry is a 27-year-old who is a foodservice manager at a casual dining restaurant. Barry is responsible for supervising and managing all employees in the back of the house. Employees working in the back of the house range in age from 16 years old to 55 years old. In addition, the employees come from diverse cultural and ethnic backgrounds. For many, English is not their primary language. Barry is ServSafe® certified and tries his best to keep up with food safety issues in the kitchen but he admits it’s not easy. Employees receive “on the job training” about food safety basics (for example, appropriate hygiene and handwashing, time/temperature, and cleaning and sanitizing). But with high turnover of employees, training is often rushed and some new employees are put right into the job without training if it is a busy day. Eventually, most employees get some kind of food safety training. The owners of the restaurant are supportive of Barry in his food safety efforts because they know if a food safety outbreak were ever linked to their restaurant; it would likely put them out of business. Still, the owners note there are additional costs for training and making sure food is handled safely. One day Barry comes to work and is rather upset even before he steps into the restaurant. Things haven’t been going well at home and he was lucky to rummage through some of the dirty laundry and find a relatively clean outfit to wear for work. He admits he needs a haircut and a good hand scrubbing, especially after working on his car last evening. When he walks into the kitchen he notices several trays of uncooked meat sitting out in the kitchen area. It appears these have been sitting at room temperature for quite some time. Barry is frustrated and doesn’t know what to do. He feels like he is beating his head against a brick wall when it comes to getting employees to practice food safety. Barry has taken many efforts to get employees to be safe in how they handle food. He has huge signs posted all over the kitchen with these words: KEEP HOT FOOD HOT AND COLD FOOD COLD and WASH YOUR HANDS ALWAYS AND OFTEN. All employees are given a thermometer when they start so that they can temp food. Hand sinks, soap, and paper towels are available for employees so that they are encouraged to wash their hands frequently.

1. What are the communication challenges and barriers Barry faces?
2. What solutions might Barry consider in addressing each of these challenges and barriers?
3. What are some ways Barry might use effective communication as a motivator for employees to follow safe food handling practices?

**OR**

* 1. An entrepreneur who went to China with a dream of expanding her business overseas. She expressed to me how challenging and frustrating it was to get things done on time and to get feedback from her local team. She said she would ask her Chinese staff to do certain tasks and they would always agree only to disappoint her by not meeting her expectations and deadlines.

When I asked Amanda about her interactions with staff outside of work, she said that she refused to mix work with pleasure. She normally grabbed lunch alone and ate it at her desk so that she could continue working. After listening to Amanda, it was clear to me that she had no idea how different her American cultural behaviors were from the Chinese and how it was deterring her from launching a successful business in China. After 18 months, Amanda called it quits and returned to San Francisco.

1. Do you think cross cultural barriers is a serious concern among working employees

2. If you were in Amandas position, how would you have solved this issue

3. Identify the barriers in cross cultural communication

* 1. Analyze following situation, identify the barrier that affect the listener and suggest remedies to overcome from it.

1. Kavita is in the class and the teacher is explaining different steps of computer programming. But Kavita is amused about the hair style of the teacher and is wondering how he will look without any hair.

2. Neha is taking part in a G.D. She is listening to the second speaker, who is using abstract phrases and expressions. She tries to infer the meaning of unfamiliar words from contextual clues. She pays attention to the speaker ‘s intention, and is trying to understand and interpret non-verbal clues and body language of the speaker

**OR**

* 1. Consider yourself as a sales manager. For a particular month employee have achieved the target and you have to deliver a speech, appreciating the employees for their performance. Prepare a speech on the above matter.
  2. Write any three of the following letters   
     a) Write a Job Acceptance letter with reference to the appointment letterfor the post of a Accountant.  
     b) Draft a letter of resignation addressed to the Manager, Shivaji CottonMills.  
     c) Write a Sales letter to promote the sale of a Washing Machine.  
     d) Write a letter of inquiry to wholesale readymade garment showroomasking for their price list, catalogue and other information.

**OR**

* 1. You are a project manager for a team of 20 resources. Write an email to your team, enquiring about the irregularity in submitting their weeklytimesheets and stressing the importance of the same.
  2. A committee has been appointed to look into the causes of the decline in results of XYZ College at ABC University exams. Draft a report.

**OR**

* 1. You are Karan / Kirti of L.M. Memorial College, Dwarka. Your college has adopted a village as a social responsibility. Students are being taken to teach the children of that village on a regular basis. Write a report, for your college magazine, on the various other programmes organized there in 150-200 words.
  2. Young energetic fresh graduates required for Sales and Accounts work in ourgroup of companies. Write with Bio data a letter of application to the GeneralManager, Laxmi Boards Ltd., Das Chambers, 20 Dalal Street,Mumbai 400 001.

**OR**

* 1. Mr. Sinha is an MBA. He is being interviewed for the position ofmanagement trainee at a reputed company. The selection committee ischaired by the vice-president Mr. Sinha's interview was as follows

Committee: Good morning.  
Mr. Sinha: Good morning

Chairperson: Please take a seat.  
Mr. Sinha: Thank You (sits down at the Age of the chair. Keeps hisportfolio on the table.]  
Chairperson: So, Mr. Sinha. I can see that you have finished your MBAwith a first division.  
Mr. Sinha: Yes, madam.  
Chairperson: Why do you want to work in our organization?  
Mr. Sinha: Your Company has a very good reputation in the industry.  
Committee member: This job is considered to be quite stressful. Do youthink you can manage the stress involved?  
Mr. Sinha: Yes. I think there is too much talk about stress these days. Sir, would you tell me more clearly what do you mean by stress?

Committee member: What do you think are your strengths?  
Mr. Sinha: Sir, who am I to boast about my strengths?  
Committee member: What are your weaknesses?  
Mr. Sinha: I become angry too quickly.  
Committee member: Do you want to ask us any questions?  
Mr. Sinha: Yes, sir. I was wondering what future opportunities there arefor someone who starts as a management trainee.  
The committee member tells Mr. Sinha the typical career path for those  
starting as management trainees. The chairperson then thanks Mr. Sinha.  
Mr. Sinha promptly says in response, "You are welcome", and then exits  
the room.

(a) Do you find Mr. Sinha's responses to the questions effective? Give reasons for your view on each answer given by Mr. Sinha.  
(c) Mr. Sinha has observed the norms of respectful and polite behavior, butdo you think something went wrong in his case? Account for yourgeneral impression of Mr. Sinha's performance at the interview.  
(d) As an interview panelist, how would you analyses the performance of Mr Sinha as an interviewee?

**Marian College Kuttikkanam (Autonomous)**

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**PBA2103 ECONOMICS FOR MANAGERS**

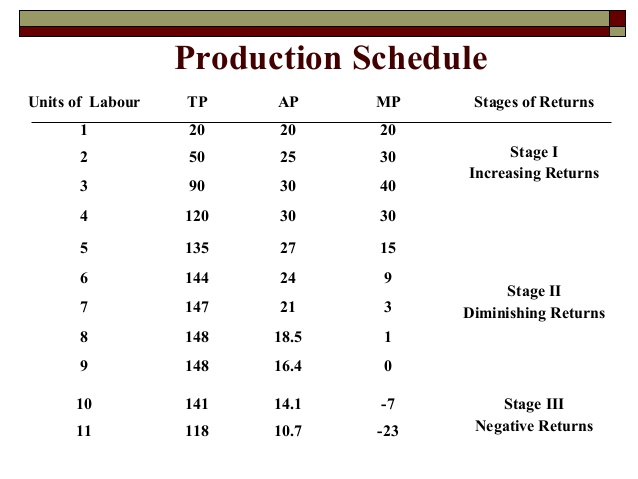
**Time: 3 Hours Maximum marks-60**

**Answer one each from 5 questions. Each question carries 12 marks**

* 1. Define managerial economics? What are the fundamental principles in Managerial economics? Explain How firm achieve optimal solution for business decision problems?

**OR**

* 1. Discuss the concept of Market Equilibrium. Explain how Demand and Supply responds to price changes. Illustrate market mechanism using graph
  2. Demonstrate the relationship between Total cost of production, Average cost and Marginal cost. Explain the Law of Variable Proportion



* 1. “Building Economies of Scale to achieve profitability”. Demonstrate how firm attain Economies of Scale. Elaborate the concept using long run average cost.

“The utility of each commodity is measurable”. Discuss the concepts in cardinal utility approach? Illustrate the law of diminishing marginal utility using appropriate example.

**OR**

* 1. “A state where the combination of price and output gives maximum profit to the producer” Demonstrate how, producers earn maximum profit with optimal combination of factors.
  2. The Indian automobile industry is one of the driving forces of the economy, contributing about 49% to the country’s manufacturing GDP (gross domestic product) and 7.5% to its overall GDP. (Economic Times Auto report, 2020)

“The automobile industry in India possesses a very diverse and complex structure, in terms of scale, competition, nature of operation, market structure”.

1. Discuss the automobile industry in terms of the market structure.
2. Specify the market structure, Degree of competition and explain its the characteristics?
3. Demonstrate how price and output decision under the Automobile Industry

**OR**

* 1. India is the third-largest producer and exporter of coffee in Asia, and the sixth-largest producer and fifth-largest exporter of coffee in the world. The country accounts for 3.14% (2019-20) of the global coffee production. The coffee production stood at 299,300 million tons (MT) during 2019-20P, **(IBEF, July, 2021)**

1. Illustrate the market structure of the coffee industry in India
2. How market price affects the individual firm/producers?
3. Discuss the price and output determination.
   1. “Finance Minister Niramala Sitharaman introduced a new optional personal income tax system… Emphasising on capacity building and empowerment of marginalised sections of the society while protecting the wealth creators, Sitharaman said this Budget will boost income and purchasing power of the people” (ET Online- Feb 07, 2020)
4. Narrate the policy initiate of the government.
5. How the new tax system boost income and purchasing power of the people?
6. Explain how it stimulates economic growth in the current economic scenario.

**OR**

* 1. “The Indian economy is likely to grow 8.4-10.1% for the current financial year as against a contraction of 7.3% in the last fiscal” -National Council of Applied Economic Research (NCAER). The research council has pitched for strong fiscal support to push India's economic growth in its quarter review report.

"We estimate that gross domestic product (GDP) will grow 11.5% in Q1 (first quarter) and 8.4-10.1% for the whole year 2021–22," (Hindustan times 25, 2021).

1. What are indicators used to evaluate the economic performance of a country?
2. As a foreign investor, would you be confident about India’s economic situation in 2021-2022?

**Marian College Kuttikkanam (Autonomous),**

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**PBA2104 Accounting for Managers**

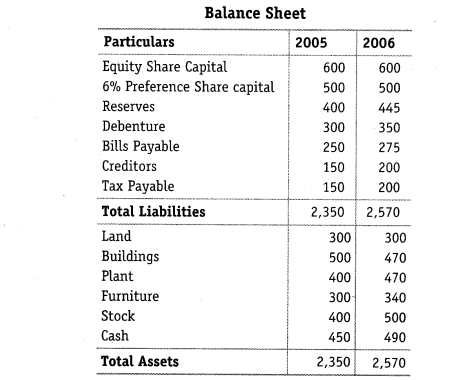
**Time – 3 hours Maximum marks – 60**

**Answer all five questions. Each question carries 12 marks**

* 1. An entrepreneur is going to start a business concern with the capital raised by him individually. He will be manufacturing a product and sells it to his customers which incurs certain expenses. Prepare a list of potential transactions and prepare the final accounts of the entrepreneur’s business

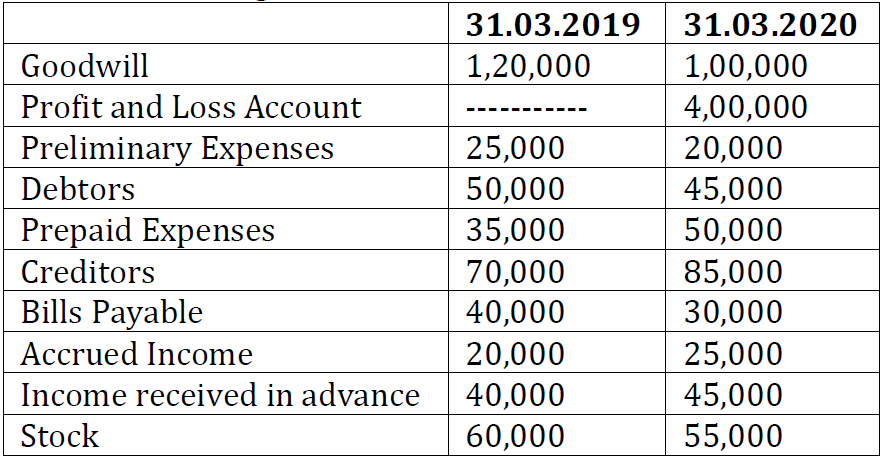
**OR**

* 1. IFRS is going to be the next level of accounting system. Discuss its implications for a company which is listed in a stock exchange and compare it with the implications to a sole proprietorship.
  2. From the following information, you are required to prepare a comparative balance sheet and comment about the performance of the company.

****

**OR**

* 1. From the following balance sheet, you are required to find out the cash from operations of ABC Ltd. and comment on the liquidity position of the business

****

* 1. The summarized balance sheet of Ramco Ltd. is given below.

|  |  |  |  |
| --- | --- | --- | --- |
| **Capital & Liabilities** | **Rs.** | **Assets** | **Rs.** |
| Equity Share Capital | 140 | Fixed Assets: 210 |  |
| Reserves & Surplus | 45 | Less Depreciation: 25 | 185 |
| P & L Account | 20 | Stock | 25 |
| Provision for Tax | 10 | Debtors | 30 |
| Sundry Creditors | 40 | Cash | 15 |
|  | **255** |  | **255** |

The following details are also furnished:

Sales – 120

EBIT – 30

Net profit after tax – 20

Calculate the following and comment about the liquidity and profitability of the company:

* Liquidity ratios
* Profitability Ratios
* Debtors’ turnover ratio & average collection period
* Stock turnover ratio
* ROE

**OR**

* 1. From the following prepare a Balance sheet of XYZ Ltd.

Stock turnover ratio – 6

Capital turnover ratio – 2

Fixed Assets to turnover ratio – 4

Gross profit – 20%

Debtors’ Collection period – 2 months

Creditors’ payment period – 73 days

The gross profit was Rs. 60000. Closing stock was 5000 more than the opening stock.

* 1. Youare given the following Data from a company that produces multiple products:

Year Sales Profit

2020 Rs. 500000 40000

2021 Rs. 550000 45000

Find out the following:

* P/V Ratio
* BEP
* Profit when sales are Rs. 600000
* Sales required to earn a profit of Rs. 75000
* Margin of Safety in 2020

**OR**

* 1. UST mobile phone Ltd. uses 3 components to manufacture their flagship smartphone. The standard and actual mix of materials are furnished below. You are required to compute all the material variance and comment about the deviations.

The standard mix to produce one unit of product is as follows:

Material A 60 units @ Rs. 15 per unit = 900

Material B 80 units @ Rs. 20 per unit = 1600

Material C 100 units @ Rs. 25 per unit = 2500

During the month of July, 10 units were actually produced and consumption is as follows:

Material A 640 units @ Rs. 17.50 per unit = 11200

Material B 950 units @ Rs. 18.00 per unit = 17100

Material C 870 units @ Rs. 27.50 per unit = 23925

* 1. An industry producing certain chemicals are having a capacity of production of 24000 units @ 60 %

Various expenses are mentioned below:

Hydro Chloric acid – Rs. 80 per unit

Direct wages – Rs. 40 per unit

Direct expenses for machinery – Rs. 20 per unit

Factory expenses – Rs. 50,000 (50% fixed)

Administration expenses – Rs. 60000 (40% variable)

Prepare a flexible budget for 80% & 100% capacity

**OR**

* 1. Imagine that you are owing a business concern which manufactures tyres for automobiles. The factory has a capacity to produce 50000 units at 50% capacity. You are required to create an imaginary cost for raw materials, wages, direct and indirect expenses and bifurcate them to fixed and variable expenses. Finally, create a budget for your company at 80% and 100% capacity.

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**PBA2105 Quantitative Techniques for Decision Making**

**Time – 3 hours Maximum marks – 60**

**Answer all five questions. Each question carries 12 marks**

* 1. A department store gives in-service training to its salesman which is followed by a test. It is considering whether it should terminate the service of any salesman who does not do well in the test. The following data give the test scores and sales made by nine salesmen during a certain period:

Test scores:   14 19   24   21    26    22   15    20     19

Sales (‘000’):    31 36 48   37    50    45    33    41    39

 (a) Check whether is there any relation between test scores and sales?

(b) Does it indicate that the termination of services of low test scores is justified?

**OR**

* 1. The following table shows the number of motor registrations in a certain territory for a term of 5 years and the sale of motor tyres by a firm in that territory for the same period

       Year                  Motor registration           No. tyres sold

          1                                600                          1250

          2                                630                          1100

          3                                720                          1300

    4                                750                          1350

    5                                800                          1500

Estimate the sale of tyres whenregistration is 850

* 1. A doctor is to visit a patient. From the past experience, it is known that the probabilities that he will come by train, bus, scooter or by other means of transport are respectively 3/10,1/5,1/10 and 2/5. The probabilities that he will be late are ¼,1/3 and 1/12, if he comes by train, bus and scooter respectively, but if he come by other means oftransport, then he will not be late. What is the probability that he comes by train?

**OR**

* 1. A chartered account applies for a job in two firm’s X and Y. He estimates that the probability of his being selected in firm X is 0.7 and being rejected in Y is 0.5 and the probability that at least one of his application rejected is 0.6. What is the probability that he will be selected in one of the firms?
  2. Time taken by a construction company to construct a flyover is a normal variate with mean 400 labourdays and standard deviation of 100labour days. If the company promises to construct the flyover in 450 days or less and agrees to pay a penalty of Rs 10000 from eachlabour day spent in excess of 450. What is the probability that?

(i) the company pays a penalty of at least 2,00,000

(ii) the company takes at most 500 days to complete the flyover

**OR**

* 1. Fit a Poisson distribution to the following data and calculate theoretical frequencies

                Deaths:        0         1         2           3              4            5             6

                Frequencies 305    365      210        80          28            9             2

* 1. A marketing agency gives you the following information about the age-groups of the sample information and their liking for a particular model of bike which a company plans to introduce:

                            Age group of informants

                 Below 20         20-39          40-59       Total

Liked          125                 420               60           605

Disliked      75                   220             100           395

Total           200                 640              160         1000

On the basis of the above data, can it be concluded that the model appeal is independent of the age-group of the informants?

**OR**

* 1. To compare the price of a certain commodity in two towns, ten shops wereselected atrandom in each town. The following figures give the price found

Town A: 61   56    63     56    63    59     56     44     61

Town B: 55   47     59    51    61    57     54     64      58

* 1. Determine the equation of a straight line which best fits the following data

                              Year:                   2000           2001               2002             2003           2004

                               Sales (Rs ‘000’) 35              56                  79                 80                40

Compute the trend values for all years from 2000 to 2004

**OR**

* 1. To study the performance of three detergents and three different water temperatures, the following “whiteness” readings wereobtained with special designed equipment.

Water temperature               Detergent A             Detergent B              Detergent C

Cold water                                 57                              55                            67

Warm water                              49                               52                           60

Hot water                                  54                               46                           58

Perform a two-wayanalysis of variance using 5% level of significance

**Marian College Kuttikkanam (Autonomous), Master of Business Administration**

**First Semester Examination, 2021 Admission**

**PBA2106 Legal Environment of Business**

**Time – 3 hours Maximum marks – 60**

**Answer all five questions. Each question carries 12 marks**

* 1. A man enfeebled by disease or age, is induced by B’s influence over him as his medical attendant to agree to pay B an un reasonable sum for his professional services. Does B employ undue influence?  B can take steps to set the contract aside? Discuss the concept of validity and enforceability in contracts.

**OR**

* 1. If you are the director of a medium sized manufacturing company. What are the important records you will ensure that it is maintained according to companies’ act?
  2. A In April 2015, Maharashtra government food and drug administration(FDA) had ordered filing of FIRs against snapdeal.com as well as CEO kunal bahl, directors and distributors for online sale of prescription grugs in derogation of Indian laws, FDA commissioner Harshadeep Kamble said investigations into other e-commerce giants like flipkart and Amazon are also under progress to ascertain if they are also involved in such sale.

Questions:

1. Has an offence been committed in this case?
2. Snap deal is a platform that connects online buyers and sellers. Can it be held responsible?

**OR**

* 1. A manufacturer of woolen cloths sold woolen cloth to a tailor on the basis of particular sample. The tailor had purchased the cloth for particular purpose but he had not told the seller about the same. Owing to latent defect in cloth as well as in sample, the cloth turned out to be unfit for purpose for which tailor had purchased thought the same was fit for other purpose. Tailor failed suit for damage. Discuss.
  2. Sanjay issued a cheque of Rs 50000 in favour of a private school towards the payment of school fees. The cheque was present for encashment by school through its banker. However, the same was returned unpaid by the banker of sanjay due to the reason account closed. School approaches you for advice. What action can school take?

**OR**

* 1. Mr.Krishna a business man in one of the metros, issued a cheque for Rs 100000, in favor of Mr.Udheep a minor, who in turn endroded in favor of Roshan, who in turn endorsed in favor of Veena. When the cheque was presented for payment, it was dishonored by the banker? Discuss the rights of Mr. Udheep and Veena and Roshan.
  2. Williams and Tom have a partnership in manufacturing an electronics product. They intend to start a joint stock company in order to expand their business further. You are a consultant who is supposed to help them to start the company. Explain to them the complete procedure and legalities of starting a company.

**OR**

* 1. A public limited company has 2 classes of shares, namely equity shares and 12 percent non-cumulative preference shares. It wishes to change the rights regarding the preference shares to 10 percent cumulative preference shares. There is no provision in the articles or memorandum regarding such variation. Advise the company.
  2. A lecturer is an active member of a discussion forum hosted in the Warwick Forums system. The forum is open to all members of the university. It is a very popular forum, with people from across Engineering and the Warwick Manufacturing Group participating. Such a diverse collaboration of knowledge and skills often leads to new perspectives on old problems. One particular problem seems to be quite intractable, so the lecturer posts a long description of it on the forum. She already has some possible solutions, but just needs a little input from elsewhere. The tactic works, an MSc student offers an unusual insight that inspires a solution from the lecturer. A journal paper follows, along with, a year later, an unusual email from the exams secretary. The student has been accused of plagiarising from the journal article. The plagiarism seems to be quite clever, but the ideas are the same and a few sentences are shared. When the lecturer looks at the student’s essay, it appears that some of it has been copied from the forums discussion.

Question:

(i) What factors should be considered in resolving this?

(ii) What could have been done differently?

**OR**

* 1. A researcher regularly writes short articles and publishes them on her blog using Warwick Blogs. The articles usually attempt to make some connection between her work on the history of the Middle East and current events in the news. The blog becomes a popular read for many specialists in the area. After some time, the lecturer is contacted by a friend who asks how she managed to get her work published on the web site of a slightly extreme Islamic student’s organization in France. She is baffled. On looking at the URL, she finds a blog like web site, mostly in Arabic, with one of her articles sitting in the middle of the page, surrounded on all sides by Arabic, of which she can decipher nothing. The article is about the Arab Revolt of 1916, and the coordinated attacks on trains that were an essential part of it. She is a little concerned, as she has absolutely no idea what kind of context her work is being presented in. It is attributed to her, with a URL link to her blog, but it seems to be a very different article when presented out of its original context.

Questions:

(i) How do you think this happened? Do you think it is likely?

(ii) Has anything illegal been done? How would you respond?

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**PBA2107 Environmental Business Management**

**Time – 3 hours Maximum marks – 60**

**Answer all five questions. Each question carries 12 marks**

* 1. Coal is used in thermal power stations and petroleum products like petrol and diesel are used in means of transport like motor vehicles, ships and aeroplanes. We cannot really imagine life without a number of electrical appliances and constant use of transportation. Suggest some ways in which our consumption of coal and petroleum products can be reduced?

**OR**

* 1. “College campuses kick off a green revolution” (Times of India 2018).

Suggest some changes in your college which would make it environment friendly?

* 1. Using practical examples, critically examine the differences and relationship between PRA and PEM

**OR**

* 1. Discuss possible hindrances to the application of PEM in environmental management in your community
  2. An important mining company has been operating for about 4 yrs in a coastal region. The mining activity of this company is very intense. This company has effectively implemented its EMP with great success, mitigating the environmental impacts caused by this activity. Up to date the results of the environmental auditory show that this company completely fulfils all the legal requirements, laws and environmental standards established by the authorities. Since 1 yr this company is part of a trial against the community, which argues that after the company has started its mining activity in the zone, the quality of the water has been significantly deteriorated and that this company is operating in a protected area. The Company argues that it has relevant proofs in order to demonstrate that they have not polluted the environment but the other industries located in the zone. The mining company emphasizes that when they began the activities the environment was already polluted specially the water and that the quality standards of the water were not good at all.
* What document the mining company must present in the trial in order to demonstrate its argument that the environmental quality was already deteriorating before their activities began in the zone. Why is this document so important?
* What document the mining company should have obtained in order to get its environmental license demonstrating that they are not located in a protected area.
* Mention 2 environmental impacts this company might cause into the environment and 2 ways to mitigate this impacts that should be included in its EMP

**OR**

* 1. A car washing and lubricating company has been operating for several years (more than 10 yr) in a terrain with the following characteristics: porous, filterable with a phreatic level near to the surface (1.5 m depth). The company is located close by to an estuary branch which is quite useful for them since they discharge all the disposals and waste generated by this activity directly into the estuary. These disposals contain a high level of oils and greases. All the dumping from the car maintenance goes directly into the soil since there are no palettes or gutters. The lubricating company operates for 20hrs for seven days per week. The Municipality, since the local people have complained, has arranged the execution of an EIA and you are part of it.
* What type of environmental evaluation has to be performed by the Municipality according to this case
* What type of professionals will be part of the consultancy group performing the EIA. What will be the minimum that you can propose?
* Mention three environmental impacts of this activity
* Mention three mitigation measures you will propose as part of your EMP to mitigate the impacts identified
  1. Green promotion helps consumers to overcome the “greatest environmental hazard”, that is, the lack of environmental information. Suggest some green promotion strategies that companies can adopt.

**OR**

* 1. ITC strengthened their commitment to green technologies by introducing ‘ozone-treated elemental chlorine free’ bleaching technology for the first time in India. The result is an entirely new range of top green products and solutions: the environmentally friendly multi-purpose paper that is less polluting than its traditional counterpart. Explain the advantages of green technologies and manufacturing in companies with examples.
  2. “NGOs can play a major role in helping to address environmental issues in India”. Comment. What are the challenges faced by an NGO in India? What actions would help to lift these barriers & challenges and enable NGOs to fulfil their potential in addressing environmental issues in India.

**OR**

* 1. In 2017, the Art of Living Festival on Yamuna Food Plain was declared violating the environmental norms, the NGT panel imposed a penalty of Rs. 5 Crore. Critically evaluate the role played by NGT in protecting the environment in India with examples.

**Marian College Kuttikkanam (Autonomous),**

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**PBA2108 Organizational Behaviour**

**Time – 3 hours Maximum marks – 60**

**Answer all five questions. Each question carries 12 marks**

* 1. On 18 July 2012, Maruti’s Manesar plant was hit by violence as workers at one of its auto factories attacked supervisors, engineers and other management personnel and burnt and killed a senior HR executive, injured 100 managers, including two Japanese expatriates. The mob also injured nine policemen. The company’s General Manager of Human Resources had both arms and legs broken by his attackers, unable to leave the building that was set ablaze, and he was charred to death. The incident is the worst-ever for Suzuki since the company began operations in India in 1983 and one of the most heinous of industrial crimes in the history of India with this case in mind, how do individual behaviour affect the entire organization?

**OR**

* 1. Why do organizations use personality test to measure an individual skill during selection process?
  2. Take any theory of motivation and explain how this theory is applicable in a real life situation?

**OR**

* 1. Excel limited have 3500 employees. Many people working in this organization are not satisfied with the employee involvement strategies, if you were the HR manager how would you resolve this situation?
  2. A Public sector firm has been privatised. There was a huge protest from the employee. Evaluate the appropriateness of various leadership styles and conflict management strategies that could be used

**OR**

* 1. Identify the leadership style of Mr. Ratan Tata, Mr. Azim Premji, Mr, Bill Gates, Adolf Hiter?
  2. Assume that you are the training manager of your organization. You are instructed to conduct a training program for the team member of project A and project B. How would you coordinate with this team?

**OR**

* 1. Bringing group cohesiveness is very difficult if employees are having poor relations with each other. What are the group cohesiveness strategy?
  2. Organisational change and culture affect working relationships within organizations. Evaluate this in the context of amalgamation of Global Trust Bank.

**OR**

* 1. `Covid 19 pandemic have set a new normal of Work from Home, How Organizational change and resistance from employees be managed in such a situation?

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**Second Semester Examination, 2021 Admissions**

**PBA2109 FINANCIAL MANAGEMENT**

**Time: 3 Hours Maximum marks-60**

**Answer one each from 5 questions. Each question carries 12 marks**

* 1. “A rational human being has a time preference for money”. Give reasons.

**OR**

* 1. You are evaluating the yield on a callable bond, with a 10-year maturity and a 9% coupon rate. The bonds can be called back at 110% of par in 3 years. The bond is trading at Rs.950.

1. Estimate the yield to maturity.

2. Estimate the yield to call.

3. Which of the two would you use in analyzing the bond?

* 1. “Despite all limitations of the method of pay-back period, it has still significance in project appraisal” Discuss.

**OR**

* 1. FlavorsLtd. has a machine which has been in operation for 3 years. Its remainingestimated useful life is 8 years with no salvage value in the end. Its current marketvalueisRs.2, 00,000. Thecompanyisconsideringaproposaltopurchaseanewmodelofmachinetoreplacetheexistingmachine.Therelevantinformationisasfollows:

|  |  |  |
| --- | --- | --- |
|  | **ExistingMachine** | **NewMachine** |
| Costofmachine | 3,30,000 | 10,00,000 |
| Estimated life | 11years | 8years |
| Salvage value | Nil | 40,000 |
| Annual output | 30,000units | 75,000units |
| Sellingpriceperunit | 15 | 15 |
| Annualoperatinghours | 3,000 | 3,000 |
| Materialcostperunit | 4 | 4 |
| Labourcostperhour\* | 40 | 70 |
| Indirectcashcostperannum | 50,000 | 65,000 |

Thecompanies followthestraight-linemethodofdepreciation.Thecorporatetaxrateis 30 per cent and WX Ltd. does not make any investment, if it yields less than 12per cent. Present value of annuity of Re. 1 at 12% rate of discount for 8 years is4.968.Presentvalueof`1at12%rateofdiscount,receivedattheendof8thyearis 0.404.Ignorecapitalgaintax.

AdviceflavorsLtd.whethertheexistingmachineshouldbereplacedornot.

* 1. ABC Ltd. has a net operating income of Rs.2, 00,000 on an investment of Rs.1, 00,000 in assets. It can raise debt at 16 percent of interest. Assume that taxes do not exist. Using the NI approach and an equity capitalization rate of 18 percent, compute the total value of the firm and the weighted average cost of capital if the firm has (i) no debt, (ii) Rs.3,00,000 debt, (iii)Rs.6,00,000 debt.

**OR**

* 1. “The total value of firms remains unchanged regardless of variation in its financing mix” Discuss.
  2. The Managing director of a company decides that his company will not pay any dividends till he survies.His current life expectancy is 20 years. After that time it is expected that the company could pay dividends of Rs.30 per share indefinitely. At present the firm could afford to pay Rs.5 per share forever. The required rate of return this company’s shareholders is 10%. what is the current value of the share? What is the cost to each shareholder of the managing director’s policy?

**OR**

* 1. Critically examine the assumptions underlying the irrelevance hypothesis of Modigliani and Miller regarding dividend distribution.
  2. **S** Ltd Supply Corporation sells Rs.120 million of its products to wholesalers on terms of net 50. currently; the firm’s average collection period is 65 days. In order to speed up the collection of receivables S ltd is considering offering a 1 percent cash discount and its average collection period to decline to 40 days. The firms’ required pretax return on receivable investment is 20 percent. Determine the net effect on S ltd pretax profits of offering a 1 percent cash discount.

**OR**

* 1. Gautham Cement Company Ltd. has an installed capacity of producing 1.25 lakh tons of cement per annum; its present capacity utilization is 80 per cent. The major raw material to manufacture cement is limestone which is obtained from the company’s own mechanized mine located near the plant. The company produces cement in 200 Kgs bags. From the information given below, determine the Net working capital (NWC) requirement of the company for the current year.

**Cost structure per bag of cement (estimated)**

|  |  |
| --- | --- |
| **Particulars** | **Rs** |
| Gypsum | 25 |
| Limestone | 15 |
| Coal | 30 |
| Packing material | 10 |
| Direct Labour | 50 |
| Factory overheads (including deprecation of Rs 10) | 30 |
| Administrative overheads | 20 |
| Selling overheads | 25 |
| Total Cost | 205 |
| Profit margin | 45 |
| Selling price | 250 |
| Add: sales tax (10 per cent of selling price) | 25 |
| Invoice price to consumers | 275 |

**Additional information**

* Desired holding period of raw materials: Gypsum, 3 months; Limestone, 1 month; Coal, 2.5 months; and packing material, 1.5 months.
* The product is in process for a period of 0.5 month (assume full units of materials, namely gypsum, limestone and coal are required in the beginning; other conversion costs are to be taken at 50 percent).
* Finished goods are in stock for a period of 1 month before they are sold.
* Debtors are extended credit for a period of 3 months.
* Average time delay in payment of wages is approximately 0.5 month and of overheads, 1 month.
* Average time delay in payment of sales tax is 1.5 month.
* The credit period extended by various suppliers are:
  + Gypsum, 2 months; Coal, 1 month; Packing materials,0.5 month.
* Minimum desired cash balance is Rs 25 lakh.

You may state your assumptions, if any.

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**Second Semester Examination, 2021 Admissions**

**PBA2110 MARKETING MANAGEMENT**

**Time: 3 Hours Maximum marks-60**

**Answer one each from 5 questions. Each question carries 12 marks**

* 1. As a marketing manager of a leading toothpaste brand, do a do a marketing environment analysis for deciding on the marketing strategies for next year.

**OR**

* 1. Give a brief account of marketing environment for a proposed Adventure Park in Kuttikkanam
  2. Impresario Events, a newly setup venture in Kerala, periodically conducts mystery solving exercises, treasure hunt etc. for youngsters typically for the adventurous groups. Device segmentation, targeting and positioning ideas for the company

**OR**

* 1. You are planning to set up a luxury resort in Varkala beach. Write segmentation, targeting and positioning statement for the same.
  2. Appraise the 8Ps of Club Mahindra

**OR**

* 1. Appraise the 8Ps of Ferrari World Abu Dhabi
  2. You are newly appointed for Sales in Novotel. Evaluate the steps that you will use in Banquet Sales

**OR**

* 1. Explain the process of selling an incentive travel and strategies used for each member of buying center
  2. Design a IMC campaign for a confectionary product of your choice.

**OR**

* 1. Prepare an IMC campaign for a destination wedding planner focusing upper middle-class families of central Travancore

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**Second Semester Examination, 2021 Admissions**

**PBA2111 HUMAN RESOURCE MANAGEMENT**

**Time: 3 Hours Maximum marks-60**

**Answer one each from 5 questions. Each question carries 12 marks**

* 1. Human Resource Management involves all management decisions and practices that directly affect or influence the people who work for the organization. Discuss

**OR**

* 1. HR manager of an organization is facing problems of high attrition rate. You are required to advice the HR Manager from the perspective of HR Analytics.
  2. Hi- Tech Solutions was a growing organization in the telecom industry. It’s phenomenal growth in the recent past led to a huge manpower requirement in the company. Recruiting the required resources was a challenging task for the HR department as there was a dearth of talent in human resources in the market with too many companies vying for the same talent. The CEO of the company called for a meeting of all the heads of departments to discuss ways in which the manpower requirement could be met.

The CEO invited suggestions about innovative process of recruiting top talent. Explain?

**OR**

* 1. HR department of an organization is thinking about the high recruitment cost. You are required to prepare a plan for increasing the efficacy of recruitment and selection process.
  2. Sanjay nagpal is a new recruit from a reputed management institute, recruited as a sales trainee in a sales office of a large computer hardware firm located in chennai. Raghvan is the zone sales manager responsible for overseeing the work of sales officers, field executives and trainee salesmen numbering over 50 of three areas namely Chennai, Bangalore and Trivandrum. The sales growth of the products in his area was highly satisfactory owing to the developmental initiatives taken by respective state governments in spreading computer education. Raghvan had collected several sales reports, catalogues and pamphlets detailing the types of office equipment sold by the company for Sanjay's reference. After a short chat with sanjay, Raghvan assisted him to his assigned desk and provided him with the material collected. Thereafter Raghvan excused himself and did not return. Meanwhile, sanjay scanned through the material given to him till 5.00pm before leaving office.

Questions:

1.What do you think about raghavan's training programme?

2. What type of sales training programme would you suggest?

**OR**

* 1. Rajat Sharma has been employed for six months in the accounts section of a large manufacturing company in Faridabad. A formal investigation to monitor and determine the contributions of each employee in the accounts section and check whether they meet standards.  After the investigations it was found that all employees in the accounts section were meeting the targets that were set. Rajat, an employee in the account section ws an exception to the performance. Displayed by his colleagues along with numerous errors, Rajats work is characterized by low performance, often he does 20 percent less than the other clerks in the department.

Questions:

1. As Rajats supervisor can you find out whether the poor performance is due to poor training or to some of the causes?
2. If you find rajat has been inadequately trained. How do you go about introducing remedial training programmes?
   1. In spite of a good compensation package, a high employee turnover in the IT Industry is a matter of concerns for the employees. What would you suggest to motivate the employee for stay on?

**OR**

* 1. Planning for the reward strategy for expatriate employees is very different from local country employees. Justify the statement by differentiating between the types of expatriates and briefly mention the various allowances which can be provided to them.
  2. In a multinational company (MNC) the collective bargaining process was going on. The union puts up its demands to the management. But the management also had some issues to place before the unions. They said that they would consider the demands of the union only if the union is ready to make some compromise.

 The MNC was catering to the markets of USA and Europe. At the same time, they had 50% dependence on domestic market. But due to Global Financial Crisis, the rest 50% export orders were affected. From 50%, it has gone down to 10%, a reduction of 40%.

This is a grave situation indeed. The company may not survive only with the domestic market.

So, the management made a request to the Union that they are ready to listen to the demands of the Union, only when they fulfil either of the following conditions:

* Reduce manpower by 20 % or
* Reduce wages to meet the slack in demand.

 Question:

What should be the response of the Union to such demands? Can you suggest some alternative and fruitful solution to this demand?

**OR**

* 1. List out and explain the systems model of Industrial relations comprising of four major elements and elucidate the industrial relation problems in public sector industries.

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**Second Semester Examination, 2021 Admissions**

**PBA2112 OPERATIONS MANAGEMENT**

**Time: 3 Hours Maximum marks-60**

**Answer one each from 5 questions. Each question carries 12 marks**

* 1. Services are very different from manufacturing Therefore; it is not appropriate to use the same set of principles for managing operations in manufacturing and service organizations. Do you agree with the statement? Give reasons in support of your argument.

**OR**

* 1. Consider yourself as an operations manager. Design an operations strategy for a hospital with more than 2000 employees, considering the components of operations strategy.
  2. Nagarjuna fertilizers group now would like to diversify their business to steel industry also. When they are trying to search for a location for the steel factory, you are appointed as the consultant for identifying a location for the steel factory. What will the different factors and criteria based on which you will advise the top management to identify the perfect location in India? Explain the reasons also

**OR**

* 1. A bill of material is desired for a bracket (Z 100) that is made up of a base (A 10), two springs (B 11) and four clamps (C 20). The base is assembled from one clamp (C 20) and two housings (D 21). Each clamp has one handle (E 30) and each housing has two bearings (F 31) and one shaft (G32). a) Explain bill of materials (b) Show the data in the form of an indented bill of material
  2. Would you order a delivery pizza for dinner from a restaurant advertising delivery in 6hours? How about a restaurant that can bring you a cold, stale pizza in only 5 minutes? To meet the consumer's needs the pizza shop must be able to give customers the number of pizzas they want when they want it Preparing pizzas in advance is too wasteful because most consumers are more likely to buy a stale pizza. Meanwhile if you take too long to deliver the pizza, you may lose the customer to a more responsivecompetitor. The concept of JIT focuses on making what you need to meet customers demand only when you need it.For a pizza delivery shop that probably meansa fresh pizza at the customers’ door in around 30 minutes. This philosophy can apply to arrange of operations from simply washing a car to manufacturing a complex aircraft. Explain the concept of lean manufacturing with respect to the above examples?

**OR**

* 1. Amol an inventory manager and his team of Supply chain department at M/s 07  
     Gurukul Machine Tools have lots of inventory tracing issues and short  
     supply issues. Company at present is unable to invest heavily on any  
     software or ERP to solve the problem. Please suggest them proper tool to  
     reduce tracing time and ensuring proper inventory controls.
  2. Usage of technology in operation management has ensured that organizations are able to reduce the cost, improve the delivery process, standardize and improve quality and focus on customization, thereby creating value for customers. Justify the statement

**OR**

1. Consider yourself as an operations manager. Suppose you are going to start a company focusing on lean manufacturing. List out the lean supply chain management practices you would adopt in your company.
   1. Construct a house of the quality matrix for a wristwatch. Be sure to indicate specific customer wants that you think the general public desires. Then complete the matrix to show how an operations manager might identify specific attributes that can be measured and controlled to meet those customer desires

**OR**

* 1. G.E. set itself a corporate goal of becoming a six-sigma quality company, which means one that produces virtually defect free products, services and transactions. Three to four sigma quality is typically 10-15 per cent of revenues. In GE's case, with over $80 billion in revenues this amounts to some $8-12 billion annually, mostly in scrap, reworking of parts and rectifying mistakes in transactions. So, the financial rationale for embarking in this quality journey is clear. But beyond the pure financials, there are even more important rewards that will come with dramatically improved quality. Among them is the unlimited growth from selling services and products universally recognized by customers as being on a completely different plane of quality from those of competitors. It recognized that six sigma would be an exciting journey and the most difficult and invigoration stretch goal that GE had ever undertaken. The magnitude of the challenge of going from 35000 defects per million to fewer than 4 defects was huge. It would require the company to reduce the defect rates 10000-fold-about 84 percent for five consecutive years. But GE wanted to make its quality so special, so valuable to its customers, so important to their success that GE's service and products become their only real value choice.

Questions:

1. Do you justify the challenges set up by GEs for such a drastic improvement?

2. What will be the key task for GE to reach its goal?

3. Do you think implementation six sigma involves huge costs? How do you justify these costs? 4. How will this change the competitive factors in its markets and what strategic advantages will result?

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**Second Semester Examination, 2021 Admissions**

**PBA2113 OPERATIONS RESEARCH**

**Time: 3 Hours Maximum marks-60**

**Answer one each from 5 questions. Each question carries 12 marks**

* 1. Mohan- Meakins Breweries Ltd. has two bottling plants, one located at solan and the other at Mohan Nagar. Each plant produces three drinks, whisky , beer and fruit juices named A, and C respectively. The number of bottles produced per day are as follows

Plant at

Solan Mohan Nagar

(S) (M)

Whisky, A 1500 1500

Beer, B 3000 1000

Fruit Juices 2000 5000

A market survey indicates that during the month of April, there will be a demand of 20,000 bottles of whisky, 40,00 bottles of beer and 44000 bottles of fruit juices. Te operating costs per day for plants at Solan and Mohan Nagar are 600 and 400 monetary units. For how many days each plant be run in April so as to minimize the production cost, while still meeting the market demand. Use simplex method

**OR**

* 1. A farmer is engaged in breeding pigs. The pigs are fed on various products grown on the farm. Because of the need to ensure nutrient constituents it is necessary to buy additional one or two products, which we shall call A and B. The nutrient constituents (vitamins and proteins) in each of the products are given below

Nutrient Constituents Nutrient in the product Minimum requirement of

Nutrient constituents

A B

X 36 6 108

Y 3 12 36

Z 20 10 100

Product A costs Rs 20 per unit and product B costs Rs 40 per unit. Determine how much of products A and B must be purchased so as to provide the pigs nutrients not less than the minimum required at the lowest possible cost. Solve graphically

* 1. A manufacturer wants to ship 22 loads of his product as shown below. The matrix gives the kilometers from sources of supply to the destinations.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | D1 | D2 | D3 | D4 | D5 | Supply |
| S1 | 5 | 8 | 6 | 6 | 3 | 8 |
| S2 | 4 | 7 | 7 | 6 | 5 | 5 |
| S3 | 8 | 4 | 6 | 6 | 4 | 9 |
| Demand | 4 | 4 | 5 | 4 | 8 | 25 |

The shipping cost is Rs 10 per load per Km. What shipping schedule should be used in order to minimize the total transportation cost

**OR**

* 1. A product is manufactured at four factories A, B, C and D . Their unit production costs are Rs 2, Rs 3rs 1 and Rs 5 respectively. Their production capacities are 50,70, 30 and 50 units. Respectively. These factories supply the product to four stores, demands of which are 25,35, 105 and 20 units respectively. Unit transportation cost in rupees from each factory to each store is given in the table below

Stores

I II III IV

A 2 4 6 11

Factories B 10 8 7 5

C 13 3 9 12

D 4 6 8 3

Determine the extent of deliveries from each of the factories to each of the stores, so that the total production and transportation cost is minimum.

* 1. A pharmaceutical company producing a single product sold it through five agencies situated in different cities. All of a sudden, there rouse a demand for the product in another five cities that didn’t any agency of the company. The company is now facing the problem of deciding on how to assign the existing agencies in order to dispatch the product to needy cities in such a way that the travelling distance is minimized. The distance between the surplus and deficit cities (in km) is given in the following table.

Deficit cities

a b c d e

Surplus A 2 9 2 7 1

cities B 6 8 7 6 1

C 4 6 5 3 1

D 4 2 7 3 1

E 5 3 9 5 1

Determine the optimum assignment schedule

OR

* 1. A company manufactures around 200 mopeds. Depending on the availability of raw materials and other conditions, daily production has been varying from 196 mopeds to 204 mopeds., whose probability distribution is given below.

Production/day: 196 197 198 199 200 201 202 203 204

Probability : 0.05 0.09 0.12 0.14 0.20 0.15 0.11 0.08 0.06

The finished mopeds are transported in a specially designed three-storied lorry that can accommodate only 200 mopeds. Using the following 15 random numbers: 82, 89,78,24,53,61,18,45,23,50,77,27,54 and 10, simulate the mopeds waiting in the factory.

1. What will be the average number of mopeds waiting in the factory?
2. What will be the number of empty spaces in the lorry?
   1. The characteristics of a project schedule are as given below

Activity Time (days)

1-2 4

1-3 1

2-4 1

3-4 1

3-5 6

4-9 5

5-6 4

5-7 8

6-8 1

7-8 2

8-10 5

9-10 7

1. Construct a PERT network
2. Find the critical path and time duration

**OR**

* 1. The time estimate (in weeks) for the activities of a PERT network are given below

**Activity to tm tp**

1-2 1 1 7

1-3 1 4 7

1-4 2 2 8

2-5 1 1 1

3-5 2 5 14

4-6 2 5 8

5-6 3 6 15

1. Draw the project network and identify the critical path
2. Determine the expected project length
3. Calculate the variance and standard deviation
4. What is the probability that the project will be completed at least 4 weeks earlier than expected time?
   1. Explain Dominance property and u sing the dominance property obtain the optimal strategies for both the players and determine the value of the game The payoff matrix is given

Player B

I II III IV V

I 2 4 3 8 4

Player A II 5 6 3 7 8

III 6 7 9 8 7

IV 4 2 8 4 3

**OR**

* 1. The research department of consumer products division has recommended to the marketing department to launch a soap with three different perfumes. The marketing manager has to decide the type of perfume to launch under the following estimated pay off for the various levels of sales.

Estimated level of sales (units)

Types of perfume 20,000 10,000 2000

I 250 15 10

II 40 20 5

III 60 25 3

Estimate which type can be chosen under Maximax, minimax, maximin, Laplace and Hurwitz Alpha Criterion (α =.6)

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**Second Semester Examination, 2021 Admissions**

**PBA2114 MANAGEMENT INFORMATION SYSTEMS**

**Time: 3 Hours Maximum marks-60**

**Answer one each from 5 questions. Each question carries 12 marks**

* 1. A planetary rover might decide to take a particular soil sample. While spacecraft come in many shapes and sizes and are designed to fulfil separate and specific mission objectives, they share much in common. Future space exploration missions require complex vehicles, habitats, robotic assistants and self-sufficient spacecraft systems which adapt to complex, rapidly changing environments. How can AI impart a change in this situation?

**OR**

* 1. A virtual business is any business that conducts all or most of its business via the internet. It may or may not have some kind of physical presence—such as an office or warehouse—but there isn't a physical location that customers can visit., explain the stages involved in developing one such business?
  2. Don’s Lumber Company on the Hudson River features a large selection of materials for flooring, decks, moldings, windows, siding, and roofing. The prices of lumber and other building materials are constantly changing. When a customer inquiry about the price on pre-finished wood flooring, sales representatives consult a manual price sheet and then call the supplier for the most recent price. The supplier in turn uses a manual price sheet, which has been updated each day. Often, the supplier must call back Don’s sales reps because the company does not have the newest pricing information immediately on hand.

Assess the business impact of this situation, describe how this process could be improved with information technology?

**OR**

* 1. Henry’s Hardware is a small family business in Sacramento, California. The owners must use every square foot of store space as profitably as possible. They have never kept detailed inventory or sales records. As soon as a shipment of goods arrives, the items are immediately placed on store shelves. Invoices from suppliers are only kept for tax purposes. When an item is sold, the item number and price are rung up at the cash register. The owners use their own judgment in identifying items that need to be reordered.

How could information systems help Henry and Kathleen run their business? What data should these systems capture? Illustrate how systems can improve the decisions?

* 1. In GPS system how can a DSS implant can be used to plan the fastest and best routes between two points by analyzing the available options & include the capability to monitor traffic in real-time to route around congestion?

**OR**

* 1. Standalone analog devices give way to connected digital devices, the latter will generate vast amounts of data that will, in turn, allow us the chance to refine and improve our systems and processes in previously unimagined ways. How can data warehousing and data mining aid here?
  2. Cyberbullying and cyberstalking cases usually start and continue within the close circle of victims such as the same school or same neighborhood. And, in most incidents, very similar methods are deployed by offenders repetitively. For example, spreading the malicious content by setting up fake accounts is one of those persistent ways of harassment. Then, what can Internet service providers do to ensure ethics in using Information Technology?

**OR**

* 1. As the use of Intranets and Extranets has grown, so has the need for security. Intranet and Extranet security breaches can take a variety of forms. What potential security problems do you see in the increasing use of Internets and Intranets in Business? What might be done to solve such problems. Illustrate with an example?
  2. Let us consider that you are running an E-commerce website. You have a long list of products (in millions) available, and you want to eliminate the duplicate product names that might be listed under different categories.

**For example**, there are two different products named iPhone X and Apple iPhone 10 (both mean the same product). How can we avoid the data redundancy using Data mining, explain each stages of the decision process with a neat diagram?

**OR**

* 1. Artificial Intelligence helps to discover new insights (*understanding, awareness*) into the business by identifying patterns. This leads to new opportunities and helps to predict (*forecast, expect*) the future. How important for an organization to be aware of future, for its survival (*existence*)? Support your answer with reasons.

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**Second Semester Examination, 2021 Admissions**

**PBA2115 BUSINESS RESEARCH METHODS**

**Time: 3 Hours Maximum marks-60**

**Answer one each from 5 questions. Each question carries 12 marks**

* 1. A government owned road transport corporation is facing problems such as declining profits, increase in fuel cost, downfall in employee performance and lack of employee -employer harmony.

Develop a research problem for the proposed research for the transport corporation in order to enhance the performance of the transport corporation

**OR**

* 1. Customers of a nationwide courier company used to contact branch offices for enquiring about the location of their packets in transit. Lot of customers lost their packets from north Indian cities.

Advice the courier company for solving the issues by conducting a research.

* 1. A five star hotel received lot of room booking cancellations from corporate guests. Managers identified a sharp decline in number of persons checking the details in hotel’s website.

Prepare a research design for the hotel with an objective of increasing the room bookings from corporate guests and increasing the profitability of the hotel.

**OR**

* 1. A hospital management identified loss of patients related to accident cases within the city.

Develop an appropriate sampling design for conducting a research for increasing the number of patients.

* 1. A textile manufacturer has identified that they are not getting sufficient sales for few of their designs in south India. They are planning to conduct a research among their customers for detecting the real reasons and identifying a solution.

Design a data collection plan for the proposed research for the textile manufacturer.

**OR**

* 1. A political party has identified sharp decline in votes in rural areas in an election. Design a questionnaire for identifying the reasons for the decline in votes.
  2. An auto manufacturer has sponsored a car rally. They are planning to design a TV advertisement by projecting the slight variation between first, second, third prize winners and other finalists. They are in need of minute measurements of time.

Develop a detailed plan by applying the levels of scale measurement.

**OR**

* 1. XYZ Supermarket is planning to increase their total income from sales. You are required to develop a data analysis plan based on the below mentioned table.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Particulars** | **Jan-21** | **Feb-21** | **March 21** | **Total** | **Operating expenses** |
| Provision | 2.9 | 6.7 | 7.3 | 16.9 | 1.45 |
| Packed foods | 6.2 | 2.3 | 1.7 | 10.2 | 1.75 |
| Cosmetics | 0.1 | 3.7 | 2.5 | 6.1 | 0.9 |
| Fancy goods | 11.3 | 12.7 | 15.2 | 39.2 | 4.85 |
| Veg & Fruits | 6.2 | 7.8 | 5.8 | 19.8 | 3.35 |
| Cold storage | 6.2 | 7.8 | 5.8 | 19.8 | 3.05 |
| Leather Goods | -0.7 | -0.8 | -1.1 | -2.6 | 0.35 |
| OTC medicines | 0.4 | 0.3 | 0.2 | 0.9 | 0.15 |
| Office Stationery | 2.3 | 6.2 | -0.5 | 8 | 1.05 |
| Electronic goods | 10.4 | 11.1 | 12.3 | 33.8 | 2.55 |
| **Total** | **45.3** | **57.8** | **49.2** | **152.1** | **19.45** |

* 1. A hyper market chain KTS has identified the following alarming results:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Particulars | Q1 | Q2 | Q3 | Q4 |
| Sales | 1455 | 1325 | 1278 | 1145 |
| Expenses - Salary | 110 | 114 | 116 | 109 |
| Expenses -  Advertising | 39 | 41 | 43 | 45 |
| Net Profit | 221 | 188 | 174 | 146 |

(Figures are in lakhs)

You got instructions to prepare a research report template for a proposed research. Explain the template with focus areas based on the nature of the above data.

**OR**

* 1. ABC Airways has identified a 35 % decline in number of passengers. The company is facing shortage of funds for investing for employee training. HR department is facing problems of high absenteeism and massiveresignations. You are required to conduct a research for solving the issue.

Develop a research proposal for the proposed research for ABC airways.

**Marian College Kuttikkanam (Autonomous)**

**Master of Business Administration**

**Second Semester Examination, 2021 Admissions**

**PBA2116 ENTREPRENEURSHIP DEVELOPMENT**

**Time: 3 Hours Maximum marks-60**

**Answer one each from 5 questions. Each question carries 12 marks**

* 1. Imagine an enterprise is coming to your locality. How can this enterprise change the lives of people in that locality? How can that enterprise contribute to the Indian economy?

**OR**

* 1. Analyze the important skills that are seen in famous entrepreneurs. Why are all these skills & characteristics important?
  2. Founded in 2013 primarily as a coding boot camp, Tech India offers both part-time and full-time courses on topics like Artificial Intelligence and Machine Learning. Most of the camp’s programs run out of cooperative working spaces and temporary locations throughout the cities it has a presence in. The company to date has expanded to seventeen markets with plans to expand even more. The founder, Alen Varghese, jokes that he wouldn’t have named the company Tech India if he had known its full potential and growth
* Could a feasibility analysis have helped Betsy from the start?
* The company has expanded its business to offer corporate training at existing companies, rather than teaching classes directly to student enrollees. How would you identify a new potential market for Tech India to enter?
* What could be done with its existing business?
* How would you advise the company on making go-or-no-go decisions for entering new markets?

**OR**

* 1. Rani finished her graduation from Marian college. Along with her friends she decided to travel to European countries for 10 days. She faced a lot of problems before and during her visit. While applying for a visa, she found the process to be too tedious so she approached a travel agent who helped her but still it turned out to be expensive. After that she visited various websites to book hotels and transportation. It was a long process. After leaving India, she found that language in every European country was different even though English was spoken widely. As a close friend of Rani, how can you solve this problem. Come out with a business idea that will solve this problem faced by Rani. Also, explain how you will evaluate this business idea and test the feasibility of it.
  2. Incorporated in 2003, Tesla declared in its mission statement that its goal is “to accelerate the world’s transition to sustainable transport,” and it has proven itself a leader in green technology in the automotive sector. In its initial business plan, by co-founder Martin Eberhard, the electric sports car company promised to provide the value of a high-end sports car at a lower cost to the customer and a lower environmental cost to the planet. Electric vehicles were seen as inferior to standard vehicles prior to Tesla’s innovations in creating powerful cars that piqued consumer desire. The generic automotive manufacturing business model relies on collaborative manufacturing with industry partners and a distribution model dependent on third parties. Standard cars are aimed at people and businesses with individual transportation needs. This model is commercially viable because of custom-equipped add-on features to the per-vehicle prices.

Explain how the business model of Tesla is different from the traditional car manufacturing companies. How preparing a business model will help you to achieve competitive advantage.

**OR**

* 1. Mr. Sabu Jacob started his factory for manufacturing cloth items in Ernakulam. He appointed your company to formulate a business plan for his manufacturing unit. The company in it’s business plan mentioned the cost of refining the products offered by Kitex. Explain the importance of revamping the products at timely intervals with examples.
  2. Manu is a very innovative person and has always been working on creating products and services that can make living healthy and hygienic. He developed a design of an air conditioner with an inbuilt air purifier as well. Since he did not get any financial support from any bank, he approached Sequoia capital (VC), a venture capitalist firm. Though VC liked the idea, it refused to help Manu at the seeding stage and asked him to come again if needed during second round financing. Why was seed capital not given by VC when it was ready to fund the second round financing?

**OR**

* 1. Sunil finished his graduation from Polytechnic college in the year 2020. He had specialised in repairing electronic goods. After a few months of his graduation, he met his uncle who has a small factory manufacturing electronic circuits used in Television. His uncle informed Sunil that he could no longer run the unit so Sunil decided to take over the factory. His uncle had two workers. Sunil was able to get a huge order of supplying 10,000 units of electronic circuits every month from a popular TV manufacturing company in India. He knew that to meet the orders timely he had to employ more people. In order to do so he decided to hire more employees. What are the things Sunil needs to do inorder to hire more employees? Help him to hire new employees.
  2. Priya, a student of class XII, observed that a large number of students of the school were using mobile phones. She also observed that many parents of such students were worried about the content being viewed by their children on mobile phones and were not able to control them. Being a talented and an intelligent student she developed an app that may help the parents to watch and control children regarding the content being viewed. But she is confused about how she can grow her business/app. What are the various steps she can take inorder to grow her app/business and explain how she can generate more revenue via her app.

**OR**

* 1. Coffico Ltd., is in the Fast-Moving Consumer Goods industry. They introduced a new variety of biscuits in the market. It has high fibre content with different new flavours incorporating various multigrains. Now they are doing business in central Kerala. The owner of Coffico Ltd. is interested in expanding their business. Explain the various avenues available to Coffico Ltd. to expand their business

**Marian College Kuttikkanam (Autonomous)**

**Master of Business Administration**

**Third Semester Examination, 2021 Admissions**

**PBA2118 BUSINESS ANALYTICS**

**Time: 3 Hours Maximum marks-60**

**Answer one each from 5 questions. Each question carries 12 marks**

* 1. In the future, as part of the progressing computerization of analytical processes, it will be possible to implement artificial intelligence to the processes of analyzing large collections of information collected in Big Data database systems. In the above context, what kind of scientific research will dominate in the field of Business Intelligence?

**OR**

* 1. According to analysts, for what can traditional IT systems provide a foundation    when they are integrated with big data technologies & how it set a standard apart?
  2. Credit card companies can help the retail sector by locating the target audience. According to the transaction’s reports, retail companies can predict the choices of the consumers, their spending pattern, and preference over buying competitor’s products, etc. This historical as well as real-time information helps them direct their marketing strategies in such a way that it hits the dart and reaches the right audience.

Develop a model of how analytics helps to analyze the changing trends and demonstrate it with a neat infographic?

**OR**

* 1. An organization is exploring of cloud services. If the cost is acceptable, the organization will be adopting it by migrating their computer environment into cloud-based systems. In a high-level point of view what are things to be done beforehand?
  2. Find the multiple linear regression of X1 on X2 and X3 from the data relating to three variables given below

                         X1 : 3 4 5 5 6 7 1

                         X2 : 1 5 6 7 3 2 3

                         X3 : 5 3 4 1 2 3 5

**OR**

* 1. Calculate the Karl – Pearson’s coefficient of skewness from the following data

                                        Profits                     No. cases

                                         70-80                         12

                                         80-90                         18

                                         90-100                       35

                                        100-110                      42

                                       110-120                       50

* 1. What are the business goals of using social media? Explain how to design and develop a social media analytics application?

**OR**

* 1. In today’s economy, managing information is critical to the success of a business. Supply -chain management, mass customization, business intelligence, and data mining are all key drivers of a successful business, and all require the effective management of large volumes of information using technology systems. Technology affects and assists the growth of practically every industry in the present age. Service industry too is not insulated from its effects. Taste of India is a very well know concept restaurants chain headquartered in India. It started its operations in the year 1995 in India, USA and UK. Taste of India restaurant does not currently utilize information technology in their business operations due to which they face many challenges. The main challenges that the restaurant face, from an information technology and company performance management perspective, include problem of advertisement, order management, customer satisfaction. The problem of management of office document is also one of the major problems faced by the Restaurant. Company performance has been measured and managed through excel, with differing approaches and understanding across the various business units and countries. There is now a distributed management team and goals and tracking of goals and objectives is not transparent. There are a growing number of employees involved in developing reports and clarifying reporting / report definition ambiguities across the restaurant. Country and business Unit performance is difficult to compare and overall restaurant performance is difficult to measure and forecast. Taste of India now decided to make use of information technology to eliminate the above-mentioned problem and to computerize their business operations.

With the above stated problem, provide appropriate solutions for:

1) How the restaurant can use the web presence?

2) How the restaurant can utilize information technology for managing office documents and tasks? 3) How the restaurant can improve the personal productivity of the employee?

4) How the restaurant will manage various data of their business operations?

* 1. Most people who work in hospitality got into the business because they love food, enjoy meeting new people, and are passionate about creating great customer experiences. They probably never dreamed about becoming technology experts, but a good data infrastructure is just as important as a great chef or a popular bartender. Today’s restaurants increasingly depend on software to perform at peak efficiency and maximize revenue, and business intelligence (BI) is at the heart of this fundamental shift.

Restaurant also made decision of using Business Intelligence. Identify and explain how business intelligence will help the restaurant in decision making at all levels.

**OR**

* 1. A property owner is faced with a choice of:

(a) A large-scale investment (A) to improve her flats. This could produce a substantial pay-off in terms of increased revenue net of costs but will require an investment of £1,400,000. After extensive market research, it is considered that there is a 40% chance that a pay-off of £2,500,000 will be obtained, but there is a 60% chance that it will be only £800,000.

(b) A smaller scale project (B) to re-decorate her premises. At £500,000 this is less costly but will produce a lower pay-off. Research data suggests a 30% chance of a gain of £1,000,000 but a 70% chance of it being only £500,000.

(c) Continuing the present operation without change (C). It will cost nothing, but neither will it produce any pay-off. Clients will be unhappy and it will become harder and harder to rent the flats out when they become free. How will a decision tree help the taking of the decision?

**Marian College Kuttikkanam (Autonomous)**

**Master of Business Administration**

**Third Semester Examination, 2021 Admissions**

**PBA2119 BUSINESS ETHICS AND CORPORATE GOVERNANCE**

**Time: 3 Hours Maximum marks-60**

**Answer one each from 5 questions. Each question carries 12 marks**

* 1. Rowan is pursuing BTech and shares a room with you in the private hostel. He desperately needs a job after completing his course because of educational loan and weak economic background. In his last two semesters, he couldn’t secure good grades due to serious illness. In current semester he has to secure good marks at any cost to satisfy minimum criteria for placements. Few days before the final semester exam, he comes to you and asks for money. He is stressed and nervous. He tells you about his plan to purchase semester papers to clear the exam and convinces you for the same by giving reference to his bad health, family status and his education loan.In such circumstances, would it be right to lend money to him?

(a) Identify the moral dilemma faced by you.

(b) Analyse your role and duties as a friend, also suggest your course of action

**OR**

* 1. In law a man is guilty when he violates the rights of others. In ethics he is guilty if he only thinks of doing so.” – Immanuel Kant. Bring out the meaning of the above quote with examples.
  2. In 2005, Kozlowski was convicted of crimes in relation to alleged unauthorized bonuses of $81 million, in addition to other large purchases and investments. As CEO of Tyco International, Kozlowski was lauded for his risk-taking and the immense growth of the company. He launched a series of strategic mergers and acquisitions, rapidly building up the size of Tyco. During his first six years as CEO, he secured 88 deals worth over $15 billion. Strong growth was bolstered by a booming economy, and Tyco’s stock price soared as the company consistently beat Wall Street’s expectations. However, when the economy slowed, the company began to struggle.

Allegedly, Tyco paid for Kozlowski’s $30 million New York apartment, as well as personal gifts and parties, including $1 million of a $2 million birthday party for his wife. After Kozlowski paid a $20 million finding fee to a board member without proper approval, and paintings invoiced for Tyco offices ended up in Kozlowski’s apartment (among other irregularities), Kozlowski was criminally charged with looting more than $600 million of assets from Tyco and its shareholders. While many questioned his lifestyle, others questioned the trial and conviction. Commenting on the case, civil rights lawyer Dan Ackman wrote, “It’s fair to say that Kozlowski…abused many corporate prerogatives… Still, the larceny charges at the heart of the case did not depend on whether the defendants took the money—they did—but whether they were authorized to take it.” Kozlowski asserted his innocence of the charges, stating, “There was no criminal intent here. Nothing was hidden. There were no shredded documents. All the information the prosecutors got was directly off the books and records of the company.”

Questions

1. How is this case related to financial misrepresentation

2. Can you think of any other examples of leaders who have abused the power of their position? What similarities and differences do you see between them and Kozlowski?

**OR**

* 1. On 18 July 2012, Maruti’s Manesar plant was hit by violence as workers at one of its auto factories attacked supervisors, engineers and other management personnel and burnt and killed a senior HR executive, injured 100 managers, including two Japanese expatriates. The mob also injured nine policemen. The company’s General Manager of Human Resources had both arms and legs broken by his attackers, unable to leave the building that was set ablaze, and he was charred to death. The incident is the worst-ever for Suzuki since the company began operations in India in 1983 and one of the most heinous of industrial crimes in the history of India.

Question

With this case in mind, Highlight the unethical areas in HR core functions?

* 1. Hank Greenberg was the formidable CEO of AIG, the largest insurer in the United States. Mr. Greenberg was removed from his position when the SEC raised issues regarding the company’s accounting practices and the accuracy of its financial statements. AIG eventually released financial statements that reduced its profits by $4.4 billion. Mr. Greenberg maintained then and maintains now that he did nothing wrong. A story from his youth offers some insight into his ethical philosophy. When he was stationed in London during World War II, the United States and its military command were concerned about the impression the soldiers left and their conduct. They also recognized the need for the soldiers to have some recreation. The commanding officers gave the soldiers extra leave days if they used them for cultural events. The commanding officers had the theatre, the symphony, and the ballet in mind as culture, not the usual activities for leave, such as drinking and chasing women (and, all too often, catching the women). The only requirement for the extra leave day was that the soldiers had to bring back a playbill or program from whatever cultural event they had attended. Mr. Greenberg would buy a ticket to the theatre, go in, collect the playbill, and then head out the side exit to spend the time on other activities, the types of activities the commanders were trying to have the soldiers avoid, to wit, carousing. Mr. Greenberg had his proof of cultural activities, but he also had his usual fun.

Questions

Did Mr. Greenberg violate any rules as a soldier? Isn’t the lack of clarity on the part of the commanding officers what caused the problem? What’s wrong with using a loophole in the system?

**OR**

* 1. Apple Inc.’s labour outsourcing decisions saw the computer firm relocate its manufacturing activities to two plants based in southern China. Apple’s decision to relocate its manufacturing activities to China targeted at lowering its operation costs given the increasing global competition amongst product manufacturers, especially in the mobile and computer industries. Given the ready availability of cheap labour in China, Apple proceeded to hire close to half a million workers who were based in the Chengdu and Shenzhen plants. The work conditions, however, were poor and Apple acted in unacceptable ways to achieve its objectives.

For instance, all employees were required to sign an anti-suicide agreement indicating that they were not to attempt suicide. This was a result of escalating suicide cases that had been reported in 2011. The employees were also required to sign and agree that they would readily be subjected to excessive overtime periods. While the Chinese laws stipulate that workers should not exceed a maximum of 36 hours in a month working overtime, Apple had subjected its employees to an average of 98 hours a month working overtime.

In every 14 days, workers were only allowed a single day off, with the daily wages paid by Apple ranging between $17 and $22. The computer company also erected dormitories for its half a million workers around the two production plants. Workers were required to wake up at any time to continue with the production, depending on the market demand pressures

Question:

What was the supporting theory of ethics?

* 1. Imagine Ram is the head of Excel limited for CSR, in a strategic plan meeting, he has to present a CSR plan for the women employees of his organization. If you were ram what will be your plan?

**OR**

* 1. Being socially responsible is part of being successful, being a great company and being a respected company. Support your answers with live examples?
  2. Enron started as an energy producer in 1985 and later on move into energy trading. The company that was making huge profits by the year 2000 and was also rated the seventh largest company on the Fortune 500, unexpectedly collapsed in the year 2001.Enron had impressed the public by entering into a unique concept of trading energy, and it deceived the public with false profits. Also the company had huge debts, all of which were not shown on the company accounts. To hide these large amounts of debt and losses, Enron had made many partnerships with the companies that were run by Enron executives who profited from this deal and deceived the public. It used creative accounting techniques and cooked its books which kept the investors in dark and led on an all-time rise in its stock prices. But by August 2001, the existing CEO of the company resigned, and it reported huge losses in October 2001, which was its first quarterly loss in four years. By late 2001, it admitted that the company had been cooking its books and showing inflated profits. Enron in December 2001, filed for chapter 11 bankruptcy, and later the matter was investigated by the U.S Justice Department and within a short span of time, the company had large amounts of unpaid debt and worthless shares. It was also revealed that the top executives of the company made huge profits by selling Enron shares at the right time, thereby leaving all the losses to be borne by other investors. Arthur Andersen, that was one of the biggest 5 accounting firms was the auditor of Enron and was held one of the biggest accused parties to this scandal. Loopholes in the system of Corporate Governance were, thus, exploited by the company resulting in the scam. Thus we need substantial reforms in the Corporate Governance and ethical reporting practices, thereby making corporate dealings more transparent, and in favor of general public.

Questions

1. Analyse the case in terms of importance of Corporate Governance
2. How can Corporate Governance practices improve the Corporate environment?

**OR**

* 1. As a vice president of People Dynamics. You are instructed to prepare a corporate Governance Policy for your organization to be displayed in the company’s website?

**Marian College Kuttikkanam (Autonomous)**

**Master of Business Administration**

**Fourth Semester Examination, 2021 Admissions**

**PBA2126 STRATEGIC MANAGEMENT**

**Time: 3 Hours Maximum marks-60**

**Answer one each from 5 questions. Each question carries 12 marks**

* 1. Suppose you are the CEO of an organization that has just launched a mobile phone to give competition to Apple and Samsung. Prepare a vision and mission statement for your organization. What will be the key considerations while developing  
     your vision statement and what ideas would you want to implement to achieve  
     the vision.

OR

* 1. Suppose you are the Managing Director of an organization. Your organization isrunning into losses due to poor management and decision making. How will you analyze the situation and move your organization out of the situation?
     1. The civil aviation industry in India has emerged as one of the fastest growing industries in the country during the last three years. India has become the third largest domestic aviation market in the world and is expected to overtake UK to become the third largest air passenger market by 2024. You are instructed to evaluate the business environment and identify the core competencies and strategies needed to gain competitive advantage.

OR

* + 1. You are the CEO of a footwear manufacturing company. Your company manufactures shoes and sandals for both the sexes. The designs of the shoes and sandals have not changed over the years. Your shoes sold like hot cakes in early 2000s but now the sales have declined heavily. Analyse the situation and suggest appropriate solutions to get the company back on track.

(A)Procter & Gamble, Amul, Tatagroup are working in different business lines, with regards to either product/ services, Market, or technology. You are required to prepare a different level of strategy which is best suited to all these different organizations?

OR

(B)Suppose you are the manager of a newly established garments company. You have a business strategy ready for you that stresses on competitive positioning and proper stakeholder management. Draft out a growth strategy for your company, if the objective is to establish abrand name in the long run.

* + 1. M/s ABC Company is a manufacturer of electric appliances like Iron Box and Mixy. They were the prominent market leader during 2014. The company’s vision, mission and strategic planning helped the organization to achieve its success. They used collaborative approach for implementing the various strategies in the organization. During this period, rivals entered and suddenly competition increases. They made adequate changes in the existing product in order to gain competitive advantage. Apart from that company decided to introduce a new product line i.e. Air Conditioner. Meantime the company appointed a new CEO for the new business unit. He applied commander approach for implementing the strategy for the new product. The top management developed the strategy and provides instruction to the subordinates to execute it. The employees were not included in the development of the strategy. Here top management considers only the economic factors and ignores the political, social dimensions of strategy development and implementation. After one year, the top authorities evaluated the performance of the new SBU. Here they found that the new product can’t grab the market.

1. Do you think the new CEO’s approach for the strategy implementation is correct? Why?
2. What are the steps top management can use for strategic implementation of Air Conditioner?

OR

* + 1. Zomato Launched in 2010, their technology platform connects customers, restaurant partners, and delivery partners, serving their multiple needs. Customers use their platform to search and discover restaurants, read and write customer-generated reviews and view and upload photos, order food delivery, book a table and make payments while dining out at restaurants. They also provide restaurant partners with industry-specific marketing tools which enable them to engage and acquire customers to grow their business while also providing a reliable and efficient last-mile delivery service. They also provide our delivery partners with transparent and flexible earning opportunities. Due to COVID-19 many of their restaurant partners stopped their business during the lockdown, which has badly affected their business and the company is facing a serious cash crunch. Because they had invested a lot of money in acquiring officesin different cities to operate and deliver parcels on time. Most offices are owned and leased. Now the company is planning to a temporary reduction in pay for the entire organization. Lower cuts are being proposed for people with lower salaries, and higher cuts (up to 50%) for people with higher salaries. How this strategy can communicate to each and everyone in the organization without affecting the current working culture?

V

* 1. “Corporate Social Responsibility as a business imperative must not be accepted grudgingly or half-heartedly. Instead, it must be practiced with full vigor and straight from the heart passion and this certainly helps the companies in the long run”. But Corporate in India fail to shoulder the social responsibility”. Do you agree? Justify your stand.

OR

(B)Organizations that have adopted the social business model utilize [socialmedia](https://en.wikipedia.org/wiki/Social_media) tools and [social networking](https://en.wikipedia.org/wiki/Social_networking_service) behavioral standards across functional areas for communicating and engaging with external audiences, including customers, prospective customers, prospective employees, suppliers, and partners. Frame a new business model for any of the social networking sites of your choice and explain in detail.